

# Business Administration - Graduate Programs

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## Master of Business Administration

The Master of Business Administration program prepares leaders and managers with or without previous business education for careers within all types of organizations. The faculty's research contributes to educational excellence. Different MBA delivery formats and certificates serve a wide variety of interests.

## Doctor of Philosophy in Business Administration

At UTA we are committed to mentoring and producing the next generation of business educators and researchers. The College of Business doctoral program is small and flexible, involving in-depth study in the functional areas of accounting, finance, information technology, marketing, operations management, organizational behavior, or strategic management.

While most graduates undertake careers as teachers, scholars and researchers working within academic environments, the doctoral degree can also lead to careers in industry and government.

## Master of Business Administration

### Admissions

The MBA Graduate Studies Committee has three alternative sets of conditions that allow applicants to be admitted without review by the MBA Admissions Committee. The MBA Graduate Advisor reviews all applications and determines if they qualify for admission under one of these three sets of criteria. Applicants who do not satisfy the conditions for admission are referred to the MBA Admissions Committee for consideration.

Admission to the MBA program is based upon an acceptable score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) and the record of one's undergraduate academic performance (typically the last 60 hours of the GPA is used as calculated by Graduate Admissions\*). A GMAT or GRE score is not the sole criterion for determining admission to the MBA program. An applicant can also be admitted to the program on probation with a GPA of 3.0 and passing scores of 85 percent or greater on three business subject area exams taken through a College of Business approved vendor.

A graduate grade point average is used when it is 3.0 or above and is based on at least 24 semester hours.

An applicant whose native language is not English must demonstrate a sufficient level of skill with the English language to assure success in graduate studies as defined in the TOEFL and IELTS Test Score Minimums section under Admissions Requirements and Procedures in the Graduate Catalog.

[Click here to apply \(https://connect.uta.edu/apply/\)](https://connect.uta.edu/apply/)

### Unconditional Admission without Committee Review

Applicants qualify for unconditional admission without the need for review by the MBA Admissions Committee if they have a bachelor's degree (with a GPA\* of 3.0 or better) and take the GMAT scoring at least 500 with a 30<sup>th</sup> percentile or higher in the verbal and quantitative areas. The GRE is accepted but the GMAT is preferred.

### Unconditional Admission without Committee Review (GMAT/GRE Waiver)

A waiver of the GMAT/GRE and unconditional admission will be considered for applicants who meet one of the following conditions:

- Have earned a 3.5 GPA (or higher) in two calculations (cumulative and last 60 hours) with an earned undergraduate degree from an AACSB (or EQUIS/AMBA) accredited school no more than seven academic years prior to the semester for which admission to the MBA is sought.
- An earned graduate degree or a graduate certificate (at least 9 credit hours) from a professionally and/or regionally accredited school with a 3.0 GPA (or higher) for all graduate coursework.

### Probationary Admission

Applicants with a bachelor's degree and a GPA\* of 3.0 or better who choose not to take the GMAT can be admitted to the MBA program on probation after earning passing scores of 85 percent or greater on three exams in Business Statistics (BSTAT), Economics (ECON), and Management (MANA) taken through a College of Business approved vendor. Modules are available in these areas for exam preparation. Retaking exams is permissible however successful completion of exams is required prior to admission. Upon successful completion of all three exams, the applicant will be admitted on a probationary basis to the MBA program.

Applicants with a bachelor's degree and a GPA\* less than 3.0 may be admitted to the MBA program on probation by taking the GMAT or GRE and meeting minimum score requirements (as stated above).

If GMAT/GRE minimum scores and at least 3.0 GPA\* are not met, the MBA Admissions Committee will review for admission decision.

Applicants admitted on a probationary basis must complete the first two semesters of the MBA program with a cumulative GPA of 3.0 or better to gain unconditional admission.

## Provisional Admission

An applicant who has submitted all official transcripts prior to the admission deadline but has not provided supplemental documents required for the program in which they are pursuing admission may be granted provisional admission at the discretion of the program if the student appears to meet admission requirements. Complete and satisfactory credentials must be received by the admitting program before the end of the semester in which the student has registered in a provisional status. Provisional admission does not guarantee subsequent admission on an unconditional basis.

## Deferred and Denied Admission

A deferred decision may be made when an applicant's file is not sufficiently complete to make an admission decision, or when an applicant needs to improve certain criteria to enhance their competitive status for future admission consideration. For an applicant lacking sufficient evidence to indicate potential for academic success as an MBA student, admission will likely be denied. All applicant data will be carefully reviewed before an admission denial is made. The decision to defer/deny admission is not based on any single criterion.

## Scholarship Information

Students unconditionally admitted with a minimum undergraduate GPA of 3.0 as calculated by Graduate Admissions (or 3.0 at the graduate level) who enroll for a minimum of six semester credit hours will be eligible to apply for available fellowships and/or scholarships. A standardized test score (GMAT or GRE) will not be used as the sole criterion for determining fellowship and/or scholarship opportunity.

## MBA Requirements

The MBA program is designed to accommodate both full-time and part-time students from business and non-business backgrounds. It is not necessary to have completed prior academic work in business administration to gain admission to the program. Students who are admitted unconditionally will complete a 36 credit hour program without the need for background instructional content.

## Substitutions

At the MBA Advisors discretion, a course substitution may be provided in the MBA if a student holds an undergraduate degree in an area of study that aligns with an MBA core course. A prerequisite is considered fulfilled when the student is granted a substitution of that specific required course. Required courses may not be taken as electives in the program.

## MBA Coursework

There are 36 hours of required courses. The fifteen hours of electives allows the student an opportunity to tailor studies to enhance a career interest.

Requirements for the program include the following courses:

MARK 5311	MARKETING	3
OPMA 5361	OPERATIONS MANAGEMENT	3
or INSY 5375	MANAGEMENT OF INFORMATION TECHNOLOGIES	
or BSTAT 5325	ADVANCED METHODS FOR ANALYTICS	
FINA 5311	BUSINESS FINANCIAL MANAGEMENT <sup>1</sup>	3
ECON 5313	DECISIONS AND STRATEGY	3
ACCT 5307	MEASUREMENT AND ANALYSIS FOR BUSINESS DECISION-MAKING	3
MANA 5360	LEADERSHIP AND TEAMS	3
MANA 5336	STRATEGIC MANAGEMENT (Capstone course - taken in second to last or last semester of program)	3
<b>Fifteen hours of electives.</b>		<b>15</b>
<b>Total Hours</b>		<b>36</b>

## Electives and Concentrations

Students can take courses in different areas (no concentration) or may choose to concentrate in a given area such as accounting, business analytics, digital markets, economics, finance, human resources, information systems, management, marketing, marketing research, operations management, health care administration, or real estate. Students can tailor the program to develop business skills and perspectives essential to career goals and objectives. Students may only have one concentration. Choosing to concentrate or not will not impact the degree name on the transcript or diploma. Both will read "Master of Business Administration."

Students may take electives in any of the curriculum areas of the MBA program. Students may take up to 12 semester hours in non-business coursework as part of their electives, subject to the approval of the MBA Advisor. An approved study abroad program or internship can also be used to satisfy an advanced elective requirement.

## MBA Formats

Students pursuing an MBA may choose one of three available formats in which to complete their degree. In all formats, degree completion requires a total of 36 credit hours and the same curriculum requirements apply. Only one change of program between the different formats of the MBA will be allowed.

### Flexible MBA

Offering a combination of online and in-person coursework in Arlington, the Flexible MBA format is designed for working professionals seeking an MBA offering maximum flexibility. In this format, courses are completed in 15-week sessions and students are able to complete their MBA degree in 15-24 months. Students choosing this format complete degree requirements at their own pace and may select one of thirteen available areas of specialization/concentration in which to focus their MBA. Admission to the Flexible MBA is available each Fall, Spring, and Summer.

### Online MBA

Available in an asynchronous online delivery, the online MBA is designed for working professionals who prefer a fully online format due to learning preference, work obligations, or personal choice. This asynchronous program offers 15-week courses and allows students to complete their degree in as little as 15 months. Students in this format may pursue a general MBA degree or choose to concentrate their MBA in Management. Admission to the Online MBA is available each Fall, Spring, and Summer.

### Cohort MBA (also referred to as CMBA)

Offering a combination of online course meetings on Monday nights and in-person course meetings on Saturday mornings in Fort Worth, the Cohort MBA format (CMBA) is designed for working professionals seeking the benefits of an accelerated degree timeline while still being able to focus on one course at a time. In this format, courses are taken in sequence, in accelerated 5- or 10-week sessions and students are able to complete their MBA degree in 15 months. Students in this format may pursue a general MBA degree or choose to concentrate their MBA in Health Care Administration or Real Estate. Admission to the Cohort MBA is available each Fall.

## Grade and Graduation Requirements

The MBA program follows the grade requirements for probation as specified under the general regulations of the Graduate Catalog. In addition, students must have at least a 3.0 grade point average in all coursework and area of concentration to graduate.

## Executive MBA Program

The Executive MBA (EMBA) program offers high-quality graduate management education to experienced professionals, managers, and executives. The program covers all functional areas of business, and emphasizes the integrated application of management tools and techniques in modern business organizations. Focus areas include globalization, leadership in a diverse world, analytics for decision processes, innovation and entrepreneurship, environmental sustainability, and corporate social responsibility.

The program applies a 15-month, cohort-based format to a lock-step, fixed curriculum. The schedule of classes follows an accelerated weekend-based format. The students, who are usually fully employed, enter the program as a group and progress through the sequence of courses together.

Course content is delivered by senior faculty, with most having extensive industry experience. Guest speakers are featured for industry and technical expertise. Instructors use methods that maximize student interaction and connect classroom discussion directly to each student's job and career situation.

## Executive MBA (EMBA)-International Option

The Executive MBA program is designed to provide high-quality, graduate management education to mid-level and upper-level managers and executives. The program covers all functional areas of business management and has an international focus in its course offerings. Other program content themes may include project management, total quality management, strategic resource alignment, leadership, entrepreneurship, big data or other specific areas as determined by the local needs and demand.

The program provides an opportunity for experienced professionals to obtain a master's degree in Business Administration on a schedule that minimizes disruption of work and personal pursuits. It includes a cohort class structure that offers a lock-step, planned curriculum in an executive setting. In other words, members of each class begin the program at the same point, move through the curriculum together, and typically complete the degree requirements for graduation as a group. Executive MBA students are required to complete their degrees in two years or less.

The program consists of 12 courses (36 credit hours). A single course is offered every 6-8 weeks.

## Criteria for Admission

The EMBA admission process takes a holistic view of the candidate to determine the likelihood of success in the program and the extent to which each candidate will contribute to the overall success of the class. Factors taken into account in evaluating a candidate include:

Completion of a four-year undergraduate degree or internationally recognized equivalent

Minimum of 5 years of professional work experience, with 2 years of managerial experience

High potential for advancement and proven academic capability

Ability to contribute to the Executive MBA experience

Ability to read, write and speak English. If candidates do not have standardized tests results (e.g. TOEFL, IELTS), they will be required to take an in-house English test and pass an oral English interview. This requirement is waived for custom-designed cohorts for companies or government entities, which are taught in Mandarin.

Strong interest in a U.S. educational experience.

## Probationary Admission

If applicants do not meet a majority of standards for unconditional admission outlined above, they may be considered for probationary admission after careful examination of their application materials. Any available test scores will not constitute the sole or primary basis for ending consideration of an applicant. Probationary admission may require that the applicant receive a B or better in at least their first 9 hours of graduate coursework applicable to their degree being sought at UT Arlington.

## Curriculum

- Measurement and Analysis for Business Decision-Making (ACCT5307)
- Managerial Economics (ECON5313)
- Strategic Management (MANA5336)
- Financial Applications (FINA5340)
- Management of Information Technologies (INSY5375)
- International Marketing (MARK5331)
- Management of Multinational Enterprises (MANA5331)
- Strategic Human Resource Management (MANA5340)
- Organizational Behavior\* (MANA5320)
- Entrepreneurship\* (MANA5339)
- Global Supply Chain Management\* (OPMA5368)
- Operations Management\* (OPMA5361)

Courses marked with an asterisk (\*) are electives.

## Course Descriptions – International EMBA

### MEASUREMENT AND ANALYSIS FOR BUSINESS DECISION MAKING (ACCT 5307)

- This course provides students with a comprehensive overview of financial reporting, analysis and measurement issues in the context of business decision making. Student will gain an understanding of financial statements and their underlying measurements. They will then use this understanding to conduct analyses using financial ratios. Students will then explore the role of cost measurements, allocations, etc. in determining the performance measures of parts of the organization and their inter-relationship with both choosing and evaluating strategies in various business contexts. They will cover issues such as matching strategies to performance measures, choosing and evaluating key performance indicators and balanced scorecards, etc.

### MANAGERIAL ECONOMICS (ECON 5313)

- Application of economic analysis in formulating business decisions based on the theoretical foundations of demand, cost, production, profits, and competition. Macroeconomic topics of particular relevance to managers are included.

### STRATEGIC MANAGEMENT (MANA 5336)

- Strategic management uses a general management perspective in addressing issues related to the formulation and implementation of corporate and business level strategy. The course involves developing the ability to identify issues, evaluate strategic options and understand the organizational process by which strategies get formed and executed. It builds on the knowledge gained in functional area courses and uses case studies and projects to improve students' analytical and decision-making skills.

## **FINANCIAL APPLICATIONS (FINA 5340)**

- Analysis of financial problems of business concerns, presented in case materials. Considers determination of capital needs, choosing among alternative capital investments, planning methods of financing new capital expenditures, and planning recapitalizations, mergers, and reorganizations.

## **MANAGEMENT OF INFORMATION TECHNOLOGIES (INSY 5375)**

- This course covers topics on the management of information technologies (IT) from the view point of senior managers. Subjects discussed include the strategic role of IT to gain competitive advantage, Internet-based business models, building a lean and agile organization through IT, managing IT security and reliability, evolving models of IT service delivery, such as cloud computing and open source, management of outsourcing, IT governance, and ethical issues in the digital era.

## **INTERNATIONAL MARKETING (MARK 5331)**

- Management of marketing in international business. Includes marketing research, pricing, promotion, and distribution in the international environment. Examines marketing problems arising from various degrees of foreign involvement (exports, licensing, foreign subsidiaries).

## **MANAGEMENT OF MULTINATIONAL ENTERPRISES (MANA 5331)**

- Focuses on the international dimensions of strategy and organization and provides a framework for formulating strategies in an increasingly complex global economy. The course seeks to provide students with an understanding of the cultural, political, competitive, technological, legal, and demographic environments in which multinational firms operate. It then examines the nature of global competition by exploring the characteristics of global industries and strategies that have been successful in an international context. Also covered are issues related to organizational design and strategic control in the management of multinational enterprises.

## **STRATEGIC HUMAN RESOURCE MANAGEMENT (MANA 5340)**

- Emphasizes strategic perspective of modern human resource management theory and practice. Topics include human resource planning, staffing, training and development, compensation, performance appraisal, and labor and employee relations.

## **ORGANIZATIONAL BEHAVIOR\* (MANA 5320)**

- Systematic study of behavioral problems in the complex organization. Analyzes the interaction of environmental and internal factors and their effects upon organizational behavior.

## **ENTREPRENEURSHIP\* (MANA 5339)**

- New venture opportunity assessment, formation, and development in startup and corporate environments. Students will understand the role of entrepreneurship in the economy and the attributes of entrepreneurial behavior. Students will learn how to assess the market and financial feasibility of a new venture as well as understand how to use equity and debt financing, how to select between starting up, franchising, or buying a business, how to lead the growing company, and how to address family business dilemmas. The cornerstone of the course will be a feasibility assessment project that leads to a business plan for a new venture of the student's choice. For the project, students can explore either an original new venture idea, an already existing venture concept (for example, a franchise), or a new business opportunity in need of assessment for an existing firm or their current employer.

## **GLOBAL SUPPLY CHAIN MANAGEMENT\* (OPMA 5368)**

- Course covers concepts and issues important in managing supply chains. A strategic view is taken of the way companies coordinate their operations with suppliers and customers in a global marketplace. The strategic use of information systems to better manage supply chains is also covered.

## **OPERATIONS MANAGEMENT\* (OPMA 5361)**

- Introduction to concepts and problem-solving techniques important in production management and operations management. Topics include demand forecasting, capacity management, resource allocation, inventory management, supply chain management, quality control, and project management.

## **Dual Degree Option**

Students may pair the MBA degree with a specialized graduate degree. Students requesting the dual degree program must be admitted to each participating program. The number of hours that may be used jointly will be determined by the total number of hours required by both degree programs. Dual degree programs are available at the master's level only.

## **Joint Degree: Bachelor of Science in Biology and Master of Business Administration**

The program is designed to prepare students for careers as managers with specific knowledge of the biomedical science field. Students are required to take courses from life sciences, business, and liberal arts, culminating in a joint Master of Business Administration degree (MBA), including a Bachelor of Science degree in Biology. The curriculum is offered jointly by the College of Business and the College of Science. The BS in Biology will be conferred at the same time as the MBA. If students in this joint degree program are not accepted into the MBA program, or if they enter the MBA program and fail to complete the MBA requirements, then, in order to earn a BS in Biology they must take the same, full complement of courses required for a BS

as students not enrolled in the joint program. Students interested in this integrated undergraduate and graduate degree plan should consult with the Biology undergraduate advisor. If eligible for the program, their Biology undergraduate advisor will direct them to contact Graduate Business Services. Application procedures will be discussed at that stage. **\*Note: This program is not currently accepting applications.**

## PhD in Business Administration

### Admission

Admission to the PhD program is based upon the completion of the general admission requirements of Graduate Admissions. For PhD program admission, a score on the Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE) and a record of undergraduate and master level academic performance are required. Students for whom English is not their native language must achieve a TOEFL score of at least 550. The TOEFL cannot be waived, even when a student has a Master's degree from a US university. International applicants that score below minimum acceptable levels on the verbal portion of entrance examinations may be admitted under the condition that they pass an English proficiency exam or complete UT Arlington's Graduate English Skills Program prior to beginning graduate coursework. Applicants are encouraged to submit a résumé with their application that highlights professional and personal accomplishments, linguistic abilities, computer expertise and leadership experience. A statement of purpose which describes the applicant's academic and work background, research interests, and reasons for applying to the UTA PhD program is required as part of the application.

Multiple criteria are used to make admission decisions. Quantitative measures include an applicant's GMAT or GRE score and grade point averages on undergraduate and master level courses as calculated by the Graduate Admissions. No formula is used nor weights assigned to these factors. There are no set minimum scores for GMAT or GRE required for admission and no cutoff scores on grade point averages. A standardized test score (GMAT or GRE) is not used as the sole criterion for an applicant's admission decision.

PhD admission decisions are made by a committee headed by the major field coordinator for the track that an applicant wishes to specialize in (Management, Finance, etc.). These committees typically give consideration to many factors (educational objectives, letters of recommendation, etc.) in addition to quantitative metrics to arrive at a decision. All students who wish to have a strong application for a PhD program are encouraged to gain research experience through activities such as working as a research assistant for a faculty member, writing a master's thesis, and/or presenting papers at academic conferences. Strong performance in courses in research methods and advanced statistics are also viewed positively. Students who wish to learn more about the admission process for a particular area of business administration are encouraged to contact the major field coordinator for that area.

### Categories of Admission Decisions

An applicant is unconditionally admitted when all factors for consideration indicate very strong potential for academic success as a business doctoral student. When multiple factors indicate lack of potential, admission will be denied. Probationary admission is not available for the doctoral program.

A provisional decision to admit may be granted when the applicant meets criteria for unconditional admission but an item of applicant information has not been received by the Graduate Admissions (e.g., official test scores have not arrived). A deferred decision may be made when an applicant's file is not sufficiently complete to make an admit or deny decision.

### University and College Fellowship/Scholarship Awards

Doctoral students who are newly admitted, have a minimum undergraduate grade point average of 3.0 as calculated by Graduate Admissions (and 3.0 at the graduate level), and enroll for nine semester credit hours will be eligible for available Dean's Doctoral Assistantship (DDA), fellowship and/or scholarship support. A standardized test score (GMAT or GRE) is not used as the sole criterion for determining fellowship and/or scholarship eligibility.

Students must maintain a minimum GPA of 3.25 in the PhD program to keep any DDA, fellowship and/or scholarship support. Students whose GPA falls below 3.25 can petition through their Area Coordinator and the PhD Program Director for a one semester probationary period to raise their GPA to the 3.25 level or above. If this is granted, the student will continue his/her DDA during that probationary semester. If the student's GPA is not above 3.25 after the probationary semester, the student will no longer be eligible for fellowships, scholarships, or DDA positions.

### Degree Requirements

All students must complete work in a major area field and a research field. Some major courses may be external to the College of Business, if deemed appropriate by the student's advisor. Examples include industrial engineering, mathematics, computer science, sociology, and psychology. Students admitted to the PhD program will choose courses in consultation with their major field coordinator, who serves as their academic advisor for the first two years of the program.

The following minimum semester hours must be included in the student's Program of Study.

	Minimum Semester Hours
Business Foundation	0-12 <sup>1</sup>
Major Field Seminar	12
Other Major Field Coursework	12



Research Field	12
Dissertation	18

<sup>1</sup> From 0-12 hours may be required of some students, depending upon the student's background (i.e., previous graduate coursework) at the time of admission to the doctoral program.

## Annual Progress Evaluations

All doctoral students are expected to show steady progress toward their degree and to demonstrate satisfactory advances in their ability and motivation to conduct independent research throughout their program. During a student's program, a progress evaluation will be conducted near the end of the first year, but no later than 24 credit hours. After the first year, an annual progress evaluation will take place each subsequent year. The evaluation will be conducted by the major field coordinator/PhD advisor in consultation with a faculty committee. If the student has not yet passed all comprehensive examinations or does not have a formal dissertation committee, the faculty committee will consist of the PhD Committee for the major area. If the student has passed all comprehensive examinations and has a formal dissertation committee, the faculty committee will consist of the Dissertation Committee.

Upon completion of the evaluation, a recommendation of continuation or discontinuation in the program is made to the College of Business PhD program director for a final decision. When a discontinuation decision resulting from the first year diagnostic evaluation is made, the student will immediately be discontinued in the PhD program. For a discontinuation decision in the annual progress review in the second year and beyond, the student will be placed on probation for one regular semester (Fall or Spring) during which he or she must demonstrate satisfactory improvement in his/her performance. At that time the major field coordinator/PhD advisor in consultation with the faculty committee, and the PhD program director, will make a final decision on whether the improvements are satisfactory. An unsatisfactory decision at that time will result in the immediate discontinuation of the student in the PhD program.

During the annual progress reviews, reasons for poor performance include: grade point averages below minimum GPA requirements, unsatisfactory progress in completing coursework, unsatisfactory progress in completing dissertation, and inadequate demonstration of ability and motivation to conduct independent research.

All students must maintain a GPA of 3.25 or higher to remain in good standing in the PhD program. Students whose GPA falls below 3.25 will be given a one-semester probationary period to raise their GPA to the 3.25 level or above. If after that one semester passes, the student's GPA is still below 3.25, the student will be dismissed from the program. Any student who earns three grades of C in the PhD program will be immediately dismissed from the program.

## Comprehensive Examinations

Students must demonstrate competence in their fields of study by the successful completion of comprehensive examinations. Written comprehensive examinations in each field will be given at the start of each fall and spring semester of each year and may be given during the summer term. A student is eligible for a written comprehensive examination when that student has completed:

- a. Any Business Foundation courses with a GPA of at least 3.25 and
- b. prescribed coursework in the field with a GPA of at least 3.25.

If a student fails a written comprehensive examination and continues in that field, the examination must be retaken by the end of the next long semester. If a student fails a second comprehensive examination, that student will not be permitted to continue in the PhD program.

When a student successfully completes the written comprehensive examination, that student should schedule a comprehensive oral examination which is administered by the student's Supervisory Committee. A student who fails the comprehensive oral examination is given a second oral examination within 12 months of the date of the first examination. If a student fails the second comprehensive oral examination, that student will not be permitted to continue in the PhD program.

Upon successful completion of written and oral comprehensive examinations, the student is admitted to candidacy.

## Dissertation

The Dissertation Committee consists of a minimum of three members, at least two of whom must be from the major field. There is no maximum number of faculty members that can serve on a committee, although committees of more than five are unusual. The chair of the Dissertation Committee must be from the major field. At least one member of the committee must be from outside the department - either from outside the major field at UTA or a nationally or internationally recognized non-UTA scholar. Any committee member from outside UTA must receive approval from the Graduate Dean.

The dissertation must be completed within four years of the oral comprehensive examination.

## Graduate Certificate in Entrepreneurship

The certificate requires a total of nine semester credit hours of coursework, which can be completed in conjunction with an existing Master's or PhD degree in any field or independently as a special student.

### Admission Requirements

Graduate students in good standing at UT Arlington

For non-enrolled students (special, certificate only students)

- Bachelor's Degree from an accredited university, and
- GPA of 3.0 for last 60 hours of undergraduate coursework.

### Graduate Certificate Requirements

To receive the certificate, all courses must be completed at UT-Arlington. The cumulative grade point average must be 3.0 or higher.

MANA 5339	ENTREPRENEURSHIP	3
Select two from the following list reflecting appropriate area of study		6
ART 5322	ENTREPRENEURSHIP IN ARTS MANAGEMENT AND ARTS BRANDING	
ENGR 5302	ENGINEERING ENTREPRENEURSHIP	
MANA 5333	INNOVATION, CREATIVITY AND ENTREPRENEURSHIP	
MANA 5330	NEGOTIATIONS & CONFLICT MANAGEMENT	
MANA 5345	SOCIAL ENTREPRENEURSHIP	
PAPP 5354	NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP	
<b>Total Hours</b>		<b>9</b>

For additional information or questions about the graduate certificate, please contact the College of Business Graduate Business Services Office at 817-272-3004 or email [gradbiz@uta.edu](mailto:gradbiz@uta.edu).

## COURSES

### BSAD 6182. INDEPENDENT STUDIES IN BUSINESS ADMINISTRATION. 1 Hour.

This independent study course is centered on the application of content related to teaching in higher education settings. Students will be expected to design a lesson, present a lecture, and arrange for a final feedback report following an observed teaching demonstration. The focus will be on reflective teaching, sound lesson design, and receiving feedback towards improved teaching practice in higher education.

### BSAD 6310. FOUNDATIONS OF SCIENTIFIC INQUIRY. 3 Hours.

The evolution of the modern corporation is briefly addressed. The core topics include the structure of explanation, the structure of scientific laws, theory building, philosophy of science and relativistic/post-relativistic philosophies of science.

### BSAD 6311. EXPERIMENTAL DESIGN AND RESEARCH METHODS. 3 Hours.

In-depth coverage of selected topics in the design of research; topics include philosophy of science, theory of measurement, complex experimental and quasi-experimental designs.

### BSAD 6312. REGRESSION. 3 Hours.

The theoretical and practical aspects of regression analysis. Topics include simple and multiple linear regression, the matrix formulation of regression models, regression diagnostics and remedial measures, collinearity and ridge regression, normal correlation models, and non-linear least squares, time series including ARIMA models are covered. Practical applications of statistical software packages are emphasized.

### BSAD 6313. ANOVA. 3 Hours.

Experimental design and data analysis, especially as related to business and economic research. Topics include completely randomized designs, complete and incomplete blocks, nested designs, estimation and testing of fixed, random and mixed effects, sampling, nonparametric statistics and analysis of variance.

### BSAD 6314. MULTIVARIATE STATISTICS. 3 Hours.

Topics include commonly applied multivariate methods such as multiple analysis of variance, factor analytic methods, discriminant analysis, logistic regression, canonical correlations, profile analysis, cluster analysis, and repeated measures. The use available computer packages to conduct data analysis will be stressed.

### BSAD 6315. TIME SERIES. 3 Hours.

Univariate and multivariate time series; analysis of economic and financial data; out-of-sample forecasting using computer software. Autoregressive-moving average models, vector autoregression, unit roots, co-integration, ARCH and GARCH.

### BSAD 6316. FINANCIAL ECONOMETRICS. 3 Hours.

In-depth study of the econometric tools and techniques used in empirical finance research. Course emphasizes data extraction and analysis of common finance databases, as well as the theoretical basis for current empirical finance techniques and methods.



**BSAD 6317. APPLIED BUSINESS & ECONOMICS DATA ANALYSIS I. 3 Hours.**

The course develops an understanding of basic statistical and econometric techniques. Participants exploit real data and computational power to uncover patterns/trends and examine relationships. There is a focus on conceptual frameworks and the application of techniques to data sets in various fields. Participants learn how to use statistical packages such as R, SAS, and STATA to apply the tools to real data. Participants will complete an empirical analysis paper. Prerequisite: BSTAT 5325 or consent of instructor.

**BSAD 6318. APPLIED BUSINESS AND ECONOMICS DATA ANALYSIS II. 3 Hours.**

The course covers cross-section, panel data, and limited dependent variables methods. Topics may include analysis of natural experiments/differences-in-differences, panel data methods, instrumental variable estimation, simultaneous equation models, sample selection corrections, and limited dependent variable and hierarchical models. Participants learn how to use statistical packages such as R and SAS, to apply these methods to data to examine causal relationships. They build an understanding of appropriate methods for different research design. Participants will complete an empirical research paper. Prerequisite: ECON 5336 or BSAD 6317 or consent of the instructor; cross referenced with ECON 5339.

**BSAD 6319. BUSINESS & ECONOMIC FORECASTING. 3 Hours.**

This applied course provides students the foundation to analyze business, economic, and financial data to develop forecasts using current statistical and computing tools. Emphasis is on methods that allow students to capture trending and seasonal patterns present in the data and other predictable variations hiding in plain sight, including temporal correlation. Once equipped with appropriate models, including ARIMA methods, students learn how to use the extracted information to project into the future. Critical thinking will be strengthened, as students will select an appropriate forecasting model and demonstrate its efficacy against reasonable alternatives. Prerequisite: ECON 5336 or BSAD 6317 or consent of the instructor.

**BSAD 6320. CAUSAL INFERENCE FOR BUSINESS DECISIONS. 3 Hours.**

Students learn methods to identify and measure the outcomes of business decisions. In particular, students will learn various issues pertaining to the misattribution of causal effects. The course surveys multiple methods to overcome the misidentification problem. Students will engage in empirical analysis. Prerequisite: ECON 5336 or BSAD 6317 and ECON 5339 or BSAD 6318.

**BSAD 6321. FOUNDATIONS OF STRUCTURAL EQUATION MODELING. 3 Hours.**

The purpose of this course is to provide a foundation into structural equation modeling (SEM) techniques and issues as well as hands-on training with SEM software. Application of basic techniques such as confirmatory factor analysis (CFA), mediation and moderation in SEM, and multi-group analyses will be covered. Students must have taken a graduate course on regression. Prerequisite: Multivariate.

**BSAD 6322. MODELING IN BUSINESS RESEARCH. 3 Hours.**

A wide range of modeling techniques such as game theory in economics, discrete choice models in marketing and dynamical stochastic models will be discussed. The course focuses on model development to match mathematical framework and features to the underlying research setting and estimation/model selection techniques. Examples drawing from multiple research disciplines will be used to demonstrate relevant techniques and design principles step by step.

**BSAD 6323. DATA ANALYTICS SEMINAR. 3 Hours.**

The imperative to harness vast amounts of data has spawned a number of tools and techniques that complement traditional statistical approaches. From a research perspective, these tools and techniques afford new ways of collecting and analyzing data. This seminar will introduce students to contemporary data analytic techniques, including social network analysis, text analysis, machine learning and AI, and their applications in research.

**BSAD 6330. NONPARAMETRIC STATISTICS. 3 Hours.**

A survey of statistical tools which may be used when the normal assumptions of parametric statistics cannot be made; including procedures for categorical data, methods involving ranks, bootstrapping, and Kolmogorov-Smirnov type techniques. Cross listed with BSTAT 5330. Prerequisite: BSTAT 5325 or equivalent.

**BSAD 6392. DOCTORAL RESEARCH AND TEACHING COLLOQUIUM. 3 Hours.**

Review of the research process and contemporary developments in the methodology and design of empirical research in the major fields of study represented in the doctoral program. Review of teaching methods for effective classroom instruction. May be repeated for credit.

**BSAD 6399. DISSERTATION. 3 Hours.****BSAD 6699. DISSERTATION. 6 Hours.****BSAD 6999. DISSERTATION. 9 Hours.****BSAD 7399. DOCTORAL DEGREE COMPLETION. 3 Hours.**

This course may be taken during the semester in which a student expects to complete all requirements for the doctoral degree and graduate. Enrolling in this course meets minimum enrollment requirements for graduation, for holding fellowships awarded by The Office of Graduate Studies and for full-time GTA or GRA positions. Students should verify that enrollment in this course meets other applicable enrollment requirements. To remain eligible in their final semester of study for grants, loans or other forms of financial aid administered by the Financial Aid Office must enroll in a minimum of 5 hours as required by the Office of Financial Aid. Other funding sources may also require more than 3-hours of enrollment. Additional hours may also be required to meet to requirements set by immigration law or by the policies of the student's degree program. Students should contact the Financial Aid Office, other sources of funding, Office of International Education and/or their graduate advisor to verify enrollment requirements before registering for this course. This course may only be taken twice. Students who do not complete all graduation requirements while enrolled in this course must enroll in a minimum of 6 dissertation hours (6699 or 6999) in their graduation term. Graded P/F/R.

## COURSES

### **EMBA 5101. LEADERSHIP LABORATORY MODULE 2. 1 Hour.**

1.0 Hours This module focuses on the importance of teams for leadership and management effectiveness and focuses on the process of combining talented individuals into a high-performance cohort. Students will learn the skills and techniques that enable high-performance teams and what is required to be both an effective team member and leader.

### **EMBA 5105. LEADERSHIP LABORATORY MODULE 4. 1 Hour.**

1.0 Hours. This module explores the impact of ethics on managerial decisions, creating ethical environments for employees, establishing expected norms of behavior, and topical issues such as Corporate Social Responsibility and the consequences of unethical behavior.

### **EMBA 5106. LEADERSHIP LABORATORY MODULE 5. 1 Hour.**

1.0 Hours. This module 'brings it all together' and summarizes, enhances, and builds upon the models and competencies explored throughout the Leadership Laboratory series with a particular focus on students' future direction and ongoing development.

### **EMBA 5111. LEADERSHIP LABORATORY MODULE 3. 1 Hour.**

1.0 Hours. This course module focuses on various human capital competencies that firms and individuals can use to enhance organizational capabilities and achieve strategic objectives. The course details how the acquisition, deployment, assessment, and retention of an organization's workforce impacts productivity and firm performance in various contexts. Diversity, Inclusion, and the multi-cultural workforce issues are explored in this module.

### **EMBA 5123. NEGOTIATIONS. 1 Hour.**

Effective Leadership requires strong communication and negotiation skills. The course will cover techniques and tools for effective negotiating.

### **EMBA 5192. CAPSTONE: SPECIAL TOPICS IN INTERNATIONAL BUSINESS. 1 Hour.**

The course combines class discussion of lessons learned from the international project experience with case-based analysis. Discussion merges diverse functional business perspectives with student presentations on concepts covered in the EMBA program.

### **EMBA 5199. STRATEGIC SALES MANAGEMENT AND PROFESSIONAL SELLING. 1 Hour.**

This course will focus on two key areas: building and managing a superior sales organization and understanding the professional selling process with an emphasis on B2B sales. Topics to be covered include strategic decisions such as sales force structure and deployment, key account and sales territory management, and sales leadership and evaluation of sales organization effectiveness. The second component of the course will cover key selling steps (e.g., prospecting, customer needs development and discovery, objection handling) as well as hands-on skills/techniques for building strong customer relationships in the consultative selling process.

### **EMBA 5202. PRICING STRATEGIES AND TACTICS. 2 Hours.**

Often, managers treat pricing as a tactical problem. By pricing to cover costs, they undermine profit. By pricing for competitive advantage, they undermine value. In fact, pricing products and services is a strategic challenge that requires insight, analysis, and perspective. This course will introduce senior managers and executives responsible for pricing decisions and approvals to the theory and techniques needed to understand strategic pricing. The course will focus on how to use price to achieve strategic objectives, including successfully introducing new products to the market, responding to significant price competition, and achieving prices that reflect the true value of your products.

### **EMBA 5206. DIGITAL TRANSFORMATION OF THE ENTERPRISE. 2 Hours.**

In the modern economy, digital and technological literacy are of key importance for any top executive. Modern executives and business leaders must be able to leverage technology to reimagine their businesses and unlock value through data-driven decision making. In this course, students will be exposed to transformative technological areas that are changing business and are key for leaders to understand and master: AI/ML, IoTs, Cybersecurity, Blockchain, and Cloud Computing with a particular emphasis on analytics (AI, ML, Visualization, NLP).

### **EMBA 5211. COMPETING IN A GLOBAL ENVIRONMENT. 2 Hours.**

With an ever-growing number of industries becoming global in scope, managers are being increasingly challenged to manage strategies within a global perspective. This course provides participants with the skills, knowledge and sensitivity required to successfully manage organizations and organizational units within a multinational environment.

### **EMBA 5212. LEADERSHIP LABORATORY MODULE 1. 2 Hours.**

2.0 Hours. The module explores key characteristics of high-performing leaders and organizations and weaves these into a single integrated model that students can apply to improve their individual and organizational effectiveness. This course introduces students to a leadership and organizational effectiveness framework and assesses individual competencies using a comprehensive leadership 360 analysis.

### **EMBA 5225. FOUNDATIONS OF QUANTITATIVE ANALYSIS. 2 Hours.**

This course is designed to introduce foundational statistical building blocks used in applied managerial reasoning and decision making. Coverage will include (1) the computation, interpretation, and visualization of descriptive statistics (e.g., quantities reported as key performance indicators and/or metrics on dashboards), (2) tests of statistical differences (e.g., period over period, segment vs. segment, comparisons, etc.), (3) tests for statistical association (e.g., correlations, associations among categorical variables), and (4) an introduction to predictive modeling using multiple regression. In addition to gaining working knowledge of foundational statistics, an intended outcome is to equip organizational leaders to evaluate analysis results prepared by others, a critical skill for modern data-rich business contexts with expanding applications of business analytic techniques.

### **EMBA 5299. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 2 Hours.**

New topics or independent study options to be offered as needed.

**EMBA 5303. STRATEGIC COST MANAGEMENT. 3 Hours.**

Tools for cost management to meet strategic as well as tactical organizational goals are examined. Emphasis is on leveraging accounting information for decision making, strategic management, and for the control of processes and organizations.

**EMBA 5304. MAKING STRATEGIC DECISIONS WITH FINANCIAL DATA. 3 Hours.**

A review of the elements of accounting measurement principles and practical analytical skills needed to manage the resources of a firm. This includes exposure to the fundamentals of financial statement analysis with a focus on profitability, liquidity, solvency and risk management. Reporting incentives and disclosure requirements are explored within this framework.

**EMBA 5307. DESIGNING GLOBAL SUPPLY CHAINS FOR COMPETITIVE ADVANTAGE. 3 Hours.**

The course focuses on coordination and integration of global logistics, purchasing, operations and market channel strategies. Issues on global supply chains include: forecasting demand and technology and market growth; likelihood of regulation or political instability; activities to do in-house as opposed to outsourcing; global facility location; and managing a geographically dispersed supply chain including relations with vendors.

**EMBA 5308. MARKETING AND CUSTOMER VALUE CREATION. 3 Hours.**

This course focuses on marketing strategies and tactics to create customer value and build long term relationships to meet organizational goals. Students are exposed to tools that enable managers to understand the ever-changing marketplace and then build an effective marketing strategy to meet corporate goals. Not all customers are profitable or even desirable. Customer management strategies to build marginal buyers into valued customers are also covered.

**EMBA 5309. FINANCIALMANAGEMENT FOR EXECUTIVES. 3 Hours.**

This course provides an overview of strategic financial management for executives. The first module begins by introducing the tools needed for financial analysis at the executive level. We examine the strategic concept of opportunity cost by analyzing how to use bond yields to model the net present value of business projects. The second module adds advanced financial modeling skills for corporate financial analysis, applied to decisions on capital structure, payout policy, and M&A opportunities. The third module concludes by expanding the executive's perspective to incorporate international financial management and corporate real estate.

**EMBA 5310. COMPETITIVE STRATEGY, INTRAPRENEURIAL AND ENTREPRENEURIAL. 3 Hours.**

This course broadens student perspectives on strategy and competitive advantage. Strategic vision is developed for mature businesses and entrepreneurial startups. Conceptual tools associated with industry dynamics and the assessment of core competencies are presented. Students learn how to evaluate key competitors to formulate and implement winning strategies.

**EMBA 5311. STRATEGIC MARKETING MANAGEMENT. 3 Hours.**

The course focuses on how to develop and deliver products and services with meaningful customer value. Students learn to evaluate market potential, price products optimally, and evolve marketing strategies to capitalize on business shifts.

**EMBA 5313. EXPERIENCING THE GLOBAL ENVIRONMENT: INTERNATIONAL PROJECT. 3 Hours.**

A key factor in understanding how a business may operate in the global marketplace is to understand the culture, business practices, laws and regulations, and logistical challenges that exist in another country. This is particularly true for one as important to the world economy (let alone the U.S.) as China has become. The class will travel to China and participate in a two-week immersion into the cultural and economic aspects of how business is conducted there. Through our extensive network, that has been developed through the graduates of our China EMBA program, we are able to provide an experience like no other program of its kind can offer.

**EMBA 5399. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 3 Hours.**

New topics or independent study options to be offered as needed.

**EMBA 5413. INTERNATIONAL BUSINESS EXPERIENCE. 4 Hours.**

A key factor in understanding how a business may operate in the global marketplace is to understand the culture, business practices, laws and regulations, and logistical challenges that exist in another country. The class will travel internationally and participate in a two-week immersion into the cultural and economic aspects of how business is conducted in an international country.

**EMBA 5415. EXPERIENCING THE INTERNATIONAL ENVIRONMENT: SPECIAL PROJECT. 4 Hours.**

Key factors in how business operates in the global marketplace means understanding the culture, business practices, laws, and logistical challenges that exist in another country. The class travels to an international destination and participate in a two-week immersion into the cultural and economic aspects of how business is conducted there. This course is an alternative to EMBA 5413 with destinations and itineraries specially designed.

**EMBA 5417. EXPERIENCING THE BUSINESS ENVIRONMENT: INDUSTRY PROJECT. 4 Hours.**

Understanding the challenges of management by experiencing the dynamics of industry and company culture, business practices, laws and regulations, and logistical challenges that confront today's business enterprises. This course is an alternative to EMBA 5413, with domestic destinations and itineraries specially designed.

**EMBA 5499. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 4 Hours.**

New topics or independent study options to be offered as needed.