

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 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 will admit 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 application fee (\$50 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 (M.B.A., M.Acc., M.I.S., and M.T.L.M.)
8. Official GRE score (M.A.Econ.)
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 M.I.S. program or to Ph.D. programs).

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
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 of each college or university at which the student has previously attended that it 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 Classification of Admission: Readmission below.)

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 19 of this 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 must be taken prior to admission or no later than the end of 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.

1. 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.

2. 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.

3. 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/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.

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 23. 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 23.

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 or research dishonesty or 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 page 32).

For students enrolled in the Master of Arts in Economics degree program, 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.

For students enrolled in the Master of Accountancy, Master of Business Administration, Master of Information Systems, or Master of Transportation and Logistics Management degree programs, the following academic standards apply: Whenever a student has less than a 3.00 cumulative grade-point average on graded course work taken in residence for graduate credit, the student will be placed on academic probation and warned of the possibility of academic dismissal. If the student fails to bring his/her cumulative grade-point average up to or above a 3.00 at the conclusion of the next grading period, he/she will be academically dismissed from the program. Any student who earns more than two “C” grades in graduate courses taken to fulfill requirements for the master’s degree will be academically dismissed.

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 in the Master of Accountancy, Master of Information Systems, or Master of Transportation and Logistics Management may have no more than two “C” grades in graduate courses taken for the degree. 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.

ACADEMIC HONESTY POLICY

Scope, Implementation and Review

The procedures contained in this policy pertain to graduate students under the authority of the Graduate School of Business. Where policies contained herein conflict with those described for undergraduate students in the *Student Handbook*, the policies contained in this policy shall take precedence for graduate students.

For details of procedures for implementing this policy, contact the Office of Community Standards and Student Ethics or the Graduate School of Business.

Academic Honesty

The University of Arkansas and the Graduate School of Business present this policy as part of their effort to maintain the integrity of academic processes. Academic honesty should be a concern of the entire university community, and a commitment to it must involve students, faculty, staff, and administrators.

Students must understand what academic integrity is and what the most common violations are. With that understanding they must commit themselves to the highest standards for their own, as well as for their peers’, academic behavior.

Public support and encouragement by the faculty is a second critical component necessary to strengthen academic integrity on campus. Faculty members must be continually vigilant in the management of their classes, their assignments, and their tests.

Finally, the administration of the University must present to the students standards of academic integrity. Those standards must be part of a publicly recognized, understood, and accepted set of policies and procedures that can be applied consistently and fairly in cases of academic dishonesty.

It is the responsibility of each student, faculty member, and administrator to understand these policies. A lack of understanding is not an adequate defense against a charge of academic dishonesty.

With regard to the application of this policy, the University assures its support of faculty members and other employees of the University who are acting in good faith in the course and scope of their employment and in the performance of their official duties.

This policy is only a part of the University’s effort to promote academic and research integrity in all aspects of its programs. By necessity, this policy discusses only prohibited acts and a process of applying sanctions. The ultimate goal, of course, is to provide an atmosphere that will make superfluous the procedures and sanctions that follow.

Definitions

Academic dishonesty involves acts that may subvert or compromise the integrity of the educational or research process at the

University of Arkansas. Included is an act by which a student gains or attempts to gain an academic advantage for himself or herself or another by misrepresenting his or her or another's work or by interfering with the completion, submission, or evaluation of work. Academic misconduct may include those acts defined as research or scholarly misconduct. Allegations of research or scholarly misconduct on the part of graduate students are subject to this policy. However, such cases may also be reviewed under the University's Research and Scholarly Misconduct Policies and Procedures.

Academic and/or research misconduct may include, but is not limited to accomplishing or attempting any of the following acts:

- Altering grades or official records.
- Using any materials that are not authorized by the instructor for use during an examination.
- Copying from or viewing another student's work during an examination.
- Collaborating during an examination with any other person by giving or receiving information without specific permission of the instructor.
- Stealing, buying, or otherwise obtaining information about an examination not yet administered.
- Collaborating on laboratory work, take-home examinations, homework, or other assigned work when instructed to work independently.
- Substituting for another person or permitting any other person to substitute for oneself to take an examination.
- Submitting as one's own any theme, report, term paper, essay, computer program, other written work, speech, painting, drawing, sculpture, or other art work prepared totally or in part by another.
- Submitting, without specific permission of the instructor, work that has been previously offered for credit in another course.
- Plagiarizing, that is, the offering as one's own work the words, ideas, or arguments of another person or using the work of another without appropriate attribution by quotation, reference, or footnote. Plagiarism occurs both when the words of another are reproduced without acknowledgement or when the ideas or arguments of another are paraphrased in such a way as to lead the reader to believe that they originated with the writer. It is not sufficient to provide a citation if the words of another have been reproduced – this also requires quotation marks. It is the responsibility of all University students to understand the methods of proper attribution and to apply those principles in all materials submitted.
- Sabotaging of another student's work.
- Falsifying or committing forgery on any University form or document.
- Submitting altered or falsified data as experimental data from laboratory projects, survey research, or other field research.
- Committing any willful act of dishonesty that interferes with the operation of the academic or research process.
- Facilitating or aiding in any act of academic or research dishonesty.

Procedures

Sanctions for acts of academic dishonesty committed by masters students in the Graduate School of Business may be applied in the following ways.

Initial Report of Infraction

1. Infractions Involving Graded Course Work

When an instructor determines or believes that a student in the instructor's class is responsible for academic dishonesty deserving of sanction, the instructor will meet with the student and explain the allegation. Without waiving the option to pursue

charges, the instructor may also choose to contact the Office of Student Mediation and Conflict Resolution for help in resolving the situation. If the instructor wishes to pursue charges of academic misconduct, he/she should within five working days after meeting with the student, or as soon as practicable thereafter, follow a. or b., below. If the Office of Student Mediation and Conflict Resolution is involved, the five days does not begin until the instructor is aware of the termination of those services. (If the instructor is either a graduate teaching assistant or a temporary faculty member, then a supervising faculty member or the departmental head or chairperson may assist in the handling of an academic dishonesty case.)

a. The instructor may determine a grade sanction and within five working days report that sanction along with the essential details of the matter to the judicial coordinator in the Office of Community Standards and Student Ethics and to the Dean of the Walton College or his designee. The student sanctioned in this way by an instructor will be notified by the Office of Community Standards and Student Ethics and will have five working days from that notification to request a hearing by the All University Judiciary (AUJ). The All University Judiciary is defined, and its composition described, in the *Student Handbook*. If the student does not request a hearing within five working days, then it is assumed that the sanction is not contested. The student will be required to have a conference with the judicial coordinator so that the consequences of the action can be made clear. The student may appeal a grade sanction to the AUJ only on the grounds that he/she did not commit the violation. If the student wishes to appeal the severity of a sanction, he/she will follow the Academic Grievance Procedures for Graduate School of Business Students.

To the extent practical, at the discretion of the instructor, during the course of an appeal to the AUJ or the Graduate Grievance committee (depending on the nature of the appeal), the student's participation in the affected class should continue so that any action can be reversed without prejudicing the student's academic performance and evaluation.

The AUJ is given the authority to determine whether the evidence substantiates the charges of the instructor. If the AUJ determines that the evidence does not substantiate the charges, the grade sanction will be withdrawn and the matter will end. Should the AUJ determine the evidence does substantiate the charges of the instructor, the grade sanction will stand and the AUJ may also impose additional sanctions, as listed under Sanctions, below. The degree program and/or the Graduate School of Business may impose sanctions in addition to those imposed by the instructor and the AUJ, including expulsion from the program or the University. While the instructor should be consulted in such cases, these additional sanctions may be imposed by the AUJ, the Graduate School of Business and/or the degree program without the permission of the instructor. In addition to other sanctions, graduate students may be dismissed by their degree program or the Graduate School of Business on the first or any subsequent instances of academic dishonesty. Students may not withdraw from either courses in which judicial action is pending or in which they have received a grade sanction.

b. The instructor may file an incident report form referring the case to the student judicial process for determinations of responsibility and the application of sanctions. If the student is determined to be responsible for academic dishonesty, then the instructor may apply a grade sanction in addition to whatever sanctions are applied by the judicial process. To the extent practical, at the discretion of the instructor, while such a case

is pending in the judicial process, the student's participation in the affected class should continue, to avoid pre-empting the options available after responsibility is determined.

If the student is determined to be responsible for the actions charged, the instructor will impose a grade sanction. The AUJ has no authority to impose a grade sanction, but is permitted to make a recommendation and to impose other sanctions, as described below. Additionally, the Graduate School of Business and/or the degree program may impose sanctions in addition to those imposed by the instructor. In such cases, the instructor should be consulted, but additional sanctions may be imposed by the AUJ, the Graduate School of Business and/or the degree program without the permission of the instructor. Students may not withdraw from a course for which judicial action is pending or in which they have received a grade sanction. Should the graduate student feel that the severity of the grade sanction is unfair, he/she may appeal via the Academic Grievance Policy for Graduate School of Business Students.

It should be noted that, in addition to other possible sanctions, graduate students may be dismissed by their degree program and/or the Graduate School of Business on the first or any subsequent instance of academic dishonesty.

2. Infractions Not Involving Graded Course Work

Cases of academic misconduct may occur in situations not involving graded course work. One example is a situation where a graduate student plagiarizes material for his/her dissertation. In cases not involving graded course work, the department chairperson/program director and major professor, or other appropriate official(s) will meet with the student. Without waiving the option to pursue charges, the program may also choose to contact the Office of Student Mediation and Conflict Resolution for help in resolving the situation. If the department/program decides to proceed with charges of academic misconduct, the chair/head/director or other appropriate official will, within five working days after meeting with the student (If the Office of Student Mediation and Conflict Resolution is involved, the five days do not begin until the instructor is aware of the termination of those services.), or as soon as practicable thereafter, follow one of the following:

- a. The department or program faculty will determine a sanction and the department chairperson/program director will, within five working days after meeting with the student [or as soon as practicable thereafter], report that sanction along with the essential details of the incident to the judicial coordinator in the Office of Community Standards and Student Ethics, and to the Dean of the Walton College or his designee. The student sanctioned in this way by a department or program will be notified by the Office of Community Standards and Student Ethics and will have five working days from that notification to request a hearing by the All University Judiciary (AUJ). The All University Judiciary is defined, and its composition described, in the *Student Handbook*. If the student does not request a hearing within five working days, then it is assumed that the sanction is not contested. The student will be required to have a conference with the judicial coordinator so that the consequences of the action can be made clear.

The student may appeal such a sanction to the AUJ only on the grounds that he/she did not commit the violation. If the student wishes to appeal the severity of a sanction, he/she will follow the Academic Grievance Procedures for Graduate School of Business Students.

While such a case is pending in the student judicial process, to the extent practical, at the discretion of the program, the student's participation in the degree program should continue

so that any action can be reversed without prejudicing the student's academic performance and evaluation.

- b. The department chairperson/program director may file an incident report form referring the case to the judicial process for determination of responsibility. If the student is determined to be responsible for academic dishonesty, then the judicial board may impose a sanction in addition to that imposed by the program/department and the Graduate School of Business. Sanctions are listed and described below. To the extent practical, at the discretion of the program, while such a case is pending in the judicial process, the student's participation in the program should continue, to avoid pre-empting the options available after the responsibility is determined.

Unlike the situation in which the Judicial Board hears the appeal of a student protesting a sanction imposed by the department/program, students who are sanctioned by the Judicial Board itself may appeal both the imposition of and the severity of the sanction via the Academic Grievance Procedure for Graduate School of Business Students. Graduate students may be dismissed by their degree program and/or the Graduate School of Business on the first or any subsequent instance of academic dishonesty.

Appeals

1. When a sanction has been imposed by the instructor or department/program: The student may appeal such a sanction to the AUJ on the grounds that he/she did not commit the violation. If the student wishes to appeal the severity of a sanction, he/she will follow the Academic Grievance Procedures for Graduate School of Business Students. In both cases, the student will notify the appropriate office of his/her appeal within five working days of receiving the sanction, or as soon as practicable. For appeals to the AUJ, the student will contact the Office of Student Ethics and Community Standards. For appeals following the Academic Grievance Procedures for Graduate School of Business Students, the student will contact the Graduate School of Business.
2. When a sanction has been imposed by the AUJ: Unlike the situation in which the Judicial Board hears the appeal of a student protesting a sanction imposed by the department/program, students who are sanctioned by the Judicial Board itself may appeal either or both the imposition of and the severity of the sanction via the Academic Grievance Procedure for Graduate School of Business Students. Students who wish to initiate such an appeal shall contact the Graduate School of Business within five working days of receiving the sanction, or as soon as practicable.
3. When a sanction has been imposed by the Graduate School of Business: Students who are sanctioned by the Graduate School of Business may appeal to the Dean of the Graduate School.

Sanctions

The choice of sanctions in cases of academic dishonesty involves considerations of the integrity of the educational process of the University. There is no place in that process for academic dishonesty; and these actions will be taken seriously. The intent of this policy is to make acts of academic dishonesty clear risks, that is, the sanctions are to be sufficiently heavy to deter academic dishonesty.

While not intended to be an exhaustive list, the following are possible sanctions for academic dishonesty:

- **Grade Sanctions:** An instructor may impose a grade sanction. Grade sanctions may consist of either grades of zero or failing grades on part or all of a submitted assignment or examination, or a lowering of a course grade, or a failing course grade. All grade sanctions must be appropriately reported as outlined in the

procedures above. A graduate student may appeal the severity of a grade sanction via the Academic Grievance Procedures for Graduate School of Business Students. Once a grade sanction has been applied, following the procedures outlined herein, students may not withdraw from courses in which they have been assessed a grade sanction, unless this has been recommended by the AUJ or a grievance committee.

- Other Sanctions: The graduate student's program or the Graduate School of Business may impose a variety of other sanctions, including but not limited to any of the following: requiring an activity designed to increase the student's awareness of and understanding about academic honesty, placing the student on probation or suspension, or dismissing the student.
- The AUJ may administer the following sanctions: university reprimand, university censure, conduct probation, restrictive conduct probation, suspension, indefinite suspension, educational sanctions, or expulsion. Please see the *Student Handbook* for definitions of these sanctions.

It should be noted that graduate students may receive any of these sanctions, including dismissal, upon the first or any subsequent finding of academic misconduct.

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 34.

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 37.

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/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/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 adviser 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 (M.B.A.) program shall take the appeal in written form to the M.B.A. Program Director. Students in the departmentally based masters programs (M.Acc., M.A.Econ., M.I.S., and M.T.L.M.) 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 M.B.A. 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/M.B.A. 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 20 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 M.B.A. Program the applicable reviewing body is the M.B.A. 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 author-

ity 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 item 2, or if any party to the grievance chooses not to proceed as suggested in item 2, 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 M.B.A. Program Director), that a formal grievance has been filed. Within ten working days, the Dean and his/her designee will:
 - a. with the consent of the student, appoint a faculty member as the student's advocate, and
 - b. appoint an ad hoc committee of five faculty members and two graduate students, chosen to avoid obvious bias or partiality, to review 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 20 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/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 des-

ignee, 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 M.B.A. 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 adviser 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, 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 20 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 20 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 POLICY

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 master's 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. Fifty percent graduate assistants 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 percent 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 60 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.
 - c. The student fails to meet certain expectations which need not be explicitly stated by the sponsor, such as the expectation that
 - i) the student has the requisite English language skills to adequately perform the duties of the position; ii) the student has the appropriate experience and skills to perform the duties of the position; and iii) the student maintains the appropriate ethical standards for the position. The Research Misconduct Policy provides one reference source for such ethical standards.
 - d. 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: a) the student will be provided with an advocate; b) all correspondence pertaining to any aspect of the grievance will be in writing, and will be made available to the Dean; c) 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; d) the policy contained herein will be strictly followed; and e) 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 either to 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 20 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/Vice Chancellor for Academic Affairs 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 20 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 20 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/Vice Chancellor for Academic Affairs of the University of Arkansas. The appeal must be submitted in writing and with all relevant material attached. This appeal must be filed within 20 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/Vice Chancellor for Academic Affairs shall make a decision on the matter within 20 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

Marinus Bouwman
Program Coordinator
479-575-6117

The Master of Accountancy (M.Acc.) program 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 Master of Accountancy program provides rigorous preparation at the graduate level for students to achieve success in their chosen career path in public practice, industry, or government. Students entering the program are expected to have an undergraduate degree or significant background in accounting. Building on the knowledge developed as an undergraduate, the M.Acc. courses broaden, extend, and integrate the student's knowledge. Students completing the M.Acc. program develop the following skills: 1) Research: Students will be able to access, assess, and apply the appropriate standards, regulations, or other information needed to address accounting and business problems. 2) Risk Analysis: Students will understand business risk, how it affects decisions and how to create strategies to mitigate risk. 3) Problem Solving and Decision Making: Students will be able to identify problems, consider alternative solutions, analyze the pros and cons of each alternative and support their conclusions. The M.Acc. program is a full-time program designed to be completed in one year.

Admission to Degree Program: The M.Acc. 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 M.Acc. 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 M.Acc. 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 M.Acc. committee. Students contemplating transfer of credit should consult in advance with both the M.Acc. 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 M.Acc. 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 M.Acc. Adviser, Department of Accounting, Walton College of Business, University of Arkansas, Fayetteville, AR 72701.

MASTER OF ARTS IN ECONOMICS

Raja Kali
Program Coordinator
479-575-6219

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. To take graduate courses in economics, students, as a general rule, must have had courses in intermediate microeconomics and macroeconomics, basic statistics, two semesters of calculus, and linear algebra.

Degree Options: Students must select the Non-Thesis or Thesis option. Both options combine a study of economic theory, applied econometrics and an applied field that will prepare students for careers in the private or public sector, or for doctoral programs. The Non-Thesis option can be completed in 10 months – two semesters plus an intensive 3-week course in mathematics and statistics taken immediately before the start of the entering fall semester. The Thesis option is for students

who seek more advanced skills. It requires additional coursework and a thesis, and will take three or four semesters to complete.

Common Requirements for the Master of Arts Degree, Non-Thesis and Thesis Options: Candidates for both the Non-Thesis and Thesis options must complete a minimum of 30 hours of coursework that includes the following:

Core Requirements: 24 hours

- ECON 5233 Mathematics for Economic Analysis
- ECON 5533 Microeconomic Theory I
- ECON 6233 Microeconomic Theory II
- ECON 5433 Macroeconomic Theory I
- ECON 6243 Macroeconomic Theory II
- ECON 5613 Econometrics I
- ECON 5623 Econometrics II
- ECON 643V Fall Seminar
- ECON 644V Spring Seminar

Applied Field Concentration: 6 hours. Each student shall complete at least six hours of coursework in one applied field. Students who seek advanced training in applied economics and business preparatory to entering business or government employment should select one of the following fields: finance, accounting, marketing, transportation, information systems, or quantitative methods. Students who plan to enter a doctoral program should choose mathematics or statistics as their field. Other concentrations are possible with the approval of the Program Coordinator.

Seminars: Students are required to register for the seminar courses for at least one credit hour each semester they are on campus.

Additional Degree Requirements, Non-Thesis Option (30 hours): In addition to 30 hours of required coursework, students who select the non-thesis option must take a comprehensive exam. For these students, a Masters Paper will typically be integrated with Econometrics II and the Spring Seminar classes. Presentation of the Masters Paper to the faculty and students during the Seminar course will constitute the final comprehensive exam.

Additional Degree Requirements, Thesis Option (Minimum of 42 hours): This option is intended for students who seek the acquisition of advanced analytical and research skills. Students who select the Thesis option must pass 30 hours of required coursework specified above, 12 additional hours of coursework – 6 hours approved by the Program Director and 6 hours of thesis credit, and pass a comprehensive exam. The comprehensive exam will take the form of a formal thesis defense.

Financial Assistance: A limited number of merit based graduate assistantships are awarded to students, typically for one year of study. Students in the Thesis option may be considered for continued funding after the first year of the Masters program if they possess a minimum GPA of 3.75 in their graduate coursework during their first year in the program and are recommended by the graduate committee in economics. Such funding will be offered strictly on the basis of merit and is subject to availability of funds.

MASTER OF BUSINESS ADMINISTRATION

See Business Administration Department for course listings.

Alan Ellstrand
MBA Program Director
479-575-2851

The Master of Business Administration program is accredited by the Association to Advance Collegiate Schools of Business (AACSB International). The M.B.A. degree is directed at students preparing for a professional career. It requires 38-48 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 M.B.A. 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 16 months; the managerial program requires a minimum of 24 months of study. The degree is a non-thesis program. See page 31 for M.B.A. academic dismissal policy.

The full-time MBA program comprises 28 hours of core courses, a 9 hour concentration track, 5 hours of professional development, a 3 hour consulting project or a 4th graduate business elective, and a 3 hour internship or study abroad for a total of 48 credit hours. The part-time managerial MBA program is a lock-step sequence beginning with an introduction to the value chain, eight core business courses, a capstone project, and a two-course sequence in strategic retail management.

Areas of Concentration: The M.B.A. full-time program has four defined areas of concentration: Retail Marketing Management, Supply Chain Management, Financial Management, and Entrepreneurship and Innovation. The Managerial MBA program offers a single concentration in value chain optimization in the consumer products and retail sectors.

Prerequisites to Degree Program: Students entering the M.B.A. 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 program.

Admission to Degree Program: Students must be admitted to the Graduate School of Business and to the M.B.A. program by the M.B.A. Admissions Committee. Admission to the M.B.A. 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 M.B.A. program, write to:

MBA Program Director
475 Business Building
1 University of Arkansas
Fayetteville, AR 72701

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

Spring I (16 hours)

MKTT 5103 Retail Consumer Marketing
TLOG 5633 Retail & Consumer Products Supply Chain Management
FINN 5223 Financial Markets & Valuation
ISYS 5363 Business Analytics
ECON 5243 Economics of Supply Chain & Retail
MBAD 5511 Special Topics in Business

Summer (3 hours)

MBAD 5353 MBA Internship
Or MBAD 5363 Special Problems in Business: Study Abroad

Fall (15 hours)

MGMT 5223 Managing and Leading Organizations
ACCT 5223 Accounting for Supply Chain & Retail Operations
MBAD 5241 Ethical Decision Making
MBAD 5511 Special Topics in Business
MBAD 5511 Special Topics in Business
Career Track Course
Career Track Course

Spring II (14 hours)

MGMT 5313 Strategic Management

ISYS 5433 Enterprise Systems
MBAD 5413 Partnering Project or a 4th graduate business elective
MBAD 5511 Special Topics in Business
Career Track Course

Full-time MBA Defined Career Tracks

Retail Marketing Management

MKTG 5553 Shopper, Buyer, and Consumer Behavior
MKTG 5433 Consumer and Marketing Research
MKTG 5543 Category Analysis & Management

Supply Chain Management

TLOG 5653 Global Logistics and Supply Chain Management
TLOG 5643 Transportation Strategies in the Supply Chain
TLOG 5673 Modeling Retail and Consumer Products Logistics

Financial Management

FINN 5443 Retail Finance
FINN 5333 Investment Theory and Management
FINN 5413 Shollmier Portfolio Class

Entrepreneurship & Innovation

MGMT 5323 New Venture Creation
MGMT 5363 Innovation & Creativity
MKTT 5433 Consumer and Market Research OR
WCOB 510V Special Topics in Business: Entrepreneurial Finance

Managerial (part-time) Program:

Pre-Fall

MBAD 5602 Introduction to the Value Chain

Fall

MBAD 5613 Financial Accounting
MBAD 513V Information Technology and Decision Making

Spring

MBAD 5232 Economics of Management and Strategy
MBAD 511V Corporate Financial Management

Summer

MBAD 521V Leading High Performance Organizations
MBAD 512V Accounting Decisions and Control

Fall

MBAD 5222 Managing Ideas, Products, and Services
TLOG 5663 Supply Chain Management

Spring

MGMT 5313 Strategic Management
MKTG 5333 Retailing Strategy and Processes

Summer

MBAD 5433 Capstone Project
MBAD 5533 Strategic Category Management

M.B.A./J.D. Program

For students interested in obtaining both the M.B.A. and J.D. (law) degrees, the M.B.A./J.D. dual degree program is available. This program allows the student to receive both the M.B.A. degree and the J.D. degree. The program requires separate application and admission to both the School of Law and the Graduate School of Business and the M.B.A. degree program. Students participating in the M.B.A./J.D. 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

Paul Cronan
MIS Director
479-575-6130
E-mail: cronan@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 five areas: Information Technology Management, Enterprise Resource Planning (ERP) 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 30 credit-hour program designed to provide professional information systems preparation for positions in business and government. Students whose previous studies have fulfilled requirements of the common body of knowledge in business and information systems will be required to complete a minimum of 30 hours of graduate work. The required common body of knowledge in Information Systems includes programming languages such as Visual Basic or Cobol, management information systems, systems analysis, and database.

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

Enterprise Resource Planning (ERP) Management

- ISYS 5503 Decision Support Systems
- WCOB 5213 ERP Fundamentals

Select 6 hours from:

- ISYS 5843 Seminar in Bus. Intelligence and Knowledge Mgmt.
- WCOB 5223 ERP Configuration and Implementation
- ISYS 5233 Seminar in ERP Development
- CSCE/ISYS Enterprise Systems electives

Telecommunications Management

- ISYS 5713 Seminar in Telecomm

Select 9 hours from:

- CENG 4753 Computer 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 Retail & Consumer Products Supply Chain Management
- TLOG 5673 Modeling Retail and Consumer Products Logistics

Select 3 hours from:

- TLOG 5643 Transportation Strategies in the Supply Chain
- TLOG 5653 Global Logistics and Supply Chain Management
- TLOG 5663 Supply Chain Management
- TLOG 560V Special Topics

Electives: 9 hours

Total Hours: 30

Professional M.I.S. (Part-time) Program:

Fall, Year 1

- ISYS 5423 Seminar in Systems Development
- ISYS 5503 Decision Support Systems

Spring

- ISYS 5833 Data Management Systems
- WCOB 5213 ERP Fundamentals

Summer

- ISYS 5933 Global IS
- Elective (3 hours) from TLOG, MGMT, WCOB, or CSCE

Fall, Year 2

- ISYS 5843 Seminar in Bus. Intelligence and Knowledge Mgmt.
- ISYS 4373 O-O Programming for Business Applications

Spring

- ISYS 5133 E-Business Development
- ISYS 5943 Management of Information Technology Seminar

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 4000+) may be taken for graduate credit. CSCE is Computer Science. CENG is Computer Engineering.

After admission, the student must maintain a 3.00 grade-point 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 & Logistics for course listings.

Matthew Waller
Program Coordinator
479-575-8741

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 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 Retail & Consumer Products Supply Chain Management

TLOG 5643 Transportation Strategies In the Supply Chain

TLOG 5653 Global Logistics and Supply Chain Management

TLOG 5663 Supply Chain Management

TLOG 5673 Modeling Retail and Consumer Products Logistics

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

Concentration (9 hours)

Total: 30 hours

The engineering or information systems electives and concentration courses are chosen by the student in consultation with the M.T.L.M. Coordinator in the Department of Marketing and Logistics (MKTL). Concentrations can be taken in strategic retailing, information technology, international business, enterprise resource planning, or agricultural economics and business. Customization of the concentration courses may be available for exceptional cases in consultation with the M.T.L.M. 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 237 for details.

DOCTOR OF PHILOSOPHY DEGREE

See page 42 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 sub-

mit 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 this address:

GRADUATE SCHOOL OF BUSINESS
475 Business Building
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 237 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 M.B.A 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: Most students must first earn a master's degree and then apply for entry to the doctoral program. In exceptional cases, 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) 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. Candidacy and Field Examinations
5. Dissertation
6. Final Examination

Additional course requirements may be requisite for Ph.D. students in those economics classes populated primarily by Masters students.

Core Requirements: All doctoral candidates must satisfactorily complete 33 semester hours of core requirements and applied econometrics field courses listed below. In addition, they must register for the graduate seminar each semester they are in residence.

ECON 5133 Mathematics for Economic Analysis

ECON 5533 Microeconomic Theory I

ECON 6233 Microeconomic Theory II

ECON 6253 Microeconomic Theory III

ECON 5433 Macroeconomic Theory I

ECON 6243 Macroeconomic Theory II

ECON 5613 Econometrics I

ECON 6623 Econometrics II

ECON 6633 Econometrics III

STAT 5103 Theory of Statistics

STAT 5113 Statistical Inference

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: Students are required to take a field in applied econometrics as well as select a second field that may be in economics or in a complementary field if approved by the economics Program Director. Potential outside fields include Finance, Mathematics, Statistics, Agricultural Economics, Public Policy and Environmental Science. At least two graduate level courses must be taken in each field and a grade of "B" must be earned in each field course. The second year statistics requirements above cannot count towards a field in statistics.

Electives: Two economics course electives are required after completing the first-year core requirements.

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

Candidacy Examinations for the Doctor of Philosophy:

Students must pass written candidacy examinations in microeconomics and macroeconomics. These exams will be given after the student completes the required core courses. The macroeconomics exam will typically be given after the spring semester, and the microeconomics candidacy exam will typically be given after the fall semester. Students who do not pass the exam will have the option to retake it. Students who fail the exam a second time will normally be dismissed from the program.

Field Examination in Applied Econometrics: Students must pass a written field examination in applied econometrics that will normally be given after the first spring semester.

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

479-575-4051

Don W. Finn

Ph.D. Program Director

Walton College of Business

479-575-6157

- Doris M. Cook Chair in Accounting Professor Callahan
- S. Robson Walton Chair in Accounting Professor Pincus
- Walter B. Cole Chair of Accounting Professor Bouwman
- Garrison-Wilson Chair in Accounting Professor Finn
- Ralph McQueen Chair of Accounting Professor Richardson
- Associate Professor and Nolan E. Williams Lecturer in Accounting Thomas
- Associate Professor and BKD Lecturer in Accounting West
- Associate Professor Peters
- Assistant Professors Henderson, Sanchez, Smith
- Clinical Associate Professor Leflar
- Instructor Shook

Degrees Conferred:

M.Acc. (ACCT)

Ph.D. in Business Administration

Accounting (ACCT)

ACCT410V Special Topics in Accounting (Irregular) (1-3) Explore current events, concepts and new developments relevant to Accounting not available in other courses. Prerequisite: WCOB 2013 and WCOB 2023 and WCOB 2033 and WCOB 2043 each with a grade of "C" or better. May be repeated for 99 hours.

ACCT4673 Product, Project and Service Costing (Sp, Fa) 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 (Sp, Fa) 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 (Sp, Fa) 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.

ACCT5223 accounting for Supply Chain & Retail Organizations (Fa) Highlights the role played by accounting information in managing supply chains and retail operations. Provides tools for managing cost flows, including activity-based costing, retail accounting, operational and capital budgeting. Focuses on improving decision making processes, and linking the impact of retail/supply chain decisions to financial statements and shareholder value. May be repeated.

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: MBAD 5112 and MBAD 5122 and ISYS 2263 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: MBAD 5112 and MBAD 5122 and ISYS 2263 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 (Sp, Su, Fa) (1-3) 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. May be repeated for 3 hours.

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: MBAD 5112 and MBAD 5122 and ISYS 2263 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: MBAD 5112 and MBAD 5122 and ISYS 2263 with a grade of "C" or better or ACCT 3843 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 with a grade of "C" or better.

ACCT6011 Graduate Colloquium (Sp, Fa) 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 (Sp, Su, Fa) (1-6) 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 (Sp, Su, Fa) 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 (Sp, Su, Fa) (1-18) Prerequisite: candidacy.

BUSINESS ADMINISTRATION (WCOB)

William P. Curington

Associate Dean for Academic Affairs

328 Walton College of Business

479-575-2851

Faculty are listed by department.

Degrees Conferred:

M.B.A.

Ph.D in Business Administration

Walton College of Business (WCOB)

WCOB500V Study Abroad (Sp, Su, Fa) (1-6) (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 (Irregular) (1-3) Special business topics of an interdisciplinary nature. May be repeated for 6 hours.

WCOB5213 ERP Fundamentals (Sp) An introduction to enterprise resource planning systems. Students should gain an understanding of the scope of these integrated systems that reach across organizational boundaries and can change how a company does business. Implementation issues are covered, including the importance of change management. Prerequisite: graduate standing.

WCOB5223 ERP Configuration and Implementation (Sp) The process of configuring and implementing an enterprise resource planning system. Business process analysis and integration. Students will develop a company and set up several modules in SAP R/3 for use. Develop understanding of how the business processes work and integrate. Prerequisite: WCOB 5213 with a grade of "C" or better.

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 (Sp, Fa) (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 (Sp, Fa) (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.

Master of Business Admin (MBAD)

MBAD511V Corporate Financial Management (Fa) (2-3) 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.

MBAD512V Accounting Decisions and Control (Fa) (2-3) Preparation and utilization of financial information for internal management purposes: planning and special decisions, cost determination, performance evaluation, and controls. Corequisite: MBAD 5212 and MBAD 5232.

MBAD513V Information Technology and Decision Making (Fa) (2-3) 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.

MBAD521V Leading High Performance Organizations (Sp, Fa) (2-3) 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.

MBAD522V Managing Ideas, Products, and Services (Sp, Fa) (2-3) 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.

MBAD523V Economics of Management and Strategy (Sp, Fa) (2-3) Information economics and applied game theory. Corequisite: MBAD 5212 and MBAD 5122.

MBAD5241 Ethical Decision Making (Fa) Business Ethics will address business ethics issues from a personal, professional, and organizational perspective. We will cover basic ethical decision-making frameworks to help inform students' personal moral frameworks, ethical issues that are most relevant to managers of modern organizations, and the role of busi-

ness in society May be repeated.

MBAD535V MBA Internship (Su) (1-3) This course allows a student to experience an internship within a business and benefit from the applied experience. The internship may be designed to offer a wide range of business experiences. The internship must be supervised by a faculty member as well as a member of the firm. The course may be taken for 1-3 credits. MBA Director approval required May be repeated for 3 hours.

MBAD536V Study Abroad-Special Problems (Su) (1-3) Provides MBA students with the opportunity to explore a business problem in depth under the guidance of a graduate faculty member. MBA Director approval required. May be repeated.

MBAD5413 Partnering Project (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.

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

MBAD5511 Professional Development — Special Topics In Business (Sp, Fa) A concentrated emphasis on one business topic. Corequisite: MBAD 5212, MBAD 5122 and MBAD 5232. Prerequisite: MBAD 5023. May be repeated for 5 hours.

MBAD5602 Introduction to the Value Chain (Su) An introduction to the value chain concept, the underlying framework of the Managerial MBA program. Topics include the primary value chain activities of inbound logistics, operations, outbound logistics, marketing and sales, and service, as well as the support activities of procurement, technology development, human resource management and firm infrastructure. May be repeated.

MBAD5613 Financial Accounting (Fa) This course covers the preparation and use of financial statements of publicly held corporations in the United States. Topics include the theory and rules used in financial statement preparation, a comparison of United States rules to International Accounting Standards, the analysis of financial statements to provide inter-company and industry comparisons and information about the financial statements of non-profit and governmental organizations. May be repeated.

ECONOMICS (ECON)

Joseph A. Ziegler
Department Chair
402 Walton College of Business
479-575-ECON (3266)

Raja Kali
Ph.D. Program Director
422 Walton College of Business
479-575-6219

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

Degrees Conferred:

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

Economics (ECON)

ECON4433 Experimental Economics (Sp) The course offers an introduction to the field of experimental economics. Included are the methodological issues associated with developing, conducting, and analyzing controlled laboratory experiments. Standard behavioral results are examined and the implications of such behavior for business and economic theory are explored. Prerequisite: ECON 2023 or ECON 2143.

ECON512V Workshop in Economic Education (Irregular) (1-3) 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.

ECON5233 Mathematics for Economic Analysis (SU) This course will develop mathematical and statistical skills for learning economics and related fields. Topics include calculus, static optimization, real analysis, linear algebra, convex analysis, and dynamic optimization. Prerequisite: Graduate standing and MATH 2554 or equivalent.

ECON5243 Economics of Supply Chain & Retail (Sp) This course will provide students with a strong foundation in core economics principles, with emphasis on industrial organization issues and applications geared toward the supply-chain and retail focus of the redesigned MBA program. May be repeated.

ECON5333 Economics of Organizations (Irregular) An economic perspective on the design of organizations. Applies developments in game theory and contract theory to analyze the role of information and incentives within and between firms. Covers the boundaries

of firms, integration and outsourcing, authority and incentives, and alternative organizational structures in an evolving business environment.

ECON5433 Macroeconomic Theory I (Su, Fa) 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 (Su, Fa) 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. Prerequisite: MATH 2043 and knowledge of matrix methods, which may be acquired as a corequisite and (AGEC 1103 or ECON 2023) and an introductory statistics course. (Same as 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 (Sp, Su, Fa) (1-6)

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.

ECON6253 Microeconomics III (FA) This course will develop advanced concepts in information economics and game theory which will then be applied to the design of contracts, insurance, bargaining and auctions. Prerequisites: ECON 5533 and ECON 6233.

ECON636V Special Problems in Economics (Sp, Su, Fa) (1-6) Independent reading and investigation in economics. May be repeated for 6 hours.

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

ECON644V Seminar in Economic Theory and Research II (Sp) (1-3)

Independent research and group discussion.

ECON6533 Seminar in Advanced Economics I (IR) This seminar will cover advanced fields of current research importance in economics. This will facilitate the development of research directions for doctoral study and research. Prerequisite: Graduate standing.

ECON6543 Seminar in Advanced Economics II (SP) This seminar will cover advanced fields of current research importance in economics. This will facilitate the development of research directions for doctoral study and research. Prerequisite: Graduate standing.

ECON6623 Econometrics II (Sp) Use of economic theory and statistical methods to estimate economic models. The treatment of measurement error and limited dependent variables and the estimation of multiple equation models and basic panel data models will be covered. Additional frontier techniques may be introduced. Prerequisites: ECON 5613 or AGECE 5613. (Same as AGECE 5623)

ECON6633 Econometrics III (SP) Use of economic theory and statistical methods to estimate economic models. Nonlinear and semiparametric/nonparametric methods, dynamic panel data methods, and time series analysis (both stationary and nonstationary processes) will be covered. Additional frontier techniques may be covered. Prerequisite: ECON 5613.

ECON700V Doctoral Dissertation (Sp, Su, Fa) (1-18) Prerequisite: candidacy.

FINANCE (FINN)

Wayne Y. Lee
Department Chair and Alice L. Walton Chair in Finance
302 Walton College of Business
479-575-4505
E-mail: finn@walton.uark.edu

Pu Liu
Ph.D. Program Director
473 Walton College of Business
479-575-4505

- 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 and Robert Kennedy Chair in Finance Professor Liu
- Arkansas Bankers' Association Chair in Banking Associate Professor Yeager
- Associate Professors Hearth, Perry
- Assistant Professors Kruse, Jandik, Rennie

Degree Conferred:

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

Finance (FINN)

FINN410V Special Topics in Finance (Irregular) (1-6) Explore current events, new developments and special topics in Finance not covered in other courses. May be repeated for 6 hours. Prerequisite: FINN 3043. May be repeated for 6 hours.

FINN4133 Advanced Investments (Sp, Fa) 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) This course applies modern investment theory to the practical management of the Rebsamant Trust. Students prepare a statement of investment objectives, recommend an asset allocation strategy based on a quantitative analysis of asset class returns, and select securities using fundamental analysis. Classes are organized as management meetings and visits to investment firms are an important part of the class. Selection is by invitation. Prerequisite: ACCT 3723 and FINN 3063 and by invitation only.

FINN4153 Portfolio Management II (Sp) This course is a continuation of FINN 4143. Topics covered include technical analysis, dynamic asset allocation and derivative strategies. Visits to major investments firms and organized exchanges in New York City or other locations are generally planned. Selection is by invitation. Prerequisite: FINN 4143.

FINN4233 Advanced Corporate Finance (Sp, Su, Fa) Addresses complex and multifaceted issues and problems in financial decision-making. Prerequisite: FINN 3603.

FINN4433 Real Estate Finance (Sp) Consideration of professional aspects of real estate, brokerage, property management, finance, appraisal, property development, current problems and developments relating to real property. Prerequisite: FINN 3933.

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.

FINN5223 Financial Markets & Valuation (Sp) Analysis of financial information by capital markets in the determination of security values with specific applications to retail and logistics companies. This course views these and other companies from the point of view of the capital markets. May be repeated.

FINN5303 Advanced Corporate Financial Management (Sp, Su) Focus on financial policy issues using real situational cases. Topics include cost of capital, capital budgeting and long-term planning, value-based management, real options, as well as project financing and valuation. Prerequisite: MBAD 5112.

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.

FINN5413 Shollmier Investment Project (Sp) Provide students with the opportunity to design and apply complex investment strategies used in institutional portfolio management on the Shollmier MBA Fund that can involve fixed income and equity securities as well as derivatives. Students will use top down asset allocation models, bottom up security selection, and hedge fund strategies. Prerequisites: FINN 5223 and FINN 5333. May be repeated.

FINN5443 Retail Finance (Fa) The financial success of retail product and service offerings depends on a clear understanding of the socio-economic as well as demographic and environmental factors that drive the changing patterns of consumption. This course introduces the fundamentals and use of consumer and trade area analysis tools, specifically geographic information systems (GIS) and psychographic market analysis, to make informed financial decisions. Extensive case studies are utilized throughout the course to learn concepts and best practices. Prerequisite: FINN 5223 May be repeated.

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 and growth; relations between growth of institutions and interest rates, consumer behavior, investment demand, government policies, and critical evaluation of performance by financial intermediaries. Prerequisite: FINN 5203.

FINN5703 Multinational Business Finance (Fa) Problems pertinent to managers of firms in multinational business environments, including international institutions, risks, investments and capital budgeting. Prerequisite: FINN 5203.

FINN6043 Finance Theory (Sp, Su, Fa) 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 (Irregular) (1-6) Case studies in investments, corporation finance, money and banking, monetary theory, international finance, public finance. By arrangement. May be repeated for 6 hours.

FINN6733 Seminar in Financial Markets and Institutions (Sp, Su, Fa) 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 (Sp, Fa) (1-18) Prerequisite: candidacy.

INFORMATION SYSTEMS (ISYS)

Fred Davis

Department Chair and David Glass Chair in Information Systems
204 Walton College of Business
479-575-4500

Venkatesh Viswanath

Ph.D. Program Director
228 Walton College of Business
479-575-3869

- David Glass Chair in Information Systems Professor Davis (F)
- George M. & Boyce W. Billingsley Chair in Information Systems Professor Venkatesh
- M.D. Matthews Chair in Information Systems Professor Cronan
- Professors Douglas, Jones (T.W.)
- Edwin & Karlee Bradberry Chair Associate Professor Hardgrave
- Associate Professors Aloysius, O'Leary-Kelly (S.), Riemenschneider
- Assistant Professors Armstrong (D.), McKinney, Wilson (D.)
- Visiting Assistant Professor Maruping
- Instructors Armstrong (K), Bristow, McDaniel
- Executives in Residence Davis (C.), Lane (P.)

Degrees Conferred:

M.I.S. in Information Systems (INSY)
Ph.D. in Business Administration (BADM)

Information Systems (ISYS)

ISYS4243 Current Topics in Computer Information (Irregular) (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: WCOB 3016 with a grade of "C" or better. May be repeated for 6 hours.

ISYS4333 Object-Oriented Technologies Seminar (Irregular) (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 with a grade of "C" or better.

ISYS4373 Object-Oriented Programming for Business Applications (Sp) (First offered Summer 2002, Formerly CISQ 4373) This course covers object-oriented programming concepts and illustrates them via an 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).

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

ISYS5103 Business Statistics (Sp, Fa) (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.

ISYS5133 E Business Development (Irregular) This course explores various e-business development technologies and then utilizes the technologies for developing a relatively realistic business-to-consumer (B2C) e-business site. Students will also learn about Business to Business (B2B) strategies, market exchanges, XML and XML Web services applications. Simple XML Web services will also be created. Prerequisite: ISYS 3393 or ISYS 4373 or CSCE 1123 with a grade of "C" or better.

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.

ISYS5233 Seminar in ERP Development (Sp, Fa) ERP administration and system development practices. Advanced system support issues related to Enterprise Resource Planning systems that are used in global organizations. Basic ABAP programming. In addition, students will learn how to provide basic systems administration support of the operating system, database, and application systems software levels of ERP systems. Prerequisite: WCOB 5213 and ISYS 3293. May be repeated for 6 hours. May be repeated for 6 hours.

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

ISYS535V Information Technology Internship Experience (Sp, Su, Fa) (1-3)

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. Pre- or corequisite: MIS Director approval is required. May be repeated for 3 hours.

ISYS5363 Business Analytics (Sp) This course in managerial business analytics provides future managers with the key concepts of decision modeling and information technology management concepts. Students will learn to utilize real time operational business data, as well as quickly process and effectively leverage information. In addition, students will exercise strategic IT deployment skills for supply chain and marketing processes as well as develop strong decision modeling abilities. May be repeated.

ISYS5423 Seminar in Systems Development (Fa) (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.

ISYS5433 Enterprise Systems (Sp) Enterprise Systems comprises the entire class of information technology and systems that support the mission of the company including decision support and business processes. This managerial enterprise systems course focuses on strategic issues of information technology. Students study the various elements and integration of an organization's business processes; as a result, students gain an understanding and working knowledge of systems used to support these business processes and their use in decision making. In addition, students will study concepts and develop skills needed to utilize decision-centric business intelligence and knowledge management applications. May be repeated.

ISYS5453 Introduction to Enterprise Servers (Fa) The focus of this course is to expose students to working with large scale mainframe computer systems. Mainframe computers are the heart of large company's transaction processing systems. This course provides the opportunity for students to gain valuable insight into computing in a mainframe operating environment. Prerequisite: ISYS 2263 or CSCE 1123 with a grade of "C" or better.

ISYS5463 Enterprise Transaction Systems (Sp) Being able to accurately capture and store business transactions is an important processing function in many businesses. For many large companies with high volume processing, the tools of choice for transaction processing are CICS/Cobol/DB2. This course provides students with the necessary understanding and skills to work in this type environment. Prerequisite: ISYS 2263 or CSCE 1123 with a grade of "C" or better.

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 non-parametric 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 2263.

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, and accessing of government and private standard data bases. Prerequisite: ISYS 5623.

ISYS5733 Advanced Business System Modeling (Irregular) (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.

ISYS5833 Data Management Systems (Sp) (First offered Summer 2002, Formerly CISQ 5833) Investigation and application of advanced database concepts include database administration, database technology, and selection and acquisition of database management systems. Data modeling and system development in a database environment. Prerequisite: ISYS 5423 and ISYS 3293.

ISYS5843 Seminar in Business Intelligence and Knowledge Management (Fa) Business intelligence focuses on assessing and creating information and knowledge from internal and external sources to support business decision making process. In this seminar, data mining and information retrieval techniques will be used to extract useful knowledge from data, which could be used for business intelligence, and knowledge management. Prerequisite: ISYS 5503 and ISYS 5833.

ISYS5933 Global Information Systems Seminar (Su) (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 (Irregular) 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 (Sp, Fa) Presentation and critique of research papers and proposals.

ISYS6021 Research Seminar in Systems Development (Irregular) 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 (Irregular) 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 (Irregular) 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 (Irregular) 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 (Irregular) 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 (Sp, Fa) Topical research seminar; emphasizes on understanding and conducting information systems research. Topics will vary. May be repeated for 18 hours.

ISYS636V Special Problems (Irregular) (1-6) Independent reading and research under supervision of senior staff member. May be repeated for 6 hours.

ISYS700V Doctoral Dissertations (Sp, Su, Fa) (1-18) Prerequisite: candidacy.

MANAGEMENT

Anne O'Leary-Kelly

Department Chair

402 Walton College of Business

479-575-4007

John Delery

Ph.D. Program Director

420 Walton College of Business

479-575-6230

- William R. and Cacia Howard Chair in Management O'Leary-Kelly (A.),
- Raymond F. Orr Chair in Management Professor Gupta
- Charles C. Fitchner Chair Professor Ganster
- Professors Delery, White (D.D.)
- Cecil & Gwendolyn Cupp Applied Professorship in Entrepreneurship Associate Professor Reeves
- Associate Professors Anand, Ellstrand, Johnson
- Assistant Professors Nag, Rosen

Degree Conferred:

Ph.D. in Business Administration (BADM)

(See Business Administration)

Management (MGMT)

MGMT5203 Managerial Process and Organizational Behavior (Sp, Fa)

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.

MGMT5223 Managing & Leading Organizations (Fa) Management for a global environment. The class will cover interpersonal workplace skills such as leadership and motivation, along with the management of human capital through well designed recruitment, selection, performance evaluation, compensation, and quality control systems. May be repeated.

MGMT5313 Strategic Management (Sp) 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.

MGMT5323 New Venture Development (Fa) Focuses on the identification and analysis of new venture opportunities and how entrepreneurs acquire the human and financial resources needed to develop successful businesses. Topics include market analysis, development of products and services, negotiation, developing and executing business plans, and new venture financing.

MGMT5343 Managerial Communication (Sp, Su, Fa) 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 man-

agement of business firms; emphasis placed on environmental and organizational variables and the application of management concepts as they apply to international situations.

MGMT5363 Innovation & Creativity (Sp) This class will provide a framework for developing, assessing and implementing innovations in start-ups and established businesses. Focus is on creative decision making, managing for innovation, strategic analysis of innovations, and implementation of innovations. Aimed at entrepreneurs, brand managers, and managers in industries where innovation is a key strategic capability.

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 (Sp, Su, Fa) 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 application only.

MGMT6011 Graduate Colloquium (Sp, Fa) Presentation and critique of research papers and proposals. May be repeated for 99 hours.

MGMT6113 Seminar in Organizational Behavior (Irregular) 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 (Irregular) 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 (Irregular) 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 (Irregular) 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 (Irregular) Seminar in special research topics in management. Topics vary depending upon instructor. Prerequisite: admission to a Ph.D. program. May be repeated for 3 hours.

MGMT6233 Seminar in Human Resource Management (Irregular) 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 (Sp, Fa) (1-6) Individual reading and research. May be repeated for 6 hours.

MGMT700V Doctoral Dissertation (Sp, Fa) (1-18) Prerequisite: candidacy.

MARKETING AND LOGISTICS (MKTL)

Thomas D. Jensen
Department Chair
302 Walton College of Business
479-575-4055

Matt Waller
Ph.D. Program Director
347 Walton College of Business
479-575-8741

- Wal-Mart Chair of Marketing Professor Burton
- Wal-Mart Lecturer in Retailing Professor Jensen
- R.A. and Vivian Young Chair of Business Administration Distinguished Professor Kurtz
- Oren Harris Chair of Transportation Professor Ozment
- Professors Creyer, Murray
- Associate Professors Ashton, Gentry, Kopp, Rapert, Stassen, Waller
- Assistant Professors Eroglu, Smith

Degrees Conferred:

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

Marketing (MKTG)

MKTG5103 Retail Consumer Marketing (Sp) Introduction to marketing concepts and practices as applied to the retail consumer environment. Focuses on the strategic development, positioning, and management of products, promotion, distribution, pricing, and store environments in building customer relationships from retailer and supplier perspectives. (Core) May be repeated.

MKTG5333 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.

MKTG5433 Consumer and Market Research (Fa) Modern marketing research methods and analyses applied to consumers, shoppers, and buyers of goods and services sold in competitive retail environments. Attention is given to both quantitative and qualitative methods, analyses, interpretation, and decision making. Prerequisite: MKTG 5103.

MKTG5533 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.

MKTG5543 Category Analysis and Mangement (Sp) Analysis and management of brands and product categories from supplier and retailing strategic perspectives. Focus is on brand and category strategic and functional roles in the merchandising mix as well as their development, pricing, distribution, promotion, and in-store placement. May be repeated.

MKTG5553 Shopper, Buyer, and Consumer Behavior (Fa) Behavioral and social science concepts applied to retail shoppers, buyers, and consumers of products and services. Attention is given to research on the cognitive, affective, and experiential aspects involved in the acquisition, consumption, and disposal of products and services by individuals and households. Prerequisite: MKTG 5103.

MKTG636V Special Problems in Marketing (Irregular) (1-6) Individual research problems. May be repeated for 6 hours.

MKTG6413 Special Topics in Marketing (Irregular) Seminar in special topics in marketing. Topics vary depending upon the instructor. May be repeated for 3 hours.

MKTG6423 Seminar in Causal Marketing (Irregular)

MKTG6433 Seminar in Research Methods (Irregular) 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. May be repeated for 3 hours.

MKTG6443 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.

MKTG6453 Seminar in Transportation and Business Logistics (Irregular) 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.

MKTG6463 Seminar in Strategic Marketing Management (Irregular) 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: MKTG 5303.

MKTG700V Doctoral Dissertation (Sp, Fa) (1-18) Prerequisite: candidacy.

Transportation & Logistics (TLOG)

TLOG560V Special Topics in Logistics (Irregular) (1-3) 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. May be repeated for 3 hours.

TLOG5633 Retail and Consumer Products Supply Chain Management (Sp) Supply chain management is the integration of key business processes from end user through suppliers. The focus of this course is on the core processes that must be linked throughout the supply chain with an emphasis on logistics processes. Foundational topics in logistics and supply chain management will be covered.

TLOG5643 Transportation Strategies in the Supply Chain (Fa) This course 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 and Supply Management (Sp) This course examines the planning and management of logistics, but emphasizes supplier selection and development, logistics options, strategic alliances, and performance measurement. Emphasis is placed on the integration of purchasing, materials management, and multi-firm logistics planning. International logistics is also addressed within each of these topics. 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 Modeling Retail & Consumer Products Logistics (Sp) This is a more quantitative approach to measuring logistics performance, modeling tradeoffs and making decisions. Topics include forecasting, inventory management, network optimization, and transportation routing. Prerequisite: TLOG 5633.