

The Graduate School of Business

OBJECTIVES

The Graduate School of Business has as its objective the advancement and dissemination of knowledge in the business and organizational disciplines through scholarly research and excellence in its graduate management education programs.

ADMISSION

Anyone who wishes to earn graduate-level credit, whether as a degree-seeking student or as a non-degree seeking student, must make formal application to, and be officially admitted by the Graduate School of Business. The Graduate School of Business offers two classifications of admission: Degree Standing and Non-Degree Standing.

1. DEGREE STANDING

The Graduate School of Business shall admit only those applicants to DEGREE standing whose enrollment the Graduate School of Business considers will contribute positively to the quality of life and educational programs of the Graduate School of Business. Unlike the Graduate School, students are simultaneously admitted to the Graduate School of Business and a degree program.

2. NON-DEGREE STANDING

The Graduate School of Business shall admit those applicants to single semester NON-DEGREE standing whose enrollment will not lead to a degree.

Application. Applications for admission to the Graduate School of Business must be accompanied by a \$40.00 application fee (\$50.00 for international applicants), which is not refundable and will not apply against the general registration fee if the applicant enrolls. Applicants will not be considered for admission until all required application materials have been received by the Graduate School of Business.

Applicants who are seeking a graduate degree must submit the following items:

1. Application form
2. Application fee (\$40 domestic; \$50 international)
3. Current resume
4. Three letters of recommendation
5. Official transcripts from each college or university attended
6. Two one-page essays
7. Official GMAT score (MBA, MAcc, MIS, and MTLM)
8. Official GRE score (MAEcon)
9. Official TOEFL or IELTS score (international applicants only)
10. Financial and Supplemental Information form (international applicants only)
11. Educational Summary form (International applicants only)
12. TSE- International applicants to MIS program.

The application form may be obtained on the Web at <http://gsb.uark.edu>, or the application packet may be obtained from and should be submitted directly to the following address:

GRADUATE SCHOOL OF BUSINESS
475 Business Building
1 University of Arkansas
Fayetteville, AR 72701

Telephone: 479-575-2851
Fax: 479-575-8721
E-mail: gsb@walton.uark.edu

Transcripts. For applicants who desire DEGREE standing: It is the responsibility of each applicant who desires full graduate standing to request EACH college or university that the student has previously attended to send directly to the Graduate School of Business one official copy of the student's academic record including all courses, grades, and credits attempted and indication of degree(s) earned.

Note: The fact that courses completed at one institution may be included on a transcript from another institution will not suffice; official transcripts must be received from each institution previously attended.) All transcripts become the property of the Graduate School of Business and will not be released to the applicant or to any other person, institution or agency. All application materials, including all official transcripts, should be received by the Graduate School of Business by the published application deadline for the program for which the student is applying.

Previously Enrolled or Currently Enrolled at University of Arkansas, Fayetteville. For those previously enrolled or currently enrolled at the University of Arkansas, Fayetteville, the Graduate School of Business obtains transcripts from the Registrar's Office. For a graduate of the University of Arkansas, Fayetteville (baccalaureate degree), the only transcripts are those from the University of Arkansas, Fayetteville, and those from each institution attended after completing the University of Arkansas, Fayetteville, degree. Anyone who was previously enrolled, but who is not currently enrolled in the University of Arkansas Graduate School of Business, is considered a "readmission" and is required only to submit an Application for Admission (no fee) and official transcripts from institutions attended after the University of Arkansas Graduate School of Business enrollment. (See Admission Classification: Readmission.)

Deferred Admission. Admission to the Graduate School of Business is for a specific semester only. Applicants who wish to change their date of entry after submitting an application must notify the Graduate School of Business Office. Applicants who have already been admitted but who would like to change their date of entry must

request to have their admission deferred. Admission may be deferred for up to one academic year at the discretion of the Director of the masters program to which the student has been admitted. Application materials for applicants who apply for admission, but who do not subsequently enroll, will be retained by the Graduate School of Business Office for two calendar years from the date of the applicant's original proposed semester of entry. However, applicants must file a new Application for Admission (no fee) to notify the Graduate School of Business of their request for reconsideration. Applicants who are admitted, but who do not enroll for two years or more after admission must resubmit the entire application packet and follow procedures for initial admission.

Admission to Degree Standing. Official notice of the decision concerning admission will be sent from the Graduate School of Business for admission to the Master of Business Administration, Master of Accountancy, Master of Arts in Economics, Master of Information Systems, and the Master of Transportation and Logistics Management programs.

Adviser. At the time of admission to a degree program in the Graduate School of Business, the student is assigned to a major adviser who acts as the adviser throughout the student's program of study. The appointment of the adviser is made in the student's major department.

International and Resident Alien Applicants. International applicants and resident aliens must submit a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL) or 213 on the computer-based version of the TOEFL or a minimum score of 6.5 on the IELTS taken within the preceding two years, unless their native language is English, they have received a graduate degree from an accredited U.S. graduate school, or they have demonstrated an acceptable level of language proficiency as defined in the Graduate School Handbook located on the Graduate School Web site. Applicants to the Master of Information Systems degree must submit official scores for the Test of Spoken English (TSE). International applicants and resident alien applicants may refer to page 18 of the *Graduate School Catalog* for additional information related to their application.

Additional Language Requirement for Doctoral Students. Doctoral students are normally called upon to teach an undergraduate course at some point during their program. The University of Arkansas and the Walton College of Business are committed to providing quality instruction at the undergraduate level. As a result, all doctoral students whose native language is not English are required to take the Test of Spoken English (TSE) and present a minimum score of 50. The TSE may be taken prior to admission or during the first semester of the student's matriculation at the University of Arkansas. In no case will a doctoral student be allowed to teach an undergraduate course without meeting the minimum score requirement on the TSE.

Classifications of Admission

The Graduate School of Business admits students as either degree-seeking or as non-degree-seeking for a single semester. Degree-seeking students are simultaneously admitted to the Graduate School of Business and to the degree program in which they are seeking a degree. Each master's degree program in the Walton College has its own minimum admissions criteria. Meeting the minimum criteria listed below does not imply that admission will be granted. The minimum requirements for admission to the Graduate School of Business and master's degree programs leading to a graduate degree are as follows:

Degree-Seeking/Regular Standing.

- a. a grade-point average of 2.70 or better. (A = 4.00) on all course work taken prior to receipt of a baccalaureate degree from a regionally accredited institution of higher education and an acceptable GMAT or GRE score.
- b. a grade-point average of 3.20 or better on the last 60 hours of

course work taken prior to the receipt of a baccalaureate degree from a regionally accredited institution of higher education and an acceptable GMAT or GRE score.

Degree-Seeking/Conditional Standing.

- c. a grade-point average between 2.50 and 2.69 on all course work taken prior to receipt of a baccalaureate degree from a regionally accredited institution of higher education, acceptable GMAT or GRE score, and approval of the Associate Dean for Academic Affairs, on condition that the student makes a cumulative grade-point average of 3.00 or better on the first 12 hours of graduate-level course work in the degree program and meets any other conditions that may be specified by the faculty of the department or program.

Any other consideration for regular admission must be by individual petition to the Associate Dean for Academic Affairs and, where pertinent, a recommendation from the appropriate departmental chair will be considered on its own merits, case by case.

Non-Degree Seeking, Single Semester. Applicants who desire non-degree standing must complete the Non-Degree Seeking Application and must sign the STATEMENT OF UNDERSTANDING portion of the form. Students admitted to a single semester NON-DEGREE standing must understand that any enrollment taken in this classification will not normally carry degree credit. Transcripts are not required for applicants seeking this single semester NON-DEGREE standing.

Persons who are admitted as non-degree seeking and who subsequently decide to pursue a degree must apply for and be admitted into a master's degree program by the appropriate admissions committee of the Graduate School of Business.

A non-degree seeking student may take no more than six semester hours of graduate-level courses that can be counted toward the requirements for a graduate degree. At the time of acceptance into a degree program, the director of the appropriate master's degree program will recommend to the Graduate School of Business which courses previously taken, if any, are to be accepted in the degree program.

Letter of Good Standing. A graduate student who is in good standing at another regionally accredited institution in the United States may be given admission (non-degree status) to the Graduate School of Business for one semester upon submission of an Application for Admission and a letter of good standing from the dean of the Graduate School at that institution. If at some time in the future the student should wish to pursue a degree in the Graduate School of Business or in the University of Arkansas Graduate School, it will be necessary to follow the normal procedures for admission and to have official transcripts sent from each institution previously attended. Graduate courses transferred and used for requirements for a degree at another university cannot be used for a graduate degree at this institution.

Readmission. Readmission to the Graduate School of Business is not automatic.

1. A student who has not been enrolled during the preceding semester (fall or spring), and who has not attended any other institution of higher education during his or her absence must submit to the Graduate School of Business a Readmission Form.
2. A student who has not been enrolled during the previous semester (fall or spring) and who has attended any other institution of higher education during that semester must submit a new application form (no fee) to the Graduate School of Business along with an official transcript from the institution attended.
3. A student who has not been enrolled for more than one semester, whether or not he or she has attended another institution of higher education, must submit a new application for admission (no fee). At the time of readmission, the appropriate admissions committee will determine whether to readmit the student and which classes taken during previous enrollments at the Graduate School of Business will be counted toward graduation.

Dual Enrollment. Seniors at the University of Arkansas may register for graduate credit if they meet all of the requirements listed on page 19.

Transfer of Credit. The Graduate School of Business will allow transfer of credit of a maximum of six credit hours under the following circumstances:

1. The hours were earned at an AACSB accredited school, and
2. The student earned an "A" or "B" in the courses requested for transfer credit, and
3. The master's program coordinator approves the courses for credit toward a master's degree.

REGISTRATION AND RELATED TOPICS

Important information regarding registration for classes, withdrawal, attendance and related issues can be found on page 21. The Graduate School of Business adheres to the guidelines as set forth in the Graduate Catalog with the exception of full-time status noted below.

Full-Time Status. Enrollment in 9 semester hours (not including audited courses) is considered full-time for graduate students unless otherwise specified by individual degree programs. For full-time enrollment in the summer, consult the Graduate School Handbook, available on the Graduate School Web site, <http://www.uark.edu/depts/gradinfo>.

GRADES AND MARKS

The Graduate School of Business uses the same grading and marking system as the Graduate School. For additional information regarding grades and marks, please see page 21.

ACADEMIC DISMISSAL

Students may be dropped from further study in the Graduate School of Business if at any time their performance is considered unsatisfactory as determined by either the program faculty or the Associate Dean for Academic Affairs of the Walton College of Business. Academic dishonesty and failure to maintain a specified cumulative grade-point average are considered to be unsatisfactory performance. The Graduate School of Business subscribes to and enforces the academic honesty policy of the University of Arkansas (see pages 22 and 25 of the *Graduate School Catalog*).

For students enrolled in the Master of Accountancy, Master of Arts in Economics, Master of Information Systems, or the Master of Transportation and Logistics Management degree programs, the following academic standards apply: If a student has less than a 2.85 cumulative grade-point average on 12 or more semester hours of graded course work taken in residence for graduate credit, the student will be placed on academic probation. The student will subsequently be dismissed from the Graduate School of Business if the cumulative GPA is not raised to 2.85 or above on the next nine hours of graded graduate course work. Using its own written procedures, the graduate faculty of each master's degree program may recommend that the student be readmitted to the Graduate School of Business. The graduate faculty of the master's degree programs may establish and state in writing the requirements for continuation in that program. Non-degree seeking students who are dismissed may petition for readmission to the Graduate School of Business by submitting a written appeal to the Associate Dean for Academic Affairs.

A cumulative grade-point average of 3.00 is required to be eligible for graduation. In addition, at least 75 percent of the graduate credit hours submitted for a degree must be "A" or "B" grades. Students may take up to an additional six credit-hours of graduate coursework in an effort to raise the cumulative grade-point average to 3.00. Students who repeat a course to raise their grade must count the repetition toward the maximum of six additional hours. All requirements for a master's degree must be completed within six calendar years.

MBA Program Academic Dismissal. For students enrolled in the Master of Business Administration program, the following academic standards apply.

Grade Policies

1. An MBA student must have a 3.00 grade-point average on all courses taken in the 38-hour program to be eligible for graduation. Classes taken either in residence or administered from the Fayetteville campus will be used to calculate a student's grade-point average.
2. At least 75 percent of the credit hours from all courses taken in the MBA program, either in residence or administered from the Fayetteville campus, must be an "A" or a "B" prior to graduation. A student may take up to six additional credit hours (up to 44 hours total) to meet the 75 percent rule.
3. "D" and "F" grades will not apply toward satisfying course requirements for graduation, but will be included in grade point calculations.

Probation and Dismissal Policies

1. A grade of "D" in a core course (MBAD 5013, 5023, 5112, 5122, 5132, 5212, 5222, 5232, or 5313) or an "F" in any course will result in a student's dismissal from the program, regardless of his/her grade-point average.
2. A student with the following grade-point averages will be placed on probation:
 - a. Lower than or equal to 2.5 after six hours (Foundations module).
 - b. Lower than or equal to 2.88 after 18 hours (Module 2)
 - c. Lower than or equal to 3.0 after 30 hours
3. A student on probation who does not raise his/her grade-point average to the following levels will be dismissed from the program:
 - a. 2.75 after 12 hours (Module 1)
 - b. 2.94 after 18 hours (Module 2)
 - c. 3.0 after 30 hours
4. A student whose grade-point average falls below 2.85 is not eligible to remain on an assistantship.

ANNUAL NOTICE OF STUDENT RIGHTS UNDER THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

The Graduate School of Business adheres to the Family Educational Rights and Privacy Act (FERPA) which affords students certain rights with respect to their education records described on page 30.

ANNUAL GRADUATE STUDENT ACADEMIC REVIEW

The Graduate School of Business implements the Graduate Council policy that any student whose program lasts more than three semesters will be reviewed annually by his/her degree program for progress toward the degree. At a minimum, the review will cover progress in the following: a) in completing courses with an adequate grade point average; b) in completing the thesis/dissertation/project requirements; c) in completing all of the required examinations; d) toward completing other requirements for the degree. When the review of each student is completed, the review form will be signed by the graduate student and the department/program head/chair, as well as other appropriate individuals as designated in the program review policy. This review will be forwarded to the Graduate School, to be included in the student's file.

ADMINISTRATIVE REQUIREMENT FOR GRADUATION

Application for graduation must be completed in the Graduate Dean's office, filed with the Registrar and fees paid for the semester in which degree requirements will be completed and graduation effected. If a student fails to complete the degree, the student must then renew the application and pay a renewal fee.

RESIDENCY REQUIREMENTS

The Graduate School of Business adheres to the residency requirements established by the Graduate School as described on page 33.

GRADUATE STUDENT GRIEVANCE

The Graduate School of Business of the Sam M. Walton College of Business Administration recognizes that there may be occasions when a graduate student has a grievance about some aspect of his/her academic involvement. It is an objective of the University of Arkansas that a graduate student may have prompt and formal resolution of his or her academic grievances and that this be accomplished according to orderly procedures. Below are the procedures to be used when a graduate student has an academic grievance with a faculty member or administrator. If the student has a grievance against another student or another employee of the University, or if the student has a grievance that is not academic in nature, the appropriate policy may be found by contacting the Office of Affirmative Action or the Office of the Dean.

Definition of Terms

Graduate Student – Under this procedure, a graduate student is any person who has been formally admitted to the Graduate School of Business of the Sam M. Walton College of Business Administration of the University of Arkansas, Fayetteville, and who is/was enrolled as a graduate-level student at the time the alleged grievance occurred. (Note: Students pursuing a Ph.D. in Business Administration or in Economics should follow the grievance policy of the Graduate School.)

Academic Grievance – An academic grievance is a dispute concerning some aspect of academic involvement arising from an administrative or faculty decision which the graduate student claims is unjust or is in violation of his or her rights. Any behavior on the part of a faculty member or administrator, which the student believes to have interfered with his/her academic progress, is subject to a grievance. While a complete enumeration of the student's rights with regard to academic involvement is not possible or desirable, we have provided a short list as illustration. However, as in all cases involving individual rights, whether a specific behavior constitutes a violation of these rights can only be decided in context, following a review by a panel of those given the authority to make such a decision.

In general, the graduate student:

- 1) has the right to competent instruction;
- 2) is entitled to have access to the instructor at hours other than class times (office hours);
- 3) is entitled to know the grading system by which he/she will be judged;
- 4) has the right to evaluate each course and instructor;
- 5) has the right to be treated with respect and dignity.

In addition, an academic grievance may include alleged violations of the affirmative action plans of the University related to academic policies and regulations, as well as disputes over grades, graduate assistantship employment agreements, course requirements, graduate/degree program requirements, thesis advisory committee composition, and/or advisor decisions.

Formal Academic Grievance – An academic grievance is considered

formal when the student notifies the Dean of the Walton College, in writing, that he/she is proceeding with such a grievance. The implications of this declaration are: 1) all correspondence pertaining to any aspect of the grievance will be in writing, and will be made available to the Dean and his/her designee; 2) all documents relevant to the case, including minutes from all relevant meetings, will be part of the complete written record and will be forwarded to the Dean and his/her designee upon receipt by any party to the grievance; 3) the policy contained herein will be strictly followed; and 4) any member of the academic community who does not follow the grievance policy will be subject to disciplinary actions. Filing a formal academic grievance is a serious matter, and the student is strongly encouraged to seek informal resolution of his/her concerns before taking such a step.

Complete Written Record – The "complete written record" refers to all documents submitted as evidence by any party to the complaint, as subject to applicable privacy considerations. (NOTE: Because the tape recordings of committee meetings may contain sensitive information, including private information pertaining to other students, the tape or verbatim transcription of the tape will not be part of the complete written record. However, general minutes of the meetings, documenting the action taken by the committees, will be part of the record.)

Working Days – Working days shall refer to Monday through Friday, excluding official university holidays.

Procedures

1. Individuals should attempt to resolve claimed grievances first with the person(s) involved, within the department or program, and wherever possible, without resort to formal grievance procedures. The graduate student should first discuss the matter with the faculty member or administrator involved, with the faculty member's chairperson or degree program coordinator, or with the Walton College Dean or his/her designee. The student's questions may be answered satisfactorily during this discussion. If the grievance is with the departmental chairperson or program coordinator, the student may choose to meet with the Walton College Dean or his/her designee for a possible informal resolution of the matter.
2. If a student chooses to file a formal academic grievance, the following procedures are to be followed. The students in the Master of Business Administration (MBA) program shall take the appeal in written form to the MBA Program Director. Students in the departmentally based masters programs (MAcc, MAEcon, MIS, and MTLM) shall take the written appeal to the appropriate departmental chairperson. The student shall forward a copy of the written appeal to the Walton College Dean or his/her designee. In the case of a grievance against a departmental chairperson, the MBA Program Director or an administrator who does not report directly to a departmental chairperson, the student will go directly to the Walton College Dean or his/her designee. The appropriate person to receive the written appeal will be referred to as the initial appellate authority. In any case, the Walton College Dean or his/her designee must be notified of the grievance. After discussion between the initial appellate authority (i.e. chairperson/MBA Program Director/Dean and his/her designee) and all parties to the grievance, option 2a, 2b, or 3 may be chosen.
 - a) All parties involved may agree that the grievance can be resolved by a recommendation of the initial appellate authority. In this case, the initial appellate authority will forward a written recommendation to all parties involved in the grievance within twenty working days after receipt of the written grievance. The initial appellate authority is at liberty to use any appropriate method of investigation, including personal interviews and/or referral to an appropriate departmental or program committee for recommendation.

- b) Alternatively, any party to the grievance may request that the initial appellate authority at once refer the request, together with all statements, documents, and information gathered in his or her investigation, to the applicable reviewing body. For the MBA Program the applicable reviewing body is the MBA Advisory Committee; for other masters programs it is the relevant program advisory committee. The reviewing body shall, within ten working days from the time its chairperson received the request for consideration, present to the initial appellate authority its written recommendations concerning resolution of the grievance. Within ten working days after receiving these recommendations, the initial appellate authority shall provide all parties to the dispute with copies of the reviewing body's recommendation and his or her consequent written decision on the matter.
3. If the grievance is not resolved by the procedure outlined in 2 (above), or if any party to the grievance chooses not to proceed as suggested in 2 (above), he/she will appeal directly to the Dean of the Walton College or his designee. Whenever a grievance comes to the attention of the Dean, either as a result of a direct appeal or when a grievance has not been resolved satisfactorily at the departmental/program level, the Dean and his/her designee will consult with the person alleging the grievance. If that person decides to continue the formal grievance procedure, the Dean will notify all parties named in the grievance and the relevant program administrator (i.e. departmental chairperson or the MBA Program Director), that a formal grievance has been filed. Within ten working days, the Dean and his/her designee will:
- with the consent of the student, appoint a faculty member as the student's advocate, and
 - appoint an ad hoc committee of five faculty members and two graduate students, chosen to avoid obvious bias or partiality, to re-view the grievance and report to him/her. The Walton College Dean or his/her designee will serve as the chair of the grievance committee and will vote only in the case of a tie. A voting member of the Graduate School of Business Masters Program Committee will serve as the non-voting secretary of the committee.
- The committee shall have access to witnesses and records, may take testimony, and may make a record by taping the hearing. Its charge is to develop all pertinent factual information (with the exception that the student and faculty member/administrator will not be required to be present in any meeting together without first agreeing to do so) and, on the basis of this information, to make a recommendation to the Walton College Dean to either support or reject the appeal. The Dean will then make a decision based on the committee's recommendation and all other documents submitted by the parties involved. The Dean's decision, the committee's written recommendation and a copy of its complete written record (excluding those in which other students have a privacy interest) shall be forwarded to the person(s) making the appeal within twenty working days from the date the committee was first convened; copies shall be sent simultaneously to other parties involved in the grievance. The Graduate School of Business in such a way that the student's privacy is protected shall retain a copy.
4. Within ten working days of the receipt of the Walton College Dean's decision, any party to the grievance may appeal to the Dean of the University of Arkansas Graduate School as described in step 3 of the procedures of Academic Grievance Procedures for Graduate Students in the Graduate School.
5. When, and only when, the grievance concerns a course grade and the committee's recommendation is that the grade assigned by the instructor should be changed, the following procedure applies. The committee's recommendation that the grade should be changed shall be accompanied by a written explanation of the reasons for that recommendation and by a request that the instructor change

- the grade. If the instructor declines, he or she shall provide a written explanation for refusing. The committee, after considering the instructor's explanation and upon concluding that it would be unjust to allow the original grade to stand, may then recommend to the department chair that the grade be changed. The department chair will provide the instructor with a copy of the recommendation and ask the instructor to change the grade. If the instructor continues to decline, the department chair may change the grade, notifying the instructor, the Walton College Dean or his/her designee, and the student of the action. Only the department chair, and only on recommendation of the committee, may change a grade over the objection of the instructor who assigned the original grade. For courses with a specific MBA program designation (MBAD course number prefix) the Walton College Dean or his/her designee shall fulfill the department chair responsibilities described in this section. No appeal or further review is allowed from this action. All grievances concerning course grades must be filed within one calendar year of receiving that grade.
6. The Master of Arts in Economics is the only Graduate School of Business program with a thesis option. When, and only when, a student in that program brings a grievance concerning the composition of his/her thesis committee, the following procedure will apply. The Walton College Dean or his/her designee shall meet with the graduate student and the faculty member named in the grievance, and shall consult the chair of the committee, the department chairperson, and/or the program coordinator for their recommendations. In unusual circumstances, the Dean and his/her designee may remove a faculty member from a student's thesis committee, or make an alternative arrangement. With regard to the chair of the thesis committee, this is a mutual agreement between the faculty member and the student to work cooperatively on a research project of shared interest. Either the graduate student or the faculty member may dissolve this relationship by notifying the other party, the departmental chairperson, and the Walton College Dean or his/her designee. However, the student and the advisor should be warned that this may require that all data gathered for the thesis be abandoned and a new research project undertaken, with a new faculty advisor.
7. If a grievance, other than those covered by step 5 (above), is not satisfactorily resolved through Steps 1 through 4 or 6, an appeal in writing and with all relevant material may be submitted for consideration and a joint decision by the Chancellor of the University of Arkansas, Fayetteville, and the Provost/Vice Chancellor for Academic Affairs. This appeal must be filed within twenty working days of receiving the decision of the Dean of the University of Arkansas Graduate School. Any appeal at this level shall be on the basis of the complete written record only, and will not involve interviews with any party to the grievance. The Chancellor of the University of Arkansas, Fayetteville, and the Provost/Vice Chancellor for Academic Affairs shall make a decision on the matter within twenty working days from the receipt of the appeal. Their decision shall be forwarded in writing to the same persons receiving such a decision in Step 4. Their decision is final pursuant to the delegated authority of the Board of Trustees.
8. If any party to the grievance violates this policy, he/she will be subject to disciplinary action. When alleging such a violation, the aggrieved individual shall contact the Walton College Dean in writing, with an explanation of the violation.

GRADUATE ASSISTANT GRIEVANCE

It is the philosophy of the Graduate School that assistantships are not typical employee positions of the university. This has two implications. First, the sponsor should also serve as a mentor to the student and assist,

to the extent possible, in facilitating the student's progress toward his/her degree. Second, any questions concerning performance in or requirements of assistantships shall be directed to the Graduate School or, for masters students in business, to the Graduate School of Business. [Note: the term *graduate assistant* will be used to refer to those on other types of appointments as well, such as fellowships, clerkships, etc.]

The Graduate School has the following authority with regard to graduate assistantships:

- 1) All requests for new positions, regardless of the source of the funds, must be approved by the Graduate School. When the position is approved, the requesting department or faculty member must complete the form, "Request for a New Graduate Assistant Position" and submit it to the Graduate School. All proposed changes in duties for existing graduate assistantships must be approved by the Graduate School prior to their implementation.
- 2) The duty requirements of the graduate assistantship, including the number of hours required, must be approved by the Graduate School. 50% (g.a.'s) may not be asked to work more than 20 hours per week (Note: this is not limited to time actually spent in the classroom or lab; the 20 hour requirement also pertains to time required to grade/compute results, develop class/lab materials, etc. Moreover, students cannot be asked to work an *average* of 20 hours per week, with 30 hours one week and 10 hours the next, for example. The duty hour requirement is no more than 20 hours per week for a 50% appointment. See the *Graduate Handbook*. However, it should also be noted that if the student is engaged in research which will be used in his/her required project, thesis or dissertation, or if the student is traveling to professional meetings, data sources, etc., the student may work more than 20 hours per week.) The duty requirements must complement the degree program of the graduate student and must abide by the philosophy that the first priority of graduate students is to finish their degrees.
- 3) The Graduate School, in consultation with the Graduate Council, has the right to set the enrollment requirements for full-time status for graduate assistants.
- 4) The Graduate School sets the minimum stipend for graduate assistantships, but does not have responsibility for setting the actual stipend.

Graduate assistants will be provided with a written statement of the expected duties for their positions, consistent with the duties outlined in the "Request for New Graduate Assistant Position" or any amendments submitted to the Graduate School. A copy of the written statement will be submitted to the Graduate School of Business for inclusion in the student's file.

Graduate assistants may be terminated from their positions at any time, or dismissed for cause under the procedures of Board Policy No. 405.1. Termination is effected through the giving of a notice, in writing, of that action at least sixty days in advance of the date the employment is to cease. A copy of the notice must be sent to the Dean of the Walton College and to the Dean of the Graduate School.

A graduate assistant has the right to request a review of the termination by the Dean, following the procedure given below. However, a student should be warned that if the grounds for dismissal are based on any of the following, the only defense to the termination is evidence to show that the charges are not true:

- a.) The student fails to meet the expectations of the assistantship positions, as outlined in the initial written statement provided to them at the beginning of the appointment.
- b.) The student provides fraudulent documentation for admission to their degree program and/or to their sponsor in applying for the assistantship positions.
- 3) The student fails to meet certain expectations which need not be explicitly stated by the sponsor, such as the expectation that a) the

student has the requisite English language skills to adequately perform the duties of the position; b) the student has the appropriate experience and skills to perform the duties of the position; and c) the student maintains the appropriate ethical standards for the position. The Research Misconduct Policy provides one reference source for such ethical standards.

- 4) The student fails to make good progress toward the degree, as determined by the annual graduate student academic review and defined by program and Graduate School policies.

Definition of Terms:

Graduate Assistant: Any graduate student holding a position which requires that the student be admitted to a graduate degree program of the University of Arkansas, regardless of the source of funds, and for whom tuition is paid as a result of that position.

Sponsor: The person responsible for the funding and duty expectations for the graduate assistant.

Formal graduate assistant grievance: Any dispute concerning some aspect of the graduate assistantship, as defined above, which arises from an administrative or faculty decision that the graduate student claims is a violation of his or her rights. The formal graduate assistant grievance does not pertain to cases in which there is a dispute between co-workers

Violation of graduate assistant's rights: An action is considered a violation of the graduate assistant's rights if: a) it violates Graduate School policy with regard to graduate assistantships; b) it threatens the integrity of, or otherwise demeans the graduate student, regardless of any other consideration; c) it illegally discriminates or asks the graduate assistant to discriminate; d) it requires the student to do something which was not communicated as a condition of holding the assistantship (or the underlying expectations outlined above); e) it terminates the student from an assistantship for behaviors which are irrelevant to the holding of the assistantship or were never included as expectations for the assistantship; f) it requires the student to do something which violates university policy, the law, or professional ethics. **Note:** It is impossible to state all of the conditions which might constitute a violation of graduate assistants' rights or, conversely, which might defend a respondent against charges of such violations. Such complaints require a process of information gathering and discussion that lead to a final resolution of the matter by those who have been given the authority to do so.

Formal grievance: A grievance concerning graduate assistantships/fellowships is considered formal when the student notifies the Dean of the Walton College, in writing, that he/she is proceeding with such a grievance. The implications of this declaration are: 1) the student will be provided with an advocate; 2) all correspondence pertaining to any aspect of the grievance will be in writing, and will be made available to the Dean; 3) all documents relevant to the case, including minutes from all relevant meetings, will be part of the complete written record, and will be forwarded to the Dean upon receipt by any party to the grievance; 4) the policy contained herein will be strictly followed; and 5) any member of the academic community who does not follow the grievance policy will be subject to disciplinary actions. Filing a formal grievance is a serious matter, and the student is strongly encouraged to seek informal resolution of his/her concerns before taking such a step.

Respondent: the person who is the object of the grievance.

Procedures

Note: Grievances are confidential. Information about the grievance, including the fact that such a grievance has been filed, may never be made public to those who are not immediately involved in the

resolution of the case, unless the student has authorized this release of information or has instigated a course of action which requires the respondent to respond. An exception to this confidentiality requirement is that the immediate supervisor or departmental chairperson of the respondent will be notified and will receive a copy of the resolution of the case. Since grievances against a respondent also have the potential to harm that person's reputation, students may not disclose information about the grievance, including the fact that they have filed a grievance, to any person not immediately involved in the resolution of the case, until the matter has been finally resolved. This is not intended to preclude the student or respondent from seeking legal advice.

1. When a graduate student believes that his/her rights have been violated, as the result of action(s) pertaining to a graduate assistantship he/she holds or has held within the past year, the student shall first discuss his/her concerns with the respondent. If the concerns are not resolved to the student's satisfaction, the student may discuss it with the Dean of the Walton College or his/her designee, and/or with the Office of Affirmative Action. If the concerns are satisfactorily resolved by any of the above discussions, the terms of the resolution shall be reduced to writing, if any of the involved parties desires to have such a written statement.
2. If the student's concerns are not resolved by the above discussions and he/she chooses to pursue the matter further, the student shall notify the Dean of the Walton College in writing of the nature of the complaint. This notification will include all relevant documentation and must occur within one year from the date of the occurrence. The Dean of the Walton College will inform the Graduate Dean that a grievance has been filed and will, upon request, forward the written complaint and all relevant documentation to the Graduate Dean.
3. Upon receipt of this notification and supporting documentation, the Dean of the Walton College or the Dean's designee will meet with the graduate student. If the student agrees, the Dean or the Dean's designee will notify the respondent of the student's concerns. If the student does not wish for the respondent to be notified, the matter will be dropped. The respondent will be given ten working days from receipt of the Dean's notification to respond to the concerns.
4. The Dean or the Dean's designee will meet again with the student and make an effort to resolve the concerns in a mutually satisfactory manner. If this is not possible, the Dean will refer the case to a committee.
5. Within ten working days from the final meeting between the student and the Dean, the Dean will notify the respondent and will appoint an ad hoc committee of five faculty members and two graduate students chosen to avoid bias or partiality. The Associate Dean of the Walton College or the Dean's designee will serve as the chair of the grievance committee and will vote only in the case of a tie. A voting member of the Walton College Masters Advisory Committee will serve as the non-voting secretary of the committee. At this time, the Dean will also assign an advocate to the student. The advocate must be a member of the graduate faculty. The immediate supervisor of the respondent will serve as his/her advocate. [Note: The student and respondent advocates will have the responsibility to help the student/respondent prepare his/her written materials and will attend committee meetings with the student/respondent. The advocate will not speak on behalf of the student/respondent and will not take part in committee discussions of the merits of the case.]
6. The committee shall have access to witnesses and records, may take testimony, and may make a record by taping the hearing. Its charge is to develop all pertinent factual information (with the exception that the student and respondent will not be required to be present in any meeting together without first agreeing to do so)

and, on the basis of this information, to make a recommendation to the Dean of the Walton College to either support or reject the grievance. The Dean will then make a decision based on the committee's recommendation and all documents submitted by the parties involved. The Dean's decision, the committee's written recommendation and a copy of all documents submitted as evidence by any party to the complaint, consistent with all privacy considerations, shall be forwarded to the person(s) alleging the grievance within twenty working days from the date the committee was first convened; copies shall be sent simultaneously to other parties involved in the grievance. A copy shall be retained by the Graduate School of Business in such a way that the student's and respondent's privacy is protected.

7. If the decision of the Dean of the Walton College is that the student's concerns should be addressed, the respondent may appeal to the Provost of the University, as outlined below in step 10. It should be noted that the Graduate Dean has limited authority to require a sponsor to reappoint a graduate assistant. Consequently, the redress open to the student may be limited.
8. If the decision of the Dean is that the student's concerns should not be addressed, the student may appeal to the Graduate Dean, as outlined below in step 9.
9. If the grievance is not satisfactorily resolved through Step 6, an appeal in writing and with all relevant material may be submitted for consideration to the Graduate Dean. This appeal must be filed within twenty working days of receiving the decision of the Dean of the Walton College. Any appeal at this level shall be on the basis of the complete written record and may involve interviews with any party to the grievance. The Graduate Dean shall make a decision on the matter within twenty working days from the date of receipt of the appeal. His/her decision shall be forwarded in writing to the Walton College Dean, the student and the respondent.
10. Either party to the grievance may appeal the decision of the Graduate Dean by appealing to the Provost of the University of Arkansas. The appeal must be submitted in writing and with all relevant material attached. This appeal must be filed within twenty working days of receiving the decision of the Graduate Dean. Any appeal at this level shall be on the basis of the complete written record only, and will not involve interviews with any party to the grievance. The Provost shall make a decision on the matter within twenty working days from the date of receipt of the appeal. His/her decision shall be forwarded in writing to the Graduate Dean, the Dean of the Walton College, the student and the respondent. This decision is final.
11. If any party to the grievance violates this policy, he/she will be subject to either losing the assistantship position or losing the assistantship. When alleging such a violation, the aggrieved individual shall contact the Walton College Dean or the Graduate Dean, in writing, with an explanation of the violation.

DEGREES OFFERED

The faculty of the Graduate School, under the authorization of the Board of Trustees, grants the following degrees offered by the Graduate School of Business. The graduate faculty, as represented by the Dean of the Graduate School and through the Graduate Council, has primary responsibility for the development, operating policies, administration and quality of these programs. Operating through the Graduate Dean, the faculty appoints committees that directly supervise the student's program of study and committees, which, in turn, monitor research activities and approve theses and dissertations.

Doctor of Philosophy
Economics

Business Administration

Concentration Areas:

Accounting

Information Systems

Finance

Management

Marketing and Transportation

Master of Accountancy

Master of Arts in Economics

Master of Business Administration

Master of Information Systems

Master of Transportation and Logistics Management

MASTER'S DEGREES

Master of Accountancy
Program Coordinator
Deborah Thomas
575-6132

The Master of Accountancy program (MAcc) is accredited by the AACSB International – The Association to Advance Collegiate Schools of Business. AACSB accreditation assures quality and promotes excellence and continuous improvement in undergraduate and graduate education for business administration and accounting.

The MAcc program is designed to provide professional preparation at the graduate level for students wishing to pursue accounting-oriented careers in industry, government, and public practice. The program provides advanced work in the various areas of accounting. The educational objective of the MAcc program is to prepare students to become professional accountants. In addition to building upon specific undergraduate objectives, the master's program develops skills to 1) identify alternative solutions to accounting, auditing, and tax problems, 2) solve practice-related problems through archival and empirical research, and 3) critically analyze emerging practice-related problems. The MAcc program is a full-time program designed to be completed in one year.

Admission to Degree Program: The MAcc program is open to students who have an acceptable undergraduate grade-point average, an acceptable Graduate Management Admission Test (GMAT) score, and (international students only) an acceptable TOEFL or IELTS score. Students entering the program are expected to possess a basic understanding of statistics, mathematics, information systems, accounting, and business. Course work deficiencies must be resolved at the beginning of the program.

Requirements for the Master of Accountancy Degree: Students with appropriate backgrounds in business administration and economics and with an undergraduate concentration in accounting will be required to complete 30 semester hours of course work beyond the baccalaureate degree, at least 21 semester hours of which must be in courses reserved exclusively for graduate students. Prior accounting and computer courses must either have been successfully completed within the five years prior to entry to the MAcc program, or the student must provide other evidence of current knowledge in these areas. Otherwise, applicants may be required to repeat selected courses.

All students must be enrolled for a minimum of 12 hours during consecutive Fall/Spring semesters. The student must be in residence a minimum of 24 weeks (see residency requirements of the Master of Arts/Master of Science).

Course work in the accounting discipline beyond introductory accounting must include coverage of each of the following areas:

- a. financial accounting and accounting theory
- b. management accounting and cost accounting

- c. accounting information systems
- d. financial and operational auditing
- e. taxation

Eighteen semester hours of accounting are required, 12 hours of which are specified:

ACCT 5413, Accounting Issues for Restructuring

ACCT 5433 Fraud Prevention and Detection

ACCT 5443 Asset Management

ACCT 5463 Contemporary Accounting Issues

Nine semester hours of the student's program must be non-accounting electives. Three semester hours may be either accounting or non-accounting electives.

A student may transfer to the MAcc program not more than six hours of graduate level credit from an AACSB-accredited graduate program, provided that each course has a grade of "B" or better and the courses are acceptable to the departmental MAcc committee. Students contemplating transfer of credit should consult in advance with both the MAcc Adviser and the Graduate School of Business.

In addition to the degree requirements noted above, students with no undergraduate work in business administration and economics will be required to complete the courses or their equivalents listed below. Students with some background in business administration and economics, but with deficiencies in the following areas, will be required to remove these deficiencies as soon as possible.

- Financial management
- Legal environment
- Management concepts/organization behavior
- Management information systems
- Marketing principles
- Microeconomics and macroeconomics
- Production/operations management
- Statistics

A cumulative grade-point average of 3.00 is required on (1) graduate work taken for the degree and (2) all accounting courses (both undergraduate and graduate) taken for the degree. At least 75 percent of the graduate credit hours submitted for the degree must be "A" or "B" grades. The MAcc degree program does not require a thesis. Successful completion of a Master of Accountancy Degree from the University of Arkansas will qualify a student to take relevant professional examinations.

For further information, write to the MAcc Adviser, Department of Accounting, Walton College of Business, University of Arkansas, Fayetteville, AR 72701.

Master of Arts in Economics

Program Coordinator
Andrew Horowitz
575-6228

Prerequisites to Degree Program: Applicants for graduate studies in economics must meet the requirements of the Graduate School of Business and be accepted by the Department of Economics. Generally, the requirements are (1) a bachelor's degree from an accredited institution with a satisfactory grade-point average, and (2) a satisfactory score on the Graduate Record Examinations (GRE).

Students from all academic backgrounds are encouraged to apply. Students who have had few economic courses at the undergraduate level may be required to enroll in several undergraduate courses at the beginning of their course of study at the University of Arkansas. To take graduate courses in economics, students, as a general rule, must have had courses in intermediate microeconomics and macroeconomics, basic statistics, calculus, and linear algebra. Students who have not had these courses will be asked to take them at the beginning of their program of study.

Areas of Concentration: Within the Master of Arts program in Economics, two options are available. The pre-Ph.D. option is a traditional program designed for students who may wish eventually to pursue the Doctor of Philosophy degree. The business economics option is designed for students who seek advanced training in applied economics and business preparatory to entering industry or government employment.

Master of Arts, Pre Ph.D. Option

Prerequisites to Degree Program, Pre-Ph.D. Option: The requirements for this option are (1) intermediate economic theory, (2) two semesters of calculus, (3) basic statistics, and (4) linear algebra.

Requirements for the Master of Arts Degree, Pre-Ph.D. Option: This program is designed primarily for students who plan eventually to pursue the Doctor of Philosophy at the University of Arkansas or elsewhere. Therefore, the program stresses the acquisition of knowledge of economic theory and the development of research skills. Candidates for this degree must complete a minimum of 30 semester hours of course work, including the thesis requirement, and register for the graduate seminar each semester they are on campus.

Core Requirements: 18 hours

ECON 5563 History of Economic Thought

ECON 5613 Econometrics I

ECON 5623 Econometrics II

ECON 6233 Microeconomic Theory II

ECON 6243 Macroeconomic Theory II

STAT 3013 Introduction to Probability and Statistics

Seminars: Students are required to register for ECON 643V or 644V for one-hour credit each semester they are on campus.

Electives: 6 hours (Must be approved by the Economics Department Head.)

Thesis: 6 hours. The thesis requirement may be waived and substituted with 6 additional hours of course work; however, 3 of these hours must be an independent study project (ECON 636V) that involves the writing of a research paper.

Comprehensive Exam: A comprehensive exam is required.

Master of Arts, Business Economics Option

Prerequisites to Degree Program, Business Economics Option: The requirements for this option are (1) intermediate theory, (2) one semester of calculus, (3) basic statistics, and (4) linear algebra.

Requirements for the Master of Arts Degree, Business Economics: This program is designed for students seeking advanced training as preparation for entering into public or private employment. Therefore, the program stresses the development of skills in areas of applied economics and business administration in addition to economic theory. Candidates for this degree must complete a minimum of 39 semester hours of course work with a cumulative grade-point average of at least a 3.00 and register for the graduate seminar each semester they are on campus.

Economics Core Requirements: 18 hours

ECON 5333 Managerial Economics

ECON 5613 Econometrics I

ECON 5623 Econometrics II

ECON 6233 Microeconomic Theory II

ECON 6243 Macroeconomic Theory II

ECON 636V Special Problems in Economics

Business Administration Core Requirements: 12 hours

1. 9 hours in finance, accounting, or marketing

Note: Students who do not have the necessary background in these areas to take graduate-level courses will be required to take additional course work to make up deficiencies.

2. 3 hours in a complementary field:

Finance concentration:

3 hours in accounting

Accounting concentration:

3 hours in finance

Marketing concentration:

3 hours in accounting or finance

Seminars: Students are required to register for ECON 643V or 644V for one-hour credit each semester they are on campus.

Electives: 9 hours, which must be approved by the Economics Department Head.

Comprehensive Exam: A comprehensive exam is required.

Master of Business Administration

See Business Administration Department for course listings.

MBA Program Director

Alan Ellstrand

575-2851

The Master of Business Administration program is accredited by the Association to Advance Collegiate Schools of Business (AACSB International). The MBA degree is directed at students preparing for a professional career. It requires a minimum of 38 graduate credit hours of study for students with an adequate undergraduate background. Students without the necessary academic background may be required to take additional hours prior to enrollment in the MBA program. Two plans of study are offered: the full-time program and the managerial (part-time) program. The full-time program can be finished in one calendar year; the managerial program requires a minimum of twenty-four months of study. The degree is a non-thesis program. See page 29 – for MBA academic dismissal policy.

The lock-step program comprises pre-matriculation preparatory work, a foundations module, two core modules, strategic management, a partnering project (capstone project for managerial program students), and nine hours of approved electives (twelve hours for students in the managerial program) which constitute the concentration area.

Areas of Concentration. The MBA full-time program has four defined areas of concentration in Entrepreneurship and Strategic Innovation, Finance, Global Business, and Strategic Retail Alliances. The student may also create his or her own customized concentration with the approval of the Director of the MBA program.

Prerequisites to Degree Program. Students entering the MBA program are expected to have already mastered basic business concepts in the areas of information technology, quantitative analysis, accounting, finance, economics, marketing, management and business law. Mastery of the aforementioned topics must be demonstrated before entering the core modules.

Admission to Degree Program. Students must be admitted to the Graduate School of Business and to the MBA program by the MBA Admissions Committee. Admission to the MBA program is based upon an acceptable Graduate Management Admission Test (GMAT) score, an acceptable grade-point average, recommendations, essays, and related work experience. For specific admission requirements in addition to general admission requirements for the MBA program, write to the

MBA Program Director

475 Business Building

1 University of Arkansas

Fayetteville, AR 72701

Requirements for the Master of Business Administration Degree,**Full time Program:****Summer I**

MBAD 5013 Foundations I
 MBAD 5023 Foundations II

Fall

MBAD 5232 Economics of Management and Strategy
 MBAD 5122 Accounting Decisions and Control
 MBAD 5132 Information, Technology, and Decision Making
 MBAD 5212 Leading High Performance Organizations
 MBAD 5222 Managing Ideas, Products, and Services
 MBAD 5112 Corporate Financial Management
 MBAD 5511 Focus Topic 1
 MBAD 5521 Focus Topic 2

Spring

MBAD 5313 Strategic Management
 MBAD 5413 Partnering Project I
 MBAD 5423 Partnering Project II
 + One concentration course

Summer II

Two concentration courses

Managerial (part-time) Program**Fall**

MBAD 5013 Foundations I
 MBAD 5023 Foundations II

Spring

MBAD 5122 Accounting Decisions and Control
 MBAD 5132 Information, Technology, and Decision Making
 MBAD 5232 Economics of Management and Strategy
 MBAD 5511 Focus Topic 1

Fall

MBAD 5112 Corporate Financial Management
 MBAD 5212 Leading High Performance Organizations
 MBAD 5222 Managing Ideas, Products, and Services
 MBAD 5521 Focus Topic 2

Spring

MBAD 5313 Strategic Management
 MBAD 5433 Capstone Project

Summers and/or Third Year

12 hours of electives

Defined Concentrations**Entrepreneurship and Strategic Innovation Required:**

MGMT 5323 New Venture Development & Small Business Mgmt.

Choose 6-9 hours from the following:

MGMT 5363 Strategic Innovation
 MGMT 5993 Entrepreneurship Practicum
 TLOG 5633 Business Logistics Systems
 MKTT 5433 Consumer and Market Research
 FINN 5633 Financial Institutions

Strategic Retail Alliances Required:

MKTT 5333 Retailing Strategy and Processes

Choose 6-9 hours from the following:

MKTT 5433 Consumer and Market Research
 MKTT 5533 Strategic Category Management
 TLOG 5633 Business Logistics Systems
 FINN 5703 Multinational Business Finance

Global Business Required:

ECON 5853 International Economics Policy

Choose 6 hours from the following:

- Study abroad (6 hours + 6 hours for language proficiency, if needed)
- International internship

Finance Required:

FINN 5333 Investment Theory and Management

Choose 6-9 hours from the following:

FINN 5633 Financial Institutions
 FINN 5703 Multinational Business Finance
 ECON 5853 International Economics Policy

Customized Concentration

Choose 9 hours (12 hours for managerial program)

from the following:

- Any WCBA course, 5000 level or above
- Any approved course, 5000 level or above outside WCBA

MBA/JD Program

For students interested in obtaining both the MBA and JD (law) degrees, the MBA/JD dual degree program is available. This program allows the student to receive both the MBA degree and the JD degree. The program requires separate application and admission to both the School of Law and the Graduate School of Business and the MBA degree program. Students participating in the MBA/JD program must file a degree plan for both degrees and obtain approval prior to taking elective courses to be used for reciprocal credit. Interested students should obtain bulletins and applications from both the School of Law and the Graduate School of Business.

Master of Information Systems

MIS Director

Paul Cronan

575-6130

E-mail: cronan@mail.uark.edu

The Master of Information Systems is designed to provide professional preparation for positions in business and government. It is designed with sufficient flexibility to meet the needs of students with various backgrounds and foster lifelong learning and innovation. Students may concentrate in one of four areas - Information Technology Management, Telecommunications Management, Software Engineering Management, or Transportation/Logistics Technology Management.

Admission Requirements: The Master of Information Systems program is open to students who have earned a bachelor's degree from an accredited institution and who can present evidence of their ability to do graduate work. "Evidence of ability" means superior grade-point average, an acceptable test score on the Graduate Management Admission Test (GMAT), and recommendations with respect to ability for successful pursuit of graduate level work. International applicants and resident aliens must submit a minimum score of 550 on the paper-based or 213 on the computer-based Test of English as a Foreign Language (TOEFL) or a minimum score of 6.5 on the IELTS taken within the preceding two years or complete the Intensive English Language Program (Spring International Language Center) and receive an English proficiency recommendation for admission. International applicants must also submit a minimum score of 50 on the TSE (Test of Spoken English).

Requirements for the Master of Information Systems Degree:

The Master of Information Systems is a thirty (30) credit-hour program designed to provide professional information systems preparation for positions in business and government. Students whose previous studies in business administration and economics have fulfilled requirements as to the common body of knowledge in business administration and who have complete appropriate coursework in the areas of computer infor-

mation systems (programming language /COBOL, management information systems, systems analysis, database) will be required to complete a minimum of thirty (30) hours of graduate work.

Core Courses (9 hours - required for all areas of concentration):

ISYS 5423 Seminar in Systems Development
ISYS 5833 Data Management Systems
ISYS 5943 Management of Information Technology Seminar

Areas of Concentration (12 hours):

Information Technology Management

ISYS 5503 Decision Support Systems
ISYS 5713 Seminar in Telecomm
Computing Electives (6 hours) selected from ISYS, CENG and CSCE

Telecommunications Management

ISYS 5713 Seminar in Telecomm
Select 9 hours from:
CENG 4753 Computer Networks
CSCE 5643 Computer Comm Networks
CENG 4953 Minicomputer Applications
CENG 4343 Windows/GUI
CENG 4823 Graphics and Animation

Software Engineering Management

ISYS 5503 Decision Support Systems
Select 9 hours from:
ISYS 4333 O-O Technologies Seminar
CENG 4533 O-O Programming and Design
CENG 4953 Minicomputer Applications
CENG 5023 Software Engineering I
CENG 5033 Software Engineering II
CENG 4813 Computer Graphics

Transportation/Logistics Technology Management

ISYS 5503 Decision Support Systems or
ISYS 5713 Seminar in Telecomm
TLOG 5633 Business Logistics Systems
TLOG 5673 Transportation and Logistics Modeling
Select 3 hours from:
TLOG 5643 Strategic Issues in Transportation Management
TLOG 5653 Global Logistics Strategy
TLOG 5663 Supply Chain Management
TLOG 560V Special Topics

Electives (9 hours)

Total Hours: 30

Electives are chosen by the student in consultation with the Masters of Information Systems Program Director in the Department of Information Systems (ISYS). Approved electives (9 hours) may be any graduate course approved by the Masters Program Director, but only three hours of ISYS courses are permitted.

Note: With the approval of the Masters Program Director, any senior level ISYS course (ISYS 4) may be taken for graduate credit. CSCE is Computer Science. CENG is Computer Engineering.

After admission, the student must maintain a 3.00 average on all graduate coursework and all information systems coursework. Additionally, the student must receive a letter grade of at least a "B" in 75 percent of the courses attempted.

Master of Transportation and Logistics Management

See Marketing Department for course listings.
Program Coordinator
Matthew Waller
575-8741

The Master of Transportation and Logistics Management program is designed to produce outstanding professionals in the fields of transportation and logistics. Graduates of the program will be able to take positions within business firms or governments agencies. The program is designed with sufficient flexibility to meet the needs of students with various backgrounds and work experience. Students can pursue the Master of Transportation and Logistics Management degree on either a conventional full-time or a convenient part-time basis through evening classes.

Admission Requirements: The Master of Transportation and Logistics Management program is open to students who have earned a bachelor's degree from an accredited institution and who can present evidence of their ability to do graduate work. "Evidence of ability" means an excellent grade-point average, an acceptable test score on the Graduate Management Admissions Test (GMAT), recommendations for graduate study, and an acceptable score on the TOEFL or IELTS (unless the native language is English).

Requirements for the Master of Transportation and Logistics

Management Degree: The Master of Transportation and Logistics Management program is a thirty (30) credit-hour program designed to provide students with transportation and logistics expertise, general business principles, and quantitative skills in preparation for positions in business firms and government. Students with a bachelor's degree in business administration from an accredited institution will be required to complete 30 hours of graduate work:

TLOG 5633 Business Logistics Systems (3 hrs)
TLOG 5643 Strategic Issues in Transportation Management (3 hrs)
TLOG 5653 Global Logistics Strategy (3 hrs)
TLOG 5663 Supply Chain Management (3 hrs)
TLOG 5673 Transportation and Logistics Modeling (3 hrs)

Approved engineering electives (6 hours) or approved information systems electives (6 hrs)

Concentration (9 hrs)

Total: 30 hours

The engineering or information systems electives and concentration courses are chosen by the student in consultation with the MTLM Coordinator in the Department of Marketing and Logistics (MKTL). Concentrations can be taken in strategic retailing, information technology, international business, or agricultural economics and business. Customization of the concentration courses may be available for exceptional cases in consultation with the MTLM coordinator. Students without the appropriate background may have to take additional courses to meet prerequisite requirements. A limited number (6 hours) of 4000-level courses may be taken for graduate credit.

After admission, the student must maintain a 3.00 grade-point average on all graduate coursework and all transportation and logistics courses. The student must receive a letter grade of at least a "B" in 75 percent of the courses attempted

Through an agreement with the Academic Common Market, residents of certain southern states may qualify for graduate enrollment in this degree program as in-state students for fee purposes. See page 217 for details.

DOCTOR OF PHILOSOPHY DEGREE

See pages 37 for general information regarding the declaration of intent, residence requirements, candidacy examinations, dissertation requirements, and final examinations.

Application: Applicants for the Ph.D. program in Business Administration or the Ph.D. program in Economics must submit an application for admission, official transcripts from each college or university attended, a statement of purpose, three letters of recommendation, the assistantship application and a current resume. All documents must be submitted by January 15 for consideration for fall. Applicants for the Ph.D. program in Business Administration must submit a satisfactory GMAT score. Applicants to the Ph.D. program in Economics must submit a satisfactory GRE score.

International Application: International applicants must also submit the summary of educational experience form, and a supplemental and financial information form (required for the I-20 visa). All international applicants, whose native language is not English, must submit either a minimum TOEFL score of 550 paper-based test or 213 computer-based test or a 6.5 IELTS, taken within the preceding two years. Doctoral applicants must also present a minimum score of 50 on the Test of Spoken English (TSE).

The application packet should be submitted to the following address:

GRADUATE SCHOOL OF BUSINESS
475 Business Building
1 University of Arkansas
Fayetteville, AR 72701

Ph.D. in Business Administration

The Ph.D. in Business Administration is designed primarily to prepare individuals for teaching, research, service, and collegial roles in academic and research institutions. The degree program provides (a) an exposure to the functional areas of business, (b) intensive study of the relevant body of knowledge in a concentration, and (c) skills and tools to conduct research in that area.

Through an agreement with the Academic Common Market, residents of certain southern states may qualify for graduate enrollment in this Ph.D. degree program (with emphasis in accounting) as in-state students for fee purposes. See page 217 for details.

Prerequisites to Degree Program

1. Admission to the Graduate School
2. Satisfactory GMAT scores.
3. Satisfactory previous academic record.
4. Admission to a concentration
5. An MBA or other appropriate master's degree is generally required for admission. Individuals admitted to the program may be required to take additional courses in accounting, business law, computer information systems, statistics, finance, economics, management, or marketing. The additional courses will be determined by the adviser in the student's concentration with the approval of the Walton College of Business Associate Dean for Academic Affairs.

Requirements for the Doctor of Philosophy Degree. The program consists of the following:

1. Concentration.

Emphasis areas may be taken in the following fields:

- Accounting
- Information Systems
- Finance
- Management
- Marketing and Transportation

2. Course work and seminars:

The requirements for the Ph.D. in business administration will consist of a program of research, appropriate course work, seminars,

and independent study as specified by the student's concentration.

3. Comprehensive Examination

Satisfactory completion of a comprehensive examination in the concentration is required.

4. Dissertation

A dissertation will be written and successfully defended in the concentration.

Ph. D. in Economics

Prerequisites to Degree Program:

Students may first earn a master's degree and then enter the doctoral program, or students may enter the doctoral program immediately upon completion of the bachelor's degree. The requirements for this program include (1) intermediate theory, (2) two semesters of calculus, (3) basic statistics, and (4) linear algebra.

Requirements for the Doctor of Philosophy Degree:

The doctoral program consists of

1. Core requirements
2. Fields of specialized study
3. Electives
4. Comprehensive Examination
5. Dissertation

Core Requirements: All doctoral candidates must satisfactorily complete the following 27 semester hours of core requirements, which include courses in economic theory, history of economic thought, mathematical economics, econometrics, and statistics. In addition, they must register for the graduate seminar each semester they are in residence.

1. Economics (12 hours)

- ECON 5563 History of Economic Thought
- ECON 6243 Macroeconomic Theory II
- ECON 6233 Microeconomic Theory II
- ECON 643V Seminar in Economic Theory and Research I

2. Quantitative Methods (15 hours)

- STAT 3013 Introduction to Probability and Statistics
- ECON 5613 Econometrics I
- ECON 5623 Econometrics II
- ECON 644V Seminar in Economic Theory and Research II

Seminars: Doctoral students are required to register for ECON 643V or 644V each semester they are in residence. Normally they will register for one hour of credit. However, at one point in their program, usually the last year of course work, they must register for three hours of credit.

Fields of Specialized Study: The student must select two fields of specialization, one of which may be complementary to economics (e.g., finance or statistics). Complementary fields must be approved by the Economics Department Head. Field requirements are satisfied by successfully completing course work (usually 6 to 9 hours) and passing the comprehensive examination. In some cases course work may be satisfied by independent study under supervision of a member of the faculty.

Note: The foregoing requirements are for students who enter the doctoral program directly from undergraduate school. Students whose qualifications exceed the baccalaureate will be evaluated individually in accordance with standards established by the Graduate School and the Walton College of Business. Students who have earned a master's degree in economics at the University of Arkansas or elsewhere will probably have substantially shorter programs. However, there is a minimum requirement of 24 hours of course work (5000 level and above) beyond that required for a master's degree. Doctoral candidates must have a cumulative grade-point average of 3.25 on all graduate course work.

Dissertation: The dissertation represents a demonstration of a candidate's ability to select, define, organize, and complete a major research project. It should demonstrate that the student has technical mastery of the field, is capable of doing independent scholarly research, and is able to formulate conclusions which enlarge the body of economic knowl-

edge. Dissertation requirements include (1) a defense of proposal, and (2) presentation of an acceptable doctoral dissertation.

Examinations for the Doctor of Philosophy Qualifying Examination: A student must pass a written qualifying examination on material included in the core area (excluding ECON 643V and ECON 644V). This will be done as early in a student's program as possible.

Comprehensive Examination: A student becomes eligible to take comprehensive examinations after completing all required course work. He or she must pass written examinations in economic theory, quantitative methods, and in the two areas of specialization. An oral examination will be administered after the written examinations have been successfully completed. The oral examination may be waived upon recommendation of the faculty who grades the written examinations.

Candidates who fail any or all parts of the comprehensive on the first attempt will normally be allowed a second attempt. A failure on the second attempt may result in the student being required to engage in additional course work before being allowed a third attempt, or in the student being terminated from the program.

Final Examination: The final examination is normally an oral defense of the student's dissertation.

Graduate School of Business Departments and Course Descriptions

ACCOUNTING (ACCT)

Karen V. Pincus

Department Chair and S. Robson Walton Chair in Accounting
401 Walton College of Business
575-4051

- Doris M. Cook Chair in Accounting Professor Callahan
- S. Robson Walton Chair in Accounting Professor Pincus
- Walter B. Cole Chair of Accounting Professor Wright
- Ralph McQueen Chair of Accounting Professor Bouwman
- Professor Finn
- Associate Professor and BKD Lecturer in Accounting Simko
- Associate Professor and Nolan E. Williams Lecturer in Accounting Thomas
- Associate Professor Gist, West
- Assistant Professors Mosebach (M.), Peters, Smith
- Clinical Assistant Professor Leflar (C.)
- Instructors Caldwell, Scott

Degrees Conferred:

M.Acc. (ACCT)

Ph.D. in Business Administration

COURSES: ACCOUNTING (ACCT)

ACCT410V Special Topics in Accounting (1-3) (IR) Explore current events, concepts and new developments relevant to Accounting not available in other courses. May be repeated. Prerequisite: WCOB 2013 and WCOB 2023 and WCOB 2033 and WCOB 2043 each with a grade of "C" or better.

ACCT4673 Product, Project and Service Costing (FA, SP) Cost systems with emphasis on information generation for cost management of products, projects and services. Prerequisite: ACCT 3533 and ACCT 3613 each with a grade of "C" or better.

ACCT4753 Generally Accepted Accounting Principles (FA, SP) The origins, uses, and application of generally accepted accounting principles. Emphasizes researching technical accounting pronouncements for application to external financial reporting issues. Prerequisite: graduate standing or ACCT 3723 with a grade of "C" or better.

ACCT4963 Operational Auditing (FA, SP) The audit of efficiency, effectiveness, and performance of business and nonbusiness entities. Includes coverage of performance auditing techniques and application of these techniques to financial and nonfinancial functions. Prerequisite: senior standing, WCOB 3016 and completion of all junior-level BA core and completion of junior-level accounting courses with a grade of "C" or better.

ACCT5112 Introduction to Financial Accounting (FA) Fundamentals of financial accounting, accumulation and reporting of data which show the results of operations and financial positions for use by creditors, investors, regulators, managers, and others in their evaluation of the organization. Prerequisite: graduate standing.

ACCT5122 Introduction to Management Accounting (FA) Introduction to cost terminology, concepts, and measurements leading to product costs, cost control, and budgeting. Prerequisite: ACCT 5112 with a grade of "C" or better.

ACCT5413 Accounting Issues for Restructurings (FA) Integrated course which examines the financial reporting, tax, managerial, systems and auditing aspects of major corporate restructurings arising from events such as mergers, acquisitions, spinoffs, reorganizations and downsizing. Prerequisite: ACCT 4753 with a grade of "C" or better.

ACCT5433 Fraud Prevention and Detection (FA) An examination of various aspects of fraud prevention and detection, including the sociology of fraud, elements of fraud, types of fraud involving accounting information, costs of fraud, use of controls to prevent fraud, and methods of fraud detection. Prerequisite: ACCT 5112 and ACCT 5122 and ISYS 3333 with a grade of "C" or better.

ACCT5443 Asset Management (SP) Acquisition and management of inventories, tangible capital assets, and intangible assets. Included are issues such as acquisition processes, internal controls, system requirements, accounting measurements, inventory models, re-engineering, capital budgeting, and tax implications. Prerequisite: ACCT 5112 and ACCT 5122 and ISYS 3333 each with a grade of "C" or better.

ACCT5463 Contemporary Accounting Issues (SP) Cross-functional seminar on emerging issues in accounting. Prerequisite: ACCT 5413 and ACCT 5433.

ACCT549V Special Topics in Accounting (1-3) (FA, SP, SU) Seminar in current topics not covered in other courses. Course is taught in separate 1-hour units, each with a different topic and instructor. Students may enroll in one or more units.

ACCT5523 Advanced Accounting Information Systems (SP) This course describes accounting systems in technologically advanced environments. Controls and other technical design considerations are described for the input, processing, storage, and reporting of accounting information. Special topics, such as expert systems and artificial intelligence applications in financial accounting, auditing, and tax also receive considerable attention. Prerequisite: ACCT 5112 and ACCT 5122 and ISYS 3333 with a grade of "C" or better.

ACCT5873 Advanced Taxation (FA) A review of the more complex tax issues, focusing on the tax problems encountered by various forms of business entities. Prerequisite: ACCT 3843 or equivalent with a grade of "C" or better.

ACCT5883 Individual Tax Planning (SP) A review of the financial planning opportunities available to individuals, focusing on tax implications of personal business decisions. Prerequisite: ACCT 5112 and ACCT 5122 and ISYS 3333 with a grade of "C" or better.

ACCT5953 Assurance Services (FA) The expression of assurance on financial statements and other forms of information for decision makers. Includes risk assessment, evidence gathering, and reporting. Prerequisite: ACCT 4753 and ACCT 4963 each with a grade of "C" or better.

ACCT6011 Graduate Colloquium (FA, SP) Presentation and critique of research papers and proposals.

ACCT6033 Accounting Research Seminar I (FA) First course in the accounting research seminar sequence which explores and evaluates current accounting literature. Course content reflects recent developments in the literature and specific interests of participants. Examples of potential topics include research methods in accounting, managerial accounting, behavioral accounting.

ACCT6133 Accounting Research Seminar II (SP) Second course in the accounting research seminar sequence which explores and evaluates current accounting literature. Course content reflects recent developments in the literature and specific interests of participants. Examples of potential topics include research methods in accounting, financial accounting, managerial accounting, behavioral accounting, tax, audit, international accounting, and education. Prerequisite: ACCT 6033.

ACCT6233 Accounting Research Seminar III (FA) Third course in the accounting research seminar sequence which explores and evaluates current accounting literature. Course content reflects recent developments in the literature and specific interests of participants. Examples of potential topics include research methods in accounting, financial accounting, managerial accounting, behavioral accounting, tax, audit, international accounting, and education. Prerequisite: ACCT 6033.

ACCT636V Special Problems in Accounting (1-6) (FA, SP, SU) Special research project under supervision of a graduate faculty member.

ACCT6433 Accounting Research Seminar IV (SP) Fourth course in the accounting research seminar sequence which explores and evaluates current accounting literature. Course content reflects recent developments in the literature and specific interests of participants. Examples of potential topics include research methods in accounting, financial accounting, managerial accounting, behavioral accounting, tax, audit, international accounting, and education. Prerequisite: ACCT 6033.

ACCT6633 Accounting Research Seminar V (FA, SP, SU) Fifth course in the accounting research seminar sequence which explores and evaluates current accounting literature. Course content reflects recent developments in the literature and specific interests of participants. Examples of potential topics include research methods in accounting, financial accounting, managerial accounting, behavioral accounting, tax, audit, international accounting, and education. Prerequisite: ACCT 6033.

ACCT700V Doctoral Dissertation (1-6) (FA, SP, SU) Prerequisite: candidacy.

BUSINESS ADMINISTRATION (WCOB)

William P. Curington
Associate Dean for Academic Affairs
328 Walton College of Business
575-2851

Faculty are listed by department.

Degrees Conferred:

M.B.A.
Ph.D in Business Administration

COURSES: BUSINESS ADMINISTRATION (WCOB)

WCOB500V Study Abroad (1-12) (FA, SP, SU) (First Offered Summer 2002, Formerly BADM 500) Open to graduate students studying abroad in officially sanctioned programs. May be repeated for 12 hours.

WCOB510V Special Topics in Business (1-3) (IR) Special business topics of an interdisciplinary nature. May be repeated for 6 hours.

WCOB6111 Seminar in Business Administration Teaching I (FA) (First Offered Summer 2002, Formerly BADM 6111) This course in college level teaching is designed for graduate students and new college teachers with specific emphasis on the Business Administration learning and classroom management. The purpose of this course is to introduce graduate students to principles of teaching and learning and to prepare these future teachers to lifelong learners in the classroom as teachers. Prerequisite: graduate standing.

WCOB6121 Seminar in Business Administration Teaching II (FA, SP) (First Offered Summer 2002, Formerly BADM 6121) Given that the student has successfully completed Seminar in Business Administration Teaching I, this course is suggested as the second course in the sequence. It is designated a 'hands on' teaching course. Students will be assigned a class to teach by their respective department and will be supervised. In addition, all students in the class will come together for seminar discussion twice per month. Prerequisite: WCOB 6111 or equivalent.

WCOB6131 Seminar in Business Administration Teaching III (FA, SP) (First Offered Summer 2002, Formerly BADM 6131) This is an advanced course in college level teaching designed for graduate students and new college teachers with specific emphasis on the Business Administration learning and classroom management. The purpose of this course is to enhance graduate students' knowledge of teaching pedagogy given a base knowledge and classroom experience. This course will focus on current and advanced topics of teaching and learning, as well as research in teaching. Prerequisite: WCOB 6111 or equivalent, WCOB 6121 suggested.

COURSES: MASTER'S IN BUSINESS ADMINISTRATION (MBAD)

MBAD5013 MBA Foundations I (SU) A focus on leader ship, teamwork, process improvement, and communication, in association with business content, in the area of, information technology, quantitative analysis, marketing management, and managing people and the organization. Corequisite: MBAD 5023. Prerequisite: admission to the M.B.A. program and satisfactory completion of the M.B.A. preparation work.

MBAD5023 MBA Foundations II (SU) A focus on leadership, teamwork, process improvement and communication, in association with business content in the areas of financial and economic analysis and production and operations management. Corequisite: MBAD 5013.

MBAD5112 Corporate Financial Management (FA) Financial analysis, planning and control; decision making and modeling for financial managers; and financial policies for management. Corequisite: MBAD 5132 and MBAD 5222. Prerequisite: MBAD 5122 and MBAD 5212 and MBAD 5232.

MBAD5122 Accounting Decisions and Control (FA) Preparation and utilization of financial information for internal management purpose: planning and special decisions, cost determination, performance evaluation, and controls. Corequisite: MBAD 5212 and MBAD 5232.

MBAD5132 Information Technology and Decision Making (FA) Utilization of information, quantitative techniques, and computer application in decision making and problem solving for managers. Corequisite: MBAD 5112 and MBAD 5222. Prerequisite: MBAD 5122 and MBAD 5212 and MBAD 5232.

MBAD5212 Leading High Performance Organizations (FA, SP) Managing in a global workforce, including human resource issues, motivation, performance evaluation, quality concepts, transformational leadership, and selection/ recruitment/ development of employees. Corequisite: MBAD 5122 and MBAD 5232.

MBAD5222 Managing Ideas, Products, and Services (FA, SP) Product management, market research, marketing communications, retailing and distribution, consumer behavior, and social and ethical implications of marketing. Corequisite: MBAD 5112 and MBAD 5132. Prerequisite: MBAD 5122 and MBAD 5212 and MBAD 5232.

MBAD5232 Economics of Management and Strategy (FA, SP) Information economics and applied game theory. Corequisite: MBAD 5212 and MBAD 5122.

MBAD5313 Strategic Management (FA) Strategy formulation, strategy implementation, and other topics related to the long-term success of the firm. Includes role of the general manager, international issues, and the impact of management fads on decision making. Prerequisite: MBAD 5212 and MBAD 5222 and MBAD 5232.

MBAD5413 Partnering Project I (SP) A large-scale, real world, 10 week project involving hands-on work addressing issues faced by managers in partnering firms. Corequisite: MBAD 5313 and MBAD 5423.

MBAD5423 Partnering Project II (SP) Continuation of MBAD 5413. Corequisite: MBAD 5313 and MBAD 5413.

MBAD5433 Capstone Project (FA, Odd years) A large-scale project integrating various business topics. Corequisite: MBAD 5313.

MBAD5511 Focus Topic I (FA) A concentrated emphasis on one business topic. Corequisite: MBAD 5212, MBAD 5122 and MBAD 5232. Prerequisite: MBAD 5023.

MBAD5521 Focus Topic II (FA) A concentrated emphasis on business topic. Pre- or Corequisite: MBAD 5212, MBAD 5222, and MBAD 5232. Prerequisite: MBAD 5112, MBAD 5122, and MBAD 5132.

ECONOMICS (ECON)

Joseph A. Ziegler
Department Chair
402 Walton College of Business
575-ECON (3266)

- Distinguished Professor and Phillips Petroleum Chair Murray
- Professors Britton, Curington, Dixon, Farmer, Gay, McKinnon, Ziegler
- Professor and Lewis E. Epley Jr. Professorship in Economics Ferrier
- Associate Professor Horowitz
- Assistant Professors Deck, Mendez, Kali, Reyes
- Visiting Assistant Professor Collins
- Clinical Assistant Professor Stapp

Degrees Conferred:

M.A., Ph.D. (ECON)

COURSES: ECONOMICS (ECON)

ECON4733 Quantitative Economic Analysis (FA) The use of mathematics to formulate and derive economic relationships. Prerequisite: (ECON 2013 and ECON 2023) or ECON 2143.

ECON512V Workshop in Economic Education (1-3) (IR) Overview of basic economic facts and principles with emphasis on means of employing them in the curriculum of elementary and secondary schools. Not open to majors in business and economics. Offered for degree credit in Education only. May be repeated for 3 hours.

ECON5163 Introduction to Economic Theory and Analysis (FA, SP, SU) Introduction to economic theory primarily for first year M.B.A. students. Surveys the analytic tools of both micro- and macroeconomics that are necessary for business decision making and study of contemporary economic and social problems such as inflation, unemployment, poverty, and international trade deficits. Prerequisite: graduate standing.

ECON5333 Managerial Economics (FA, SP, SU) Application of economic theory to business decisions. Prerequisite: ECON 5163 and ISYS 5103 and FINN 5203 and MATH 2043 and MATH 2053 or MATH 2053C.

ECON5433 Macroeconomic Theory I (FA, SU) Theoretical development of macroeconomic models that include and explain the natural rate of unemployment hypothesis and rational expectations, consumer behavior, demand for money, market clearing models, investment, and fiscal policy.

ECON5533 Microeconomic Theory I (FA, SU) Introductory microeconomic theory at the graduate level. Mathematical formulation of the consumer choice, producer behavior, and market equilibrium problems at the level of introductory calculus. Discussion of monopoly, oligopoly, public goods, and externalities.

ECON5563 History of Economic Thought (FA) Seminar in development of economic ideas, theories; causes and development of schools of thought emphasized.

ECON5613 Econometrics (FA) Use of economic theory and statistical methods to estimate economic models. The single equation model are examined emphasizing multicollinearity, autocorrelation, heteroskedasticity, binary variables and distributed lags. An introduction to the simultaneous systems model is presented. Two 80 min. lecture periods weekly. (Same as AGECE 5613) Prerequisite: MATH 2043 and knowledge of matrix methods, which may be acquired as a corequisite and (AGECE 1103 or ECON 2023) and an introductory statistics course.

ECON5623 Econometrics II (SP) Use of economic theory and statistical methods to develop and estimate simultaneous equation models of an economy. Emphasis given to the problem of identification and the methods of estimating systems models. Frontier topics are introduced. (Same as AGECE 5623) Prerequisite: ECON 5433 and ECON 5533 and (ECON 5613 or AGECE 5613).

ECON5853 International Economics Policy (SP) An intensive analysis of the operation of the international economy with emphasis on issues of current policy interest. Prerequisite: ECON 5163.

ECON600V Master's Thesis (1-6) (FA, SP, SU)

ECON6233 Microeconomic Theory II (SP) Advanced treatment of the central microeconomic issues using basic real analysis. Formal discussion of duality, general equilibrium, welfare economics, choice under uncertainty, and game theory.

ECON6243 Macroeconomic Theory II (FA) Further development of macroeconomic models to include uncertainty and asset pricing theory. Application of macroeconomic models to explain real world situations.

ECON636V Special Problems in Economics (1-6) (FA, SP, SU) Independent reading and investigation in economics.

ECON643V Seminar in Economic Theory and Research I (1-3) (FA)

ECON644V Seminar in Economic Theory and Research II (1-3) (SP)
Independent research and group discussion.

ECON700V Doctoral Dissertation (1-18) (FA, SP, SU) Prerequisite: candidacy.

FINANCE (FINN)

Wayne Y. Lee

Department Chair and Alice L. Walton Chair in Finance

302 Walton College of Business

575-4505

E-mail: finn@walton.uark.edu

- Arkansas Bankers Association Chair and J.W. Bellamy Chair of Banking Professor Dominick
- Alice L. Walton Chair in Finance Professor Lee
- Dillard Chair of Corporate Finance Professor Millar
- Harold A. Dulan Finance Chair in Capital Formation Professor Liu
- Associate Professors Hearsh, Perry
- Assistant Professors Kruse, Jandik, Rennie
- Clinical Assistant Professor Carter

Degree Conferred:

Ph.D. in Business Administration (BADM)

(See Business Administration)

COURSES: FINANCE (FINN)

FINN4133 Advanced Investments (FA, SP) Sound training in the principles of security analysis and portfolio management and certain advanced techniques of financial management. Modern portfolio theory and its application to portfolio management practices will be emphasized. Prerequisite: FINN 3063.

FINN4143 Portfolio Management I (FA) Theories of portfolio construction, rules, fundamental analysis, and random walk as applied to portfolio management; investment goals and strategies; decision making on portfolio of Rebsamen Investment Trust. Prerequisite: ACCT 3723 and FINN 3063 and by invitation only.

FINN4153 Portfolio Management II (SP) Theories of portfolio construction, rules, fundamental analysis, and random walk as applied to portfolio management; investment goals and strategies; decision making on portfolio of Rebsamen Investment Trust. Prerequisite: FINN 4143 and by invitation only.

FINN4233 Financial Policy and Planning (FA, SP, SU) Policy and problems in financial planning for working capital, capital budgets, and capital structure. Prerequisite: ACCT 3723 and FINN 3603.

FINN5203 Money and Capital Management (SP, SU) Role of finance in U.S. economy; the institutions, monetary theory, policies which comprise environment in which financial decisions are made. Finance function within firm; financial analysis, planning and control, financial decision making models, financial policies for management. Prerequisite: ACCT 5103 and ECON 5103 and ISYS 5203.

FINN5303 Advanced Financial Management (FA, SP, SU) Financial management of firm, with special emphasis on financial planning, capital budgeting, cost-of-capital concepts. Prerequisite: FINN 5203.

FINN5333 Investment Theory and Management (FA) Integration of theory, practice of investments with solution of individual and institutional portfolio management problems; Institute of Chartered Financial Analysts' Problems; variable annuity in estate planning. Prerequisite: FINN 5203.

FINN5623 Investment Banking and Securities Markets (FA) Topics include investment banking, securities markets, traditional and new financial products, money management, and financial innovation. Prerequisite: FINN 5203.

FINN5633 Financial Institutions (SP) Savings intermediation and its effects on allocating investments funds; characteristics of financial institutions including services, assets management, growth; relations between growth of institutions and interest rates, consumer behavior, investment demand, government policies, critical evaluation of performance by financial intermediaries. Prerequisite: FINN 5203.

FINN5703 Multinational Business Finance (FA) Problems pertinent to manager of firm in multinational business environment, including international institutions, risks, investments, capital budgeting. Prerequisite: FINN 5203.

FINN6043 Finance Theory (FA, SP, SU) Provides a conceptual understanding of key theoretical developments in the field of financial economics, including firm decisions under risk within a world of uncertainty.

FINN6133 Seminar in Investment Theory (SP) Study advanced literature in field investments, with special reference to theory of random walks, stock valuation models, portfolio management.

FINN6233 Seminar in Financial Management (FA) Financial management of firm with emphasis on financial theory or firm, quantitative methods used in financial analysis, planning.

FINN636V Special Problems in Finance (1-6) (IR) Case studies in investments, corporation finance, money and banking, monetary theory, international finance, public finance. By arrangement.

FINN6733 Seminar in Financial Markets and Institutions (FA, SP, SU) Recent developments in the literature of financial markets and institutions. Participants will be involved in the extensive study of existing theories and empirical tests of the theories.

FINN700V Doctoral Dissertation (1-18) (FA, SP) Prerequisite: candidacy.

INFORMATION SYSTEMS (ISYS)

Fred Davis

Department Chair and David Glass Chair in Information Systems

204 Walton College of Business

575-4500

- David Glass Chair Professor Davis
- M.D. Matthews Lecturer Professor Cronan
- Professors Douglas, Glorfeld, Jones (T.W.)
- Edwin & Karlee Bradberry Chair Associate Professor Hardgrave
- Associate Professors Aloysius, O'Leary-Kelly (S.), Riemenschneider
- Assistant Professors Chaney, McKinney, Wilson (D)
- Clinical Assistant Professors Renwick, Doke
- Assistant Professor Executive in Residence Schmidt

Degrees Conferred:

M.I.S. in Information Systems (INSY)

Ph.D. in Business Administration (BADM)

COURSES: INFORMATION SYSTEMS (ISYS)

ISYS4243 Current Topics in Computer Information (FA, SP, SU) (First offered Summer 2002, Formerly CISQ 4243) Intensive investigation of selected developments in computer information systems hardware, software, and organization having current impact on computer information systems design and application. Offering an extension of lower-level CIS courses through individual student research and faculty team-teaching of advanced topics. Topical selection made with each course offering. Prerequisite: ISYS 3333.

ISYS4253 Business Systems Simulation (SP) (First offered Summer 2002, Formerly CISQ 4253) System simulation techniques; their applications to business systems using an appropriate simulation language; extensive use of computer. Prerequisite: ISYS 3333.

ISYS4283 Centralized Data Systems (FA, SP) Introduces student to centralized information system design and implementation for business applications. In-depth study of logical systems modeling; physical file management; and software requirements. Prerequisite: ISYS 2263 and ISYS 3293.

ISYS4333 Object-Oriented Technologies Seminar (SP) (First offered Summer 2002, Formerly CISQ 4333) Provides the student with theory and application of information systems development utilizing object-oriented (OO) technology. Topics include: object-oriented—analysis, design, data modeling, database management systems, and programming. Prerequisite: ISYS 3293.

ISYS4363 Business Application System Development (FA, SP) (First offered Summer 2002, Formerly CISQ 4363) Review of fundamentals of application processing systems design and development, implementation of such a system by class. Prerequisite: ISYS 3393 and ISYS 4283.

ISYS4373 Object-Oriented Programming for Business Applications (FA) (First offered Summer 2002, Formerly CISQ 4373) This course covers object-oriented programming concepts and illustrates them via and appropriate object-oriented programming language. Students will be exposed to the design of software objects, creation of software objects, and the use of objects in constructing an information system. Prerequisite: ISYS 2263 or (CSCE 1023 and CSCE 1021L).

ISYS4423 Quantitative Managerial Methods II (IR) (First offered Summer 2002, Formerly CISQ 4423) Further topics in linear and integer programming; introduction to nonlinear and dynamic programming; problems in queuing techniques. Prerequisite: ISYS 2013.

ISYS450V Independent Study (1-3) (FA, SP) Permits students on individual basis to explore selected topics in data processing and/or Quantitative Analysis.

ISYS5103 Business Statistics (FA, SP) (First offered Summer 2002, Formerly CISQ 5103) Analysis, summarization, and interpretation of data for use in managerial decision making. Includes descriptive statistics, probability and probability distributions, sampling, test of hypotheses, analysis of variance, and regression. Prerequisite: MATH 2043 and MATH 2053 or MATH 2053C.

ISYS5203 Statistics and Quantitative Analysis (FA) (First offered Summer 2002, Formerly CISQ 5203) Statistical analysis at intermediate level; lectures and problems develop understanding of statistical methods and provide illustrative situations for applying those methods. Includes analysis of variance and multiple regression. Prerequisite: ISYS 3033.

ISYS5333 Operations Management (IR) Functions and quantitative techniques involved in the operating areas of a business. An enterprise is viewed as integrated system to demonstrate interrelation of functions and use of feedback, control; current research and special problems supplement text. Prerequisite: ISYS 5103.

ISYS535V Information Technology Internship Experience (1-3) (FA, SP, SU) This course allows a student to experience an internship within a business and benefit from the

applied IT experience. The internship must focus on IT applications/problems and be supervised by a faculty member as well as a member of the firm. The course may be taken for 1-3 credits and may be repeated for a total maximum of 3 credit hours. MIS Director approval is required. May be repeated for 3 hours. Pre- or corequisite: MIS Director approval is required.

ISYS5423 Seminar in Systems Development (IR) (First offered Summer 2002, Formerly CISQ 5423) Advanced study of structured systems development. Emphasis on strategies and techniques of structured analysis and structured design for producing logical systems specifications and for deriving physical systems designs. Coverage of methodologies for dealing with complexity in the development of information systems. Prerequisite: ISYS 3293.

ISYS5503 Decision Support Systems (FA) (First offered Summer 2002, Formerly CISQ 5503) An analysis of the highest level of information support which serves the manager-user. A study of systems providing quantitative-based information derived from one or more databases within and/or external to the organization and used to aid upper-level management in the decision making process. The evaluation and application of tools in problem solving and decision making. Prerequisite: ISYS 2263 and ISYS 3333.

ISYS5613 Business Applications of Nonparametric Techniques (SP) (First offered Summer 2002, Formerly CISQ 5613) Consideration of business and economic research related to sampling and experimental design, testing of hypothesis, and using nonparametric tests. Prerequisite: ISYS 5203 or equivalent.

ISYS5623 Statistical Analysis (SP) (First offered Summer 2002, Formerly CISQ 5623) Applications of statistical techniques and analysis of business and economic research. For students in business and economics without regard to fields of specialization. Prerequisite: ISYS 5203.

ISYS5713 Seminar in Telecommunications (FA) (First offered Summer 2002, Formerly CISQ 5713) General telecommunications characteristics and capabilities relative to business applications, networking, electronic commerce, consideration of IT management, security, and ethics. Prerequisite: ISYS 3333.

ISYS5723 Computer Methods in Research (SU) (First offered Summer 2002, Formerly CISQ 5723) Applications of computers to business and industrial research. Numerical problem-solving techniques, statistical computational techniques and packages, accessing of government and private standard data bases. Prerequisite: ISYS 5623.

ISYS5733 Advanced Business System Modeling (IR) (First offered Summer 2002, Formerly CISQ 5733) Analysis and modeling of business systems using simulation techniques. Modeling of business systems using an appropriate simulation language; extensive use of computer. Prerequisite: ISYS 2263 and ISYS 3333.

ISYS5833 Data Management Systems (IR) (First offered Summer 2002, Formerly CISQ 5833) Investigation and application of advanced database concepts include database administration, database technology, selection and acquisition of database management systems. Data modeling and system development in a database environment. Prerequisite: ISYS 5423 and ISYS 2263.

ISYS5933 Global Information Systems Seminar (IR) (First Offered Summer 2002, Formerly CISQ 5933) This course is designed to provide an updated, comprehensive and rigorous treatment of the emerging global IT fields. It summarizes current experiences, offers managerial insights, and incorporates foundational perspectives and examines significant issues from global perspectives. Prerequisite: graduate standing.

ISYS5943 Management of Information Technology Seminar (SP) (First offered Summer 2002, Formerly CISQ 5943) Presented in a way that allows you to play an active role in the design, use, and management of information technology. Using IT to transform the organization, as competitive strategy, and creating new relationship with other firms is included. Pre- or Corequisite: ISYS 5833. Prerequisite: ISYS 5423.

ISYS6001 Research Seminar in DSS (IR) An examination of research topics in decision support systems (DSS). Emphasis on understanding and conducting DSS research. Pre- or Corequisite: ISYS 5503.

ISYS6011 Graduate Colloquium (FA, SP) Presentation and critique of research papers and proposals.

ISYS6021 Research Seminar in Systems Development (IR) An examination of research topics in system development. Emphasis on understanding and conducting systems development research. Pre- or Corequisite: ISYS 5423.

ISYS6031 Research Seminar in Data Management (IR) An examination of research topics in data management. Emphasis on understanding and conducting data management research. Pre- or Corequisite: ISYS 5833.

ISYS6103 Seminar in Management Information Systems (IR) Focuses on the relationship between an information system and the organization it supports. Topics include system theory, information system resources, types of information systems, and characteristics of the managerial activities that involve information systems. Prerequisite: ISYS 5723.

ISYS6113 Seminar in Computer Information Systems (IR) Provides the student with information in current CIS technological topics. Topics include end-user computing and development, advanced generation languages, artificial intelligence, human factors, small business computing, data center management, distributed data processing and communications, and technology. Prerequisite: ISYS 6103.

ISYS6123 Seminar in Computer Information Systems Research (IR) This directed special problems seminar provides a forum to study research in CIS. In addition, students design and develop plans of research in light of current topics and methodology. Research topics in CIS. Prerequisite: ISYS 5423 and ISYS 5503 and ISYS 5833 and ISYS 6113.

ISYS6333 Research Seminar (FA, SP) Topical research seminar; emphases on understanding and conducting information systems research. Topics will vary. May be repeated for 18 hours.

ISYS636V Special Problems (1-6) (IR) Independent reading and research under supervision of senior staff member.

ISYS6423 Seminar in Causal Modeling (SP) Exposure to use of causal modeling in current research. Particular emphasis given to confirmatory factor analysis, covariance structure modeling, and their applications in construct measurement and hypothesis testing. (Same as MKTT 6423)

ISYS700V Doctoral Dissertations (1-18) (FA, SP, SU) Prerequisite: candidacy.

MANAGEMENT

Daniel C. Ganster
Department Chair
and Charles C. Fitchner Chair
402 Walton College of Business
575-6216

- Raymond F. Orr Chair in Management Professor Gupta
- Charles C. Fitchner Chair Professor Ganster
- Professors O'Leary-Kelly (A.), Todd, White (D.D.)
- Associate Professors Delery, Ellstrand, Johnson, Reeves
- Assistant Professors Anand

Degree Conferred:

Ph.D. in Business Administration (BADM)
(See Business Administration)

COURSES: MANAGEMENT (MGMT)

MGMT5203 Managerial Process and Organizational Behavior (FA, SP)

Acquaints students with administrative and management functions of planning, organizing, directing, and controlling. Special attention given to the impact of human subsystems in organization, organizational designs and structures, and organizational environments.

MGMT5323 New Venture Development and Small Business Management

(SU) Identification and analysis of new venture opportunities, including the acquisition of resources. The role of the entrepreneur in developing and managing small business, including the development of entrepreneurial strategies and the analysis of growth opportunities.

MGMT5343 Managerial Communication (FA, SP, SU) Communication concepts and theories with emphasis on written and oral skill building. Students apply concepts and skills in a variety of communication contexts.

MGMT5353 Multinational Management (FA) Problems involved in multinational management of business firms; emphasis placed on environmental and organizational variables and the application of management concepts as they apply to international situations.

MGMT5363 Strategic Innovation (SU) Management of innovation and growth in organizations. Organization development processes, and the application of organizational change models such as intrapreneurship, innovation management, and total quality management.

MGMT5383 Intra/Entrepreneurship of Technology (SP) A multidisciplinary review of managing the development of new technical products and services in startups and in existing companies. The course includes examination of the search and evaluation for new technical products; development of business plans, resources, and prototypes; and managing the launch and business development of new products.

MGMT5993 Entrepreneurship Practicum (FA, SP, SU) Hands-on management of an actual on-going business. Students will gain experience working in, making decisions about, and managing a competitive business. Students will be required to analyze the business in a term paper or other integrative assignment. Entrance by invitation only.

MGMT6011 Graduate Colloquium (FA, SP) Presentation and critique of research papers and proposals. May be repeated.

MGMT6113 Seminar in Organizational Behavior (IR) Survey of theoretical and empirical literature in organizational behavior. Stresses critical evaluation of current writing in the field and its integration with prior research. Covers topics relating to motivation, individual differences, job attitudes, social influence processes, and group dynamics. Prerequisite: admission to a Ph.D. program.

MGMT6123 Seminar in Organization Theory (IR) This Ph.D.-level seminar presents an overview and introduction into organization theory literature. Emphasis on the development of relevant schools of thought, changes in the content of the traditional or 'mainstream' themes, current topics, schools of thought, and future directions are examined. Prerequisite: admission to a Ph.D. program.

MGMT6133 Seminar in Strategy Research (IR) This Ph.D.-level seminar presents an overview and introduction into the strategic management literature. Emphasis on both the content and process of the extant research. Relevant theory, methods, 'mainstream' themes, current topics, schools of thought, and future directions are examined. Prerequisite: admission to a Ph.D. program.

MGMT6213 Seminar in Research Methods (IR) Familiarizes students with the principles and techniques underlying research in management and organizations. Issues of basic philosophy of science and research methods are covered. Special attention given to the practical problems of research design, measurement, data collection, sampling, and interpretation in conducting research in management and in organizations. Prerequisite: admission to a Ph.D. program.

MGMT6223 Seminar in Management Topics (IR) Seminar in special research topics in management. Topics vary depending on instructor. Prerequisite: admission to Ph.D. program.

MGMT6233 Seminar in Human Resource Management (IR) Provides an overview of major issues in human resource management. Designed to familiarize students with the seminal research in human resource management, and to provide them with the conceptual and methodological tools necessary to do research in the area. Prerequisite: admission to a Ph.D. program.

MGMT636V Special Problems in Management (1-6) (FA, SP) Individual reading and research.

MGMT700V Doctoral Dissertation (1-18) (FA, SP) Prerequisite: candidacy.

MARKETING AND LOGISTICS (MKTL)

Thomas D. Jensen
 Department Chair
 302 Walton College of Business
 575-4055

- Wal-Mart Chair of Marketing Professor Burton
- Wal-Mart Lecturer in Retailing Professor Jensen
- R.A. and Vivian Young Chair of Business Administration University Professor Kurtz
- Oren Harris Chair of Transportation Professor Ozment
- Garrison Chair in Supply Chain Management Professor Williams
- Associate Professors Ashton, Creyer, Gentry, Kopp, Murray, Rapert, Stassen, Waller
- Assistant Professor Mendoza
- Visiting Associate Professor Rutner

Degrees Conferred:

M.T.L.M. in Transportation and Logistics Management (TLOG)
 Ph.D. in Business Administration (BADM)

COURSES: MARKETING/TRANSPORTATION (MKT)

- MKTT5313 International Marketing (IR)** Studies overseas environmental forces; their impact on international marketing decision making; stresses marketing problem solving in the international setting.
- MKTT5333 Retailing Strategy and Processes (SU)** Strategic planning and operation of retailing organizations. Investigation of the various types of retailing with emphasis on both the strategic and functional aspects in retail processes.
- MKTT5433 Consumer and Market Research (SP)** Modern marketing research techniques and their applications to problems related to marketing strategy, pricing, forecasting, and policy determination. Special attention is given to consumer research, behavioral concepts, and the measurement for marketing purposes. Prerequisite: ISYS 5203.
- MKTT5533 Strategic Category Management (SU)** Strategic planning and management of brands and product categories from both manufacturing and retailing perspectives. Focus is on the product brand development, pricing, distribution, and promotion of brands and their strategic and functional roles in the product mix.
- MKTT5553 Buyer Behavior (FA)** Behavioral science concepts, applied research relating to consumer and executive purchasing processes; stresses problems in buyer behavior research, conceptual integration, relevance to marketing management. Prerequisite: MKTT 5103.
- MKTT636V Special Problems in Marketing (1-6) (IR)** Individual research problems.
- MKTT6413 Special Topics in Marketing (IR)** Seminar in special topics in marketing. Topics vary depending upon the instructor.
- MKTT6423 Seminar in Causal Marketing (IR)**
- MKTT6433 Seminar in Research Methods (IR)** Extensive review of literature illustrative of marketing research studies. Focuses upon theoretical foundations of research design, methodology, and analysis as well as interpretation of univariate, bivariate, and multivariate data in marketing theory exploration.
- MKTT6443 Seminar in Marketing Theory (SP)** Comprehensive survey and critical review of the history of marketing thought and contemporary schools of thought in marketing discipline. In-depth research, review, synthesis, and a research proposal will be required in a selected topic from the perspectives of advancing marketing theory. Prerequisite: MKTT 5103 and MKTT 5303.
- MKTT6453 Seminar in Transportation and Business Logistics (IR)** Underlying theories and problems related to the development of logistical systems in the U.S. Attention focused on transport economics, the role of government in providing transportation facilities, and managerial issues related to integrating transportation, inventory control, warehousing, customer service levels, and facility location.
- MKTT6463 Seminar in Strategic Marketing Management (IR)** Comprehensive survey of literature of strategic marketing management area. Focuses on critical evaluation of conceptual frameworks, research methodologies, and interdisciplinary integrations. Requires in-depth research, synthesis, integration, and conceptualization resulting in a research paper aimed at advancing the field of strategic marketing management. Prerequisite: MKTT 5303.
- MKTT700V Doctoral Dissertation (1-18) (FA, SP)** Prerequisite: candidacy.

COURSES: TRANSPORTATION AND LOGISTICS (TLOG)

- TLOG560V Special Topics in Logistics (1-3) (IR)** Explores current events, concepts, and new developments in the field of logistics and transportation. Topics are selected by the Marketing and Transportation faculty for each semester the course is offered.
- TLOG5633 Business Logistics Systems (FA)** Case approach to physical distribution problems of wholesale, retail, manufacturing establishments.
- TLOG5643 Strategic Issues in Transportation Management (FA)** Focuses on the setting of objectives and the design of optimal transportation strategy and alternative means of implementing transportation strategies within different types of organizations.

TLOG5653 Global Logistics Strategy (SP) Transportation and logistics activities of multinational firms with emphasis on transportation, customer service, inventory control, facility location, global sourcing, customs documentation, and the role of government in importing and exporting. Attention given to current events and their effect on the marketing and logistics activities of U.S.-based organizations. Prerequisite: TLOG 5633.

TLOG5663 Supply Chain Management (FA) This course examines the planning and management of supply chain activities including supplier selection and development, demand management, quick response, vendor managed inventory, logistics options, strategic alliances, and performance measurement. Emphasis is placed on the integration of purchasing, materials management, and multi-firm logistics planning.

TLOG5673 Transportation & Logistics Modeling (SP) This course examines technology and computer applications in transportation and logistics, using an integrated supply chain management technique. Topics covered include computer information systems, decision support systems, optimization models, simulation, advanced statistics, and commercial logistics software systems. Prerequisite: TLOG 5633 and TLOG 5643.

