Graduate Degrees Offered

- Master of Business Administration (M.B.A.) - Accounting Emphasis (http://catalog.twu.edu/graduate/business/master-business-administration-accounting-emphasis-mba)
- Master of Business Administration (M.B.A.) - Business Analytics Emphasis (http://catalog.twu.edu/graduate/business/buisiness-analytics-master-business-administration-mba)
- Master of Business Administration (M.B.A.) - Healthcare Administration Emphasis (http://catalog.twu.edu/graduate/business/hca-master-business-administration-mba)
- Master of Business Administration (M.B.A.) - Human Resources Management Emphasis (http://catalog.twu.edu/graduate/business/hr-master-business-administration-mba)
- Master of Business Administration (M.B.A.) - Management Emphasis (http://catalog.twu.edu/graduate/business/management-master-business-administration-mba)
- Master of Health Systems Management (M.H.S.M.) (http://catalog.twu.edu/graduate/business/master-health-systems-management-mhsm)
- Dual Degree: M.B.A. and M.H.S.M. (http://catalog.twu.edu/graduate/business/mba-mhsm)
- Master of Healthcare Administration (M.H.A.) - Houston Center (http://catalog.twu.edu/graduate/business/health-care-administration)

The primary objective of the graduate degree programs offered in the College of Business is to produce intellectually well-developed graduates who are capable of responding to the changing needs of business, industry, health care, government, and education. The College of Business recognizes the worth of every graduate student in the University and strives to provide all students with learning opportunities that will assist them in discovering, using, and optimally developing their individual skills, perspectives, and knowledge. A wide selection of course offerings permits the student to gain a comprehensive view of the fields of business, economics, and healthcare administration.

Foundation coursework may be required for students who have not completed undergraduate coursework in business or healthcare, or do not have appropriate business or healthcare experience. The need for foundation coursework is assessed on an individual case basis, by evaluating the student's undergraduate transcripts and current resume.

Master of Business Administration (M.B.A.)

The Master of Business Administration (M.B.A.) is designed to provide a broad foundation in business and economics for individuals interested in a variety of managerial and/or leadership positions. Emphases are available in the following disciplines:

- Accounting
- Business Analytics
- Health Care Administration
- Human Resources Management
- Management

Courses in the M.B.A. program are offered in a variety of formats (primarily online or hybrid) in a number of locations (currently Denton, Fort Worth, Plano, Dallas, and Houston). Courses may be offered for an entire semester or for a designated shorter period within a semester (e.g., 5 weeks). Most face-to-face meetings for hybrid courses are scheduled on Saturdays.

Master of Health System Management (M.H.S.M.)

The Master of Health System Management (M.H.S.M.) is designed to prepare future executives to assume responsible positions in health care organizations and meet the needs of the working professional. Courses in the M.H.S.M. program are offered in a variety of formats. M.H.S.M. course meetings are always held at the TWU Dallas campus, usually in the evening. M.B.A. courses that are a part of the M.H.S.M. program are offered as described in the M.B.A. section above.

Dual Degree: M.B.A. and M.H.S.M.

The M.B.A./M.H.S.M. dual degree is designed to combine study of both general business and the business of health services. Graduates will be required to complete 57 credit hours and will receive both degrees. The strength of the dual degree lies in the fact that it applies the theoretical concepts of business administration to the management of health care organizations.

Health Care Administration Program - Houston Center

The master's degree program in Health Care Administration prepares graduates for management positions in the variety of firms and organizations that comprise the health services industry. The industry is undergoing rapid and dramatic change. Therefore, the faculty seeks to prepare managers who possess the tools and knowledge that will enable them to analyze problems, formulate solutions, and implement decisions to guide their organizations through dynamic times. The course of study will encourage development of the student's personal and leadership potential by fostering attitudes of lifelong learning, and social and ethical responsibility.

Admissions

Please see the TWU Graduate School admissions requirements section (http://catalog.twu.edu/graduate/graduate-school/admission-graduate-school) at the beginning of this catalog. In addition to these requirements, the minimum standard for unconditional admission is:

- A GPA of at least 3.0 for the last 60 hours of undergraduate coursework. For applicants who have completed post-baccalaureate or graduate coursework, a GPA of at least 3.0 for such coursework
is also required. Applicants with a GPA of at least 2.75 may be considered for provisional admission.

- Individuals applying to dual-degree programs must apply and be accepted to each program (both M.B.A. and M.H.S.M.)
- Prerequisite coursework will be required of a particular student based on the desired course of study and their previous academic and/or professional record.
- Students are expected to be proficient in the current tools of Business: Microsoft Office suite of products (Word, PowerPoint, Excel, and Access), and in the use of Internet browsers, prior to commencing studies. For students that need to enhance their proficiency in any of these areas, free tutorials are available at Lynda.com.
- Applicants to a College of Business Graduate Degree program must submit a resume directly to the College of Business before their applications will be reviewed by the college.

College of Business
P.O. Box 425738
Denton, TX 76204-5738

Full time enrollment for graduate students is nine semester credit hours. It is advised that students not enroll in more than nine semester credit hours. This is especially true for working professionals.

Certificates

- Certificate in Accounting (http://catalog.twu.edu/graduate/business/post-baccalaureate-certificate-accounting)

Minors

Master's level requirements are established by student's committee in consultation with the College of Business.

Courses

Business Courses

BUS 5013. Foundations in Business. Demonstration and application of the functional areas of the business environment with specific emphasis on marketing, management, business ethics, and the global dimensions of business. Three lecture hours a week. Credit: Three hours.

BUS 5093. Financial Accounting. Accounting for service organizations, partnerships, and corporations. Topics include inventory depreciation, fixed assets, short and long-term liabilities, and statement preparation and analysis. Three lecture hours a week. Credit: Three hours.

BUS 5133. Marketing Management. Application of analytical concepts and principles to marketing strategy. Application of marketing concepts such as target marketing, positioning, customer satisfaction, product development, pricing, distribution, and promotion to cases and contemporary issues from a manager's point of view. Three lecture hours a week. Credit: Three hours.


BUS 5203. Accounting Information Systems II - Modeling. Computer programs to create simple-to-sophisticated financial models for use in business problem solving and decision making. Prerequisite or co-requisite: BUS 4173 or BUS 5433. Three lecture hours a week. Credit: Three hours.

BUS 5243. Managerial Finance. Analysis of the financial administration of sole proprietorships, corporations, government agencies, and non-profit organizations; short- and long-range financial planning; cash management; capital budgeting; social responsibilities. Three lecture hours a week. Credit: Three hours.

BUS 5253. Organizational Behavior in Business Administration. Organizational problems which involve the human factor; perspective for understanding and predicting behavior in formal organizations; interrelationships of structural and behavioral changes. Survey of research on organization in private and public organizations. Prerequisite: Degree in business or permission of instructor. Three lecture hours a week. Credit: Three hours.

BUS 5273. Human Resource Administration. Human resource programming, job requirements, sources of labor supply, selection procedures, training programs, job evaluation, salary administration, employee communication, union-management relations. Three lecture hours a week. Credit: Three hours.

BUS 5423. Advanced Auditing. An advanced study of auditor's attest function with emphasis on recent developments using practice cases. Topics include: risk assessment, fraud, SEC, and Sarbanes-Oxley. Three lecture hours a week. Credit: Three hours.

BUS 5433. Managerial Accounting. Use of accounting information in decision-making; statement of changes in financial position; budgets, responsibility accounting, and quantitative techniques. Three lecture hours a week. Credit: Three hours.

BUS 5453. Business Leadership. Study of the dynamics of leadership of small groups to large organizations. The application of leadership theory is stressed for both profit and not-for-profit environments. Three lecture hours a week. Credit: Three hours.

BUS 5473. Financial Statement Analysis. In-depth discussion and practice in use of standard tools and methods for the analysis of financial statements. Prerequisite: BUS 3103 or BUS 5433. Three lecture hours a week. Credit: Three hours.

BUS 5483. Accounting for Management Control. Advanced topics in management accounting, such as budgeting, pricing decisions, indirect cost allocations, customer profitability, quality costs, just-in-time and virtual inventory systems, balance scorecard, environmental costing, capacity measurement, benchmarking practices, and performance measurement and compensation. Prerequisite: BUS 3103 or BUS 5433. Three lecture hours a week. Credit: Three hours.

BUS 5493. Accounting Theory. Financial accounting topics related to partnership accounting and consolidations; advanced topics covered on the CPA exam are also covered. Prerequisites: BUS 3023 and BUS 3043. Three lecture hours a week. Credit: Three hours.

BUS 5503. International Business and Economic Study Tour. Directed international Business and Economic Study tour; examination of major trends in a selected foreign country's economic, cultural, and business structures. May be repeated. Three lecture hours a week. Credit: Three hours.

BUS 5513. International Accounting. International accounting principles, reporting and practices in economic development, and changes with FASB and IASB. Prerequisites: BUS 2043 and BUS 2053, or BUS 5433. Three lecture hours a week. Credit: Three hours.

BUS 5553. Conflict Resolution. Application of principles and technical tools to solve human resource problems as found in employment, employee education and training, and labor relations. Three lecture hours a week. Credit: Three hours.
BUS 5563. Accounting Ethics. Discussion of ethical theory, analysis of social and professional issues such as ethical decision making, independence, integrity, objectivity, core values and ethical dilemmas from the point of view of a professional accountant. Approved by the Texas State Board of Public Accountancy in sitting for the Uniform CPA Exam. Three lecture hours a week. Credit: Three hours.


BUS 5583. Accounting Regulation. Advanced study of Individual, Corporate and Partnership taxation based on review of appropriate laws, regulations and administrative guidance. Includes use of cases and research tools. Three lecture hours a week. Credit: Three hours.

BUS 5613. Staffing. Principles of employment selection: workforce planning and forecasting, job analysis, sourcing and recruiting, measurement, reliability, validity, selection measures, interviews, ability tests, personality tests, and making a selection decision. Prerequisite: BUS 5273. Three lecture hours a week. Credit: Three hours.

BUS 5623. Compensation and Benefits. Principles of compensation and benefits including internal alignment of compensation, job analysis, job evaluation, determine pay based on external factors, design pay levels, mix, and structure, pay for performance, performance appraisal, benefits, legally required benefits, retirement plans, and health care plans. Three lecture hours a week. Credit: Three hours.

BUS 5633. Principles of Talent Development. Adult learning theory; needs assessment; creating objectives; design and development of programs using a variety of methods; evaluation; transfer of training; experiential learning. Three seminar hours a week. Credit: Three hours.

BUS 5663. Decision Analysis for Managers. Advanced topics in statistical inference relating to decision-making and research in business and economics; probability theory, tests of hypotheses, sampling and experimental design, multiple correlation and non-parametric statistical methods. Three lecture hours a week. Credit: Three hours.

BUS 5683. Business Decision Process. Multiple regression analysis and other widely used statistical methodologies, and their assumptions and approaches, as applied to business decision making. Students practice analyzing and solving data-driven business problems, making recommendations based on their solutions, and communicating results. Prerequisite: BUS 5663. Three lecture hours a week. Credit: Three hours.

BUS 5693. Enterprise Applications of Business Intelligence. Business intelligence concepts, methodologies and tools used in effective managerial decision making. Application of business intelligence tools to identify business problems and then compare and contrast different solutions to them. Prerequisite: BUS 5663. Three lecture hours a week. Credit: Three hours.

BUS 5713. Consumer Ethics. Ethical behaviors crucial to personal and corporate success; the historical concepts of a consumer-based culture; codes of ethics; theoretical models and managerial behaviors as the foundation to investigate ethics and social responsibility. Three lecture hours a week. Credit: Three hours.

BUS 5733. Accounting Research. Study of research sources and practices associated with accounting and auditing standards as principally promoted or required by national board of accounting standards. Three lecture hours a week. Credit: Three hours.

BUS 5743. Project Management. Tools and techniques of project selection and management as defined by the Project Management Institute, including network diagrams, critical path analysis, critical chain scheduling, cost estimates, earned value management, and completion of team project management software required. Three lecture hours a week. Credit: Three hours.


BUS 5763. Strategic Information Systems. Foundation, structure, development, and implementation of information systems; management and control of corporate information systems; decision-support systems and expert systems; information technology economics; global information systems and knowledge management. Three lecture hours a week. Credit: Three hours.

BUS 5773. Forensic Accounting. Comprehensive coverage of fraud, its make-up, types, forensic detection and deterrence techniques; analysis of the broader educational material of the forensic accounting/examination field. Three lecture hours a week. Credit: Three hours.

BUS 5893. Business Strategy and Policy. Capstone course in the MBA program using strategic business analysis to integrate the student’s graduate business experience. Comprehensive business case analysis for proposed or actual companies. Prerequisites: BUS 5133, BUS 5243, BUS 5263, BUS 5433, and BUS 5663. Three lecture hours a week. Credit: Three hours.

BUS 5903. Special Topics. Variable content. Three lecture hours a week. Credit: Three hours.

BUS 5913. Independent Study. Individual study of specific problems in business. Prerequisite: Permission of instructor. Credit: Three hours.

BUS 5923. Global Business. Similarities and differences in business practices and management styles of global firms across a variety of industries; strategies employed to gain competitive advantage in international markets in the context of NAFTA; impact of history, culture, and current political environment on the global economy. Three lecture hours a week. Credit: Three hours.

BUS 5933. Business Ethics and Legal Environment. A critical examination/evaluation and discussion of ethical alternatives with respect to decision-making and action in business and managerial practice. Examines contemporary cases involving personal, social, and legal issues as well as theoretical and empirical foundations in the classical system of ethics. Three lecture hours a week. Credit: Three hours.

BUS 5953. Cooperative Education. Cooperative work-study arrangement between business, industry, or selected institutions with the University. Preplanning and evaluation will involve 10% of the laboratory hours per week. Maximum enrollment is twelve hours. Nine practicum hours a week. Credit: Three hours.

BUS 5956. Cooperative Education. Cooperative work-study arrangement between business, industry, or selected institutions with the University. Preplanning and evaluation will involve 10% of the laboratory hours per week. Maximum enrollment is twelve hours. Eighteen practicum hours a week. Credit: Six hours.
BUS 5963. Management Operations. Process and project management and development of functional strategies to create value for an employer and their consumers; management tools and approaches for analyzing operations and applications to a wide variety of managerial decisions. Three lecture hours a week. Credit: Three hours.

BUS 5973. Professional Paper. Credit: Three hours.

BUS 5981. The Professional Portfolio. Development of a professional portfolio by students in the Master of Arts in Teaching program demonstrating the student's growth in the Learner-Centered Competencies. Pass-fail grade only. May be repeated. Credit: One hour.

BUS 5983. Thesis. Prerequisite: Permission of instructor. Credit: Three hours.

BUS 5993. Thesis. Prerequisite: Permission of instructor. Credit: Three hours.

Economics Courses

ECO 5143. Advanced Managerial Economics. Application of economic principles and techniques in solving management problems in the areas of demand analysis, sales forecasting, production and cost analyses, pricing policies, capital budgeting, and economic controls; use of linear programming techniques. Three lecture hours a week. Credit: Three hours.

Faculty

Professors

DRISCOLL, PATRICIA T., Professor of Health Systems Management. B.S.N., Incarnate Word; M.S., Texas Woman's University; J.D., Southern Methodist University.

LUMPKIN, JAMES, Professor of Business and Economics; Dean of the College of Business. B.S., Stephen F. Austin State University; M.B.A., Stephen F. Austin State University; Ph.D., University of Arkansas.

RAISINGHANI, MAHESH, Professor of Business and Economics. B.Comm., Osmania University, India; M.S., University of Texas at Arlington; M.B.A., University of Central Oklahoma; Ph.D., University of Texas at Arlington.

RAMAN, PUSHKALA, Professor of Marketing. B.Sc., University of Madras; M.B.A., Indian Institute of Management; Ph.D., Texas A&M University.

RYLANDER, DAVID H., Professor of Business and Economics. B.S., Trinity University; M.B.A., Texas A&M University; Ph.D., University of North Texas.

STANKEY, MICHAEL J., Professor of Business and Economics. B.S., Purdue University; M.S., University of Illinois: Urbana-Champaign; Ph.D., University of Illinois: Urbana-Champaign.

YOUNG, MARGARET, Professor of Business and Economics. B.B.A., University of Texas at El Paso; M.S., New Mexico State University; Ph.D., New Mexico State University.

Associate Professors

BAKER, PAMELA E., Associate Professor of Business and Economics. B.A., Hendrix College; M.S., University of Houston, Clear Lake; Ph.D., University of North Texas.

CREWS, DEREK, Associate Professor of Management. B.B.A., University of North Texas; M.B.A., University of North Texas; Ed.D., Nova Southeastern University.

HORN, DEWAYNNA R., Associate Professor of Business and Economics. B.S., Belhaven College; M.B.A., Millsaps College; Ph.D., Jackson State University.

MAURER, ROBERT T., Associate Professor of Health Systems Management; Program Director of Health Systems Management: Dallas. B.A., University of Virginia; M.S., Texas Tech University; M.B.A., University of Texas at Austin; Ph.D., University of Texas at Dallas.

NUGENT, JOHN H., Associate Professor of Accounting. B.A., Columbia University; M.B.A., Southeastern University; Washington, DC; D.B.A., Business School Lausanne, Switzerland.

RUSS, MOLLY, Associate Professor of Business and Economics. B.A., University of North Texas; M.A., Louisiana State University; Ph.D., Louisiana State University.

TENGESDAL, MARK O., Associate Professor of Business and Economics. B.A., Pacific Lutheran University; M.A., University of California, Riverside; Ph.D., University of California, Riverside.

WEBB, KERRY S., Associate Professor of Business and Economics. B.A., East Texas Baptist University; M.A., Southwestern Seminary; Ph.D., University of North Texas.

ZOU, LIN, Associate Professor of Finance. B.S., Nanjing University; M.A., Shanghai University of Finance and Economics; M.S., University of Texas at Dallas; Ph.D. (Acct.), Ph.D. (Finance), University of Texas at Dallas.

Assistant Professors

BARUA, MARIA E., Assistant Professor of Business and Economics. B.B.A., University of Texas, El Paso; M.B.A., University of Texas, El Paso; Ph.D., University of Texas at El Paso.

BOONME, KITTI PONG (KEN), Assistant Professor of Business and Economics. B.B.A., University of North Texas; M.B.A., University of North Texas; Ph.D., University of North Texas.

BROWN, LEE WARREN, Assistant Professor of Management. B.B.A., The University of Texas at Arlington; M.B.A., The University of Texas at Arlington; Ph.D., The University of Texas at Arlington; .

HARRIS, CHRISTOPHER M., Assistant Professor of Business and Economics. B.B.A., Belmont University; M.B.A., University of Nebraska, Omaha; Ph.D., University of Texas at Arlington.

RADIGHERI, JEFFREY, Assistant Professor of Business and Economics. B.B.A., Texas A&M University; M.B.A., University of Montana; Ph.D., Washington State University at Pullman.

Zhen, Li, Assistant Professor of Business and Economics. B.S., Beijing University of Technology; M.S., University of Maryland System; Ph.D., University of North Texas.

Visiting Lecturers

CARFAGNO, LOUIS F., Visiting Lecturer I of Business and Economics. B.S., Embry-Riddle Aeronautical University; M.S., Embry-Riddle Aeronautical University; D.M., University of Phoenix.

POMELNIKOV, ALEXEY G., Visiting Lecturer I of Business and Economics. B.B.A., University of Texas System: Arlington; M.B.A., University of Dallas; M.S., Ivanovo State Power University; Ph.D., Ivanovo State Power University.