Business Administration (BADM)

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Associate Dean for Programs and Research  
328 Walton College of Business  
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Faculty are listed by department

Executive M.B.A. website (https://gsb.uark.edu/executive-mba/)

Degrees Conferred:
M.B.A.
Ph.D. in Business Administration

Graduate Certificates (non-degree):
Graduate Certificate in Business
Graduate Certificate in Entrepreneurship

Program Description: Designed for working professionals, the Business Administration program offers two concentrations at the master’s level: the Executive M.B.A. and the Executive Healthcare M.B.A. These hybrid/online programs allow students to obtain an Executive M.B.A. or an Executive Healthcare M.B.A. in two years by attending classes approximately one Saturday each month. The Ph.D. in Business Administration is also offered as concentrations with requirements listed in the various respective departments of Walton College.

The Business Administration program also offers two graduate certificates, one in business and one in entrepreneurship.

Requirements for the Full-Time M.B.A.
Concentration

Admission to the M.B.A.: 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 GMAT or GRE score, an acceptable grade-point average, recommendations, essays, and related work experience. For questions regarding admission requirements for the M.B.A. program, please access information online at gsb.uark.edu (http://gsb.uark.edu) or contact the Graduate School of Business at gsb@walton.uark.edu.

Prerequisites to Degree Program: Students entering the M.B.A. program are expected to have already mastered basic business concepts or, demonstrated, with an official GMAT or GRE test score, the ability to master business concepts taught in the program. Mastery of the aforementioned topics must be demonstrated before entering the program. Students without academic backgrounds in business may be required to take additional hours or noncredit preparatory classes prior to enrollment in the M.B.A. program.

Requirements for a Master of Business Administration Degree

Requirements include one or more courses from each of the following core areas: People Management, Ethics, and Leadership; Information Technology and Analytics; Accounting and Financial Capital; Marketing and Supply Chain Management; and Strategic and International Management. In addition, requirements include two to four courses from each concentration’s specialization track.

Requirements for the M.B.A. are fulfilled through one of the following three concentrations: Full-Time M.B.A., Executive M.B.A., and Executive Healthcare M.B.A.

Concentration Requirements

Core Courses
- MGMT 5223 Business Leadership and Ethics 3
- MGMT 5391 Business History and Practice 1

Information Technology and Analytics
- ISYS 5363 Business Analytics 3
- ISYS 5433 Enterprise Systems 3

Accounting and Financial Capital
- ACCT 5223 MBA Accounting Analysis 3
- FINN 5223 Financial Markets & Valuation 3

Marketing and Supply Chain Management
- MKTG 5103 Introduction to Marketing 3
- SCMT 5633 Introduction to Supply Chain Management 3

Strategic and International Management
- ECON 5243 Managerial Economics 3
- MGMT 5313 Strategic Management 3

Special Topics
- ECON 537V Global Business 1
- ECON 537V Global Business
- MGMT 537V Global Business

Global Experience/Study Abroad
- Departmental 636V Special Topics or Special Problems in Business 3
- MBAD 536V Study Abroad-Special Problems 3

Tracks 12
- Full Time M.B.A. concentration students must select from one of the following tracks:
  - Marketing/Retail
    - MKTG 5433 Consumer and Market Research
    - MKTG 5523 Marketing Analytics
    - MKTG 5553 New Product Development and Strategy
    - MKTG 5563 Retail Strategy
  - Supply Chain Management
    - SCMT 5623 Supply Chain Innovation and Technology
    - SCMT 5663 Retail and CPG Supply Chain Management
    - SCMT 5683 Supply Chain Management in Global Business
    - SCMT 5693 Predictive Supply Chain Analytics
  - Finance
    - FINN 5173 Energy Finance and Risk Management
    - FINN 5303 Advanced Corporate Financial Management
    - FINN 4133 Advanced Investments or FINN 541V Shollmier Investment Project
    - FINN 5333 Investment Theory and Management
  - Entrepreneurship
    - MGMT 5323 New Venture Development
    - MGMT 5413 New Venture Development II
    - MGMT 5363 Innovation & Creativity
  - Graduate Business Elective (3 hours)

Professional Development and Internship hours (6 hours)
- Students must complete the following 3 hours in New Student Orientation: 3
Concentration Requirements

Healthcare M.B.A.

Requirements for the M.B.A. are fulfilled through one of the following each concentration's specialization track.

Management. In addition, requirements include two to four courses from core areas: People Management, Ethics, and Leadership; Information Technology and Analytics; Accounting and Financial Capital; Marketing and Supply Chain Management; and Strategic and International Management. Requirements include one or more courses from each of the following core areas:

- People Management, Ethics, and Leadership
- Information Technology and Analytics
- Accounting and Financial Capital
- Marketing and Supply Chain Management
- Strategic and International Management

Prerequisites to Degree Program: Students entering the M.B.A. program are expected to have already mastered basic business concepts or, demonstrated, with an official GMAT or GRE test score, the ability to master business concepts taught in the program. Mastery of the aforementioned topics must be demonstrated before entering the program. Students without academic backgrounds in business may be required to take additional hours or noncredit preparatory classes prior to enrollment in the M.B.A. program.

Requirements for M.B.A. are fulfilled through one of the following three concentrations: Full-Time M.B.A., Executive M.B.A., and Executive Healthcare M.B.A.

Concentration Requirements

Core Courses

People Management, Ethics and Leadership
- MGMT 5613 Leadership and Organizational Behavior 3

Information Technology and Analytics
- SCMT 5133 Quantitative Methods and Decision Making 3
- ISYS 5603 Analytics and Visualization 3

Accounting and Financial Capital
- FINN 5113 Corporate Financial Management 3
- ACCT 5263 Financial Statement Analysis for Executives 3

Marketing and Supply Chain Management
- MKTG 5223 Marketing 3
- SCMT 5663 Retail and CPG Supply Chain Management 3

Strategic and International Management
- MGMT 5313 Strategic Management 3
- MGMT 537V Global Business 3

Students must complete a 3-hour Internship:
- MBA 535V MBA Internship 3

Total Hours 53

Requirements for Executive M.B.A. Concentration

Admission to the M.B.A.: 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 GMAT or GRE score, an acceptable grade-point average, recommendations, essays, and related work experience. For questions regarding admission requirements for the M.B.A. program, please access information online at gsb.uark.edu (http://gsb.uark.edu) or contact the Graduate School of Business at gsb@walton.uark.edu.

Prerequisites to Degree Program: Students entering the M.B.A. program are expected to have already mastered basic business concepts or, demonstrated, with an official GMAT or GRE test score, the ability to master business concepts taught in the program. Mastery of the aforementioned topics must be demonstrated before entering the program. Students without academic backgrounds in business may be required to take additional hours or noncredit preparatory classes prior to enrollment in the M.B.A. program.

Requirements for a Master of Business Administration Degree

Requirements for Executive Healthcare M.B.A. Concentration

Admission to the M.B.A.: 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 GMAT or GRE score, an acceptable grade-point average, recommendations, essays, and related work experience. For questions regarding admission requirements for the M.B.A. program, please access information online at gsb.uark.edu (http://gsb.uark.edu) or contact the Graduate School of Business at gsb@walton.uark.edu.

Prerequisites to Degree Program: Students entering the M.B.A. program are expected to have already mastered basic business concepts or, demonstrated, with an official GMAT or GRE test score, the ability to master business concepts taught in the program. Mastery of the aforementioned topics must be demonstrated before entering the program. Students without academic backgrounds in business may be required to take additional hours or noncredit preparatory classes prior to enrollment in the M.B.A. program.

Requirements for a Master of Business Administration Degree

Requirements include one or more courses from each of the following core areas: People Management, Ethics, and Leadership; Information Technology and Analytics; Accounting and Financial Capital; Marketing and Supply Chain Management; and Strategic and International Management. In addition, requirements include two to four courses from each concentration's specialization track.

Requirements for the M.B.A. are fulfilled through one of the following three concentrations: Full-Time M.B.A., Executive M.B.A., and Executive Healthcare M.B.A.

Concentration Requirements

Executive M.B.A. concentration students must select from one of the following tracks:

Retail
- MKTG 5563 Retail Strategy
Choose one course from either the Supply Chain Management track or Business Analytics track.

Supply Chain Management
- SCMT 5683 Supply Chain Management in Global Business
- SCMT 5693 Predictive Supply Chain Analytics

Financial Management
- FINN 5303 Advanced Corporate Financial Management
- FINN 5333 Investment Theory and Management

Innovation/Entrepreneurship
- MGMT 5323 New Venture Development
- MGMT 5413 New Venture Development II

Business Analytics
- ISYS 5833 Data Management Systems
- ISYS 5843 Seminar in Business Intelligence and Knowledge Management

Total Hours 38
The doctoral program in accounting consists of the following elements: course work, two summer papers, a comprehensive examination, and a dissertation. The latter involves an oral defense of both the dissertation proposal as well as the final dissertation. It is anticipated that all required course work, including accounting seminars, tool courses, and supporting courses, will be completed in two to two and a half years (a total of 42 hours excluding colloquium and dissertation credit). Students must complete the following courses from UAMS:

**Core Courses**

**People Management, Ethics and Leadership**
- MGMT 5613 Leadership and Organizational Behavior 3

**Information Technology and Analytics**
- SCMT 5133 Quantitative Methods and Decision Making 3
- ISYS 5603 Analytics and Visualization 3

**Accounting and Financial Capital**
- FINN 5113 Corporate Financial Management 3
- ACCT 5263 Financial Statement Analysis for Executives 3

**Marketing and Supply Chain Management**
- MKTG 5223 Marketing 3
- SCMT 5663 Retail and CPG Supply Chain Management 3

**Strategic and International Management**
- MGMT 5313 Strategic Management 3
- MGMT 537V Global Business 3

**Public Health Courses**
- MGMT 5602 Introduction to Strategy 2
- ECON 5253 Economics of Management and Strategy 3

**Public Health Courses**
- Executive Healthcare M.B.A. concentration students must also complete the following courses from UAMS:
  - PBHL 5123 The Health Care System 3
  - PBHL 5293 Health Law 3
  - PBHL 5333 Advanced Health Systems Financial Management 3
  - PBHL 5533 Health Care Quality Management 3

**Total Hours** 44

**Requirements for Ph.D. with Concentration in Accounting**

**Program Structure**

The seminars will be offered in alternating years, A and B, respectively.

**Year A:**

- Seminar I covers research methods and research design, with an emphasis on disclosure choices and consequences.
- Seminar II presents an overview of accounting research, focusing on auditing and corporate governance.

**Year B:**

- Seminars III and IV present an overview of accounting research, and emphasize capital markets research and selected research topics respectively.

After these four seminars, students are able to select an area of specialization. The expectation is that students take two specialized seminars. For example, students could take seminars offered by the Finance Department.

**Research Tools**

**Required Courses:**
- ECON 6133 Mathematics for Economic Analysis 3
- ECON 6613 Econometrics I 3
- ECON 6623 Econometrics II 3
- ECON 6213 Microeconomic Theory I 3

**Elective Courses:**
- Select at least two courses from the following: 6
  - ECON 6223 Microeconomic Theory II
  - ECON 6633 Econometrics III
  - ECON 6713 Industrial Organization I
  - ISYS 5623 Multivariate Analysis
  - ISYS 5613 Business Applications of Nonparametric Techniques
  - ISYS 5723 Advanced Multivariate Analysis
  - MKTG 6433 Seminar in Research Methods
  - STAT 5313 Regression Analysis

**Total Hours** 18

**Supporting Courses**

Nine hours of supporting courses are selected by the student in consultation with the accounting doctoral program coordinator. Generally such courses should be concentrated in a specific field in business or outside business (e.g., psychology, sociology, etc.) to meet the objectives of the student’s program. All supporting courses taken must be completed with a grade of “B” or higher prior to sitting for the written comprehensive examination in Accounting.

**Research Requirement**

The Accounting Doctoral Program emphasizes the development of strong analytic skills and the mastery of sophisticated research methods. The program involves doctoral students in research at the beginning of the program. The intent of the first year research project is for students to explore an area of scholarship and to develop skills to conduct original research within a team framework. During the first and second years, under the direction of a qualified faculty member or members, the student identifies an area of interest that would lead to a summer working paper.

The summer project is a concerted scholarly effort with faculty providing broad, but detailed formal guidance. The goal is to produce a paper publishable in a highly respected, academic journal, which may be co-authored by the doctoral student and the faculty member or members.

Requirements for the research teams include highly motivated students, strong faculty involvement, structured projects, commitment to deadlines, commitment to goals, and continuous project review.

**Comprehensive Examination**

After satisfactory completion of all required course work, each Ph.D. student must pass a written comprehensive examination prepared by the Doctoral Program Committee of the Department of Accounting and administered on a date selected by the Doctoral Program Committee. Each student is expected to take the written comprehensive exam within 36 months after starting coursework. If the written comprehensive
examination is failed, it should be retaken within 6 months after the failure on a date selected by the Doctoral Program Committee of the Department of Accounting. If the written comprehensive is failed a second time, and if the Doctoral Program Committee allows a third sitting, the examination must be retaken within 6 months after the second failure. Failure to satisfactorily complete the written comprehensive examination results in termination from the program.

Summer Paper
Students are required to complete summer papers during the first and second years of their residence. The summer papers represent an opportunity to practice the development and execution of a complete research project under the guidance and tutelage of an experienced faculty member or members. They constitute the final “practice run” before embarking on the dissertation. In addition, the summer papers provide an opportunity to explore a specific area of accounting as a potential source for dissertation research. A final benefit of the summer papers is the development of manuscripts that are expected to yield publications by the time the student completes the program or afterward.

Requirements for Ph.D. with Concentration in Information Systems

Admission Requirements: In addition to the university’s Graduate School and Walton College of Business’ Graduate School of Business requirements, the ISYS Ph.D. program has the following requirement: Applicants are expected to have a background in information systems via prior courses in topics such as a programming language, systems design, development, and database processing. Students without the background may also be admitted but will likely be required to take up to 3 master’s level courses to remedy the deficiency.

Requirements: Requirements for the Ph.D. in business administration with concentration in information systems include core courses and elective courses in information systems, research tools, and supporting fields. These 43 credit hours of courses are taken prior to advancing to candidacy and are broken down as follows: research tools (9 hours); ISYS core courses (21 hours); and supporting field courses (13 hours). Also, there is a requirement that students satisfactorily complete a one-hour Graduate Colloquium during the fall and spring semesters of each year when students are in residence on campus in pursuit of the degree. Following completion of the coursework, students must pass a comprehensive examination. The program also requires completion of 1st and 2nd year summer research projects, defense of a dissertation proposal, and successful defense of the dissertation (18 credit hours). Students are also prepared for a career in research through research assistantships, collaborative research projects with faculty members, colloquia, and classroom teaching and support.

Course Requirements

Research Tools
ISYS 5203 Experimental Design 3
ISYS 5623 Multivariate Analysis 3
ISYS 5723 Advanced Multivariate Analysis 3

Information Systems Core Courses
Select seven of the following: 21
ISYS 6133 Survey of IS Research
ISYS 6233 IS Research Projects
ISYS 6333 Individual-level Research in IS
ISYS 6433 Team-level Research in IS
ISYS 6533 Macro- and Meso-level IS Research
ISYS 6633 Systems Development
ISYS 6733 Emerging Topics
ISYS 6833 Theory Development
ISYS 601V Graduate Colloquium

Supporting Fields
In addition to the WCOB 6111 Teaching Seminar and MGMT 6213 13 Research Methods Seminar, courses to meet this requirement will be determined in consultation with the ISYS Ph.D. program committee (courses must be at the Ph.D. level). The ISYS Ph.D. program committee. These courses are normally taken outside the ISYS Department and are in the student’s area(s) of interest.
WCOB 6111 Seminar in Business Administration Teaching I 1
MGMT 6213 Seminar in Research Methods 3

Comprehensive Examination
Written exam, research tools and IS (at the end of all coursework)
Oral exam

Summer Research Requirements
1st summer paper
2nd summer ( to include a round of feedback and revision)

Dissertation Requirements
Successful defense of Dissertation proposal 1
Successful defense of Dissertation 1

Other Ph.D. Courses Taken
Students may take up to 9 hours of other Ph.D. courses, as necessary.

Masters Level Courses
Students typically without an information systems background will be required to take some Masters courses prior to taking their comprehensive examinations. These courses do not count toward the Ph.D. degree and are taken to remedy deficiencies. The ISYS Ph.D. program committee will determine whether a student needs to take one or more of these courses. The specific courses are:
ISYS 5423 Seminar in Systems Development
ISYS 5503 Decision Support and Analytics
ISYS 5833 Data Management Systems

1 Minimum committee size: 4

Residence Requirement
There is a strong preference for students to be in residence — i.e., be full-time students with assistantship duties — during the entire program. Residence requirements are intended to ensure that every student has ample opportunity for the intellectual development that can result from a sustained period of intensive study and close association with scholars in the intellectual environment of the university. The requirement recognizes that growth as an independent scholar is not merely a matter of class attendance, but rather involves a broader development of the intellect that comes through intensive study, independent research, sustained association with faculty members and other colleagues who share common scholarly and professional interests, attendance at seminars and colloquia, intensive reading and familiarization with library resources, consultation with specialists in other disciplines and resource centers, and the opportunity for broadened exposure to current intellectual issues as they are revealed in various campus offerings.
After filing a Declaration of Intent to pursue the doctoral degree, a student must fulfill a residence requirement as outlined in the Graduate Catalog (http://catalog.uark.edu/graduatecatalog/objectivesandregulations/#degreestext) section on doctors of philosophy and education degrees.

Requirements for Ph.D. with Concentration in Management
Ph.D. in Business Administration – Management Concentration

Management Content Core Requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>MGMT 6113</td>
<td>Seminar in Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 6123</td>
<td>Seminar in Organization Theory</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 6133</td>
<td>Seminar in Strategy Research</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 6233</td>
<td>Seminar in Human Resource Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Supporting Fields

Courses for the supporting fields requirement are selected in consultation with the student’s Ph.D. Advisory Committee. All courses taken for the Supporting Fields must be at the graduate level and/or taken for graduate credit. Statistics and methods classes cannot be used to fulfill the Supporting Fields requirement. A minimum of 6 hours and a maximum of 9 hours are to be taken in Management. These hours may include MGMT 6223, Special Topics in Management, and Special Problems.

Research Tools

Courses used to meet the Research Tools requirement will be selected in consultation with the student’s Ph.D. Advisory Committee and should support the student’s program of study. The courses should provide the student with a knowledge of advanced descriptive and inferential statistics, research design, and research methods.

Comprehensive Exam

Students will be required to take a comprehensive examination as a requirement of the PhD program in the Management Department. The exam will be administered over a three day period with the first day focusing on questions concerning the primary and secondary content areas, the second day being a day off to study a research article that will be covered on the research methods exam and the third day covering research methods. Successful completion of both parts of the comprehensive exam are required for admission to candidacy.

The exam will consist of three parts:

Content: Students will have questions from the two content areas they identified. There will be more questions on the primary area than the secondary area. Students will have some opportunity to choose among the questions. There will be some mandatory questions.

Methods: All students will have the same methods questions. One part of the methods exam will be an article that students review a priori and critique. Students will have some opportunity to choose among the questions. There will be some mandatory questions.

Specialty Area: Each student taking the comprehensive exam will select a specialty area of emphasis and a management department faculty willing to sponsor that area. This area is one that the student is expected to be an expert in, and ideally, linked to his or her future dissertation area.

The last part of the comprehensive exam will comprise questions that are based on the specialty area.

Requirements for Ph.D. with Concentration in Marketing

Program Requirements: Generally, the Ph.D. Program in Business Administration with a Marketing Concentration is comprised of 60 credit hours. Up to 6 credit hours of prior coursework may be applied to the requirements for the Marketing Concentration with the recommendation and consent of the student’s Ph.D. Program Advisory Committee.

Marketing Tools

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 6433</td>
<td>Seminar in Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>ISYS 6333</td>
<td>Individual-level Research in IS</td>
<td>3</td>
</tr>
<tr>
<td>12 hours of electives to be determined in consultation with the Ph.D. Program Advisory Committee.</td>
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</tbody>
</table>

Marketing Core

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>MKTG 6443</td>
<td>Seminar in Marketing Theory</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 6413</td>
<td>Special Topics in Marketing (must be consumer behavior content)</td>
<td>3</td>
</tr>
</tbody>
</table>

Supporting Fields

Courses for the supporting field requirement are made in consultation with the student’s Ph.D. Program Advisory Committee. All courses taken for the supporting fields must be at the graduate level and/or taken for graduate credit. A minimum of nine hours should be taken in graduate research seminars.

Dissertation

A dissertation will be written under the guidance of the marketing faculty. The dissertation committee consists of a minimum of 3 graduate faculty members. One graduate faculty member outside the Marketing Department may be chosen for this committee depending on the dissertation topic.

Total Hours 60

Graduate Certificate in Business

The Graduate Certificate in Business is designed to give non-business graduate students a foundation in the core aspects of business they will need to start successful commercial or non-commercial enterprises or assist in creating new products or service offerings in existing organizations. The certificate program is open to all non-business graduate students throughout the University of Arkansas, and students from all majors are encouraged to participate. Ideally, these students will be well-positioned to create knowledge-based, high-growth start-ups or assist existing companies in developing successful new product and services. Both of these goals will contribute to the economic development of the state of Arkansas.

Admission Requirements: The Graduate Certificate in Business is open to all non-business degree-seeking graduate students who are in good standing with the graduate school and admitted to the graduate school of business. Information on graduate school of business admission requirements can be found in the admissions portion of the graduate school of business section of the graduate catalog.

Requirements for the Graduate Certificate in Business: (15 hours)

To receive the Graduate Certificate in Business, students are required to take 9 hours of coursework in the Walton College of Business and 6 hours of electives related to business in either the Walton College or in another college at the University of Arkansas. Elective courses other than those
listed below may be approved by the Director of the Certificate program. Some elective courses have prerequisites that are not met by courses in the certificate program. Students are advised to check prerequisites prior to enrolling in a course.

To receive the graduate Certificate in Business, students are required to take 15 hours as follows:

**Required Course (no prerequisites)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
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<tbody>
<tr>
<td>MGMT 5213</td>
<td>Business Foundations for Entrepreneurs</td>
<td>3</td>
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</tbody>
</table>

**Choose one of the following classes (one course with prerequisites):**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 5223</td>
<td>Business Leadership and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5313</td>
<td>Strategic Management (prerequisite— instructor consent)</td>
<td></td>
</tr>
<tr>
<td>MGMT 5323</td>
<td>New Venture Development</td>
<td></td>
</tr>
<tr>
<td>MGMT 5363</td>
<td>Innovation &amp; Creativity</td>
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</tbody>
</table>

**Choose one of the following classes (no prerequisites):**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 5223</td>
<td>MBA Accounting Analysis</td>
<td>3</td>
</tr>
<tr>
<td>ECON 5243</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>FINN 5223</td>
<td>Financial Markets &amp; Valuation</td>
<td>3</td>
</tr>
<tr>
<td>ISYS 5213</td>
<td>ERP Fundamentals</td>
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<tr>
<td>MKTG 5103</td>
<td>Introduction to Marketing</td>
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<tr>
<td>SCMT 5633</td>
<td>Introduction to Supply Chain Management</td>
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</table>

**Electives**

Choose 6 hours from any of the following colleges or from Walton College courses already listed above. Some elective courses have prerequisites that are not met by courses in the certificate program. Students are advised to check prerequisites prior to enrolling in a course.

**Dale Bumpers College of Agricultural, Food and Life Sciences**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
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<tbody>
<tr>
<td>AGEC 5303</td>
<td>Agricultural Marketing Theory</td>
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<tr>
<td>AGEC 5143</td>
<td>Financial Management in Agriculture</td>
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<tr>
<td>AGEC 5413</td>
<td>Agribusiness Strategy</td>
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<tr>
<td>AMPD 5033</td>
<td>Issues and Trends in Textile Studies</td>
<td></td>
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<tr>
<td>AMPD 5043</td>
<td>Theories and Practices in Apparel Merchandising</td>
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**J. William Fulbright College of Arts and Sciences**

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<thead>
<tr>
<th>Course Code</th>
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<th>Hours</th>
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<tbody>
<tr>
<td>COMM 5403</td>
<td>Organizational Communication Theory</td>
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<tr>
<td>COMM 5423</td>
<td>Seminar in Mass Media Cognition</td>
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<tr>
<td>JOUR 5063</td>
<td>Issues in Advertising and Public Relations</td>
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**College of Education and Health Professions**

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<tr>
<th>Course Code</th>
<th>Course Name</th>
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<tbody>
<tr>
<td>RESM 5463</td>
<td>Sports Facilities Management</td>
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<tr>
<td>RESM 5843</td>
<td>Tourism</td>
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**College of Engineering**

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<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
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<tbody>
<tr>
<td>CHEG 5033</td>
<td>Technical Administration</td>
<td></td>
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<tr>
<td>INEG 4443</td>
<td>Project Management</td>
<td></td>
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<tr>
<td>INEG 5623</td>
<td>Analysis of Inventory Systems</td>
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**Graduate School**

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<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEPH 5383</td>
<td>Research Commercialization and Product Development</td>
<td></td>
</tr>
<tr>
<td>MEPH 5821</td>
<td>Ethics for Scientists and Engineers</td>
<td></td>
</tr>
<tr>
<td>MEPH 5832</td>
<td>Proposal Writing and Management</td>
<td></td>
</tr>
</tbody>
</table>

**Graduate Certificate in Entrepreneurship**

The Graduate Certificate in Entrepreneurship is designed to give graduate students a foundation in the core aspects of entrepreneurship they will need to start successful enterprises, to create and promote new products or service offerings in existing organizations, or to engage in social entrepreneurship. The Certificate program is open to all graduate students at the University of Arkansas, and graduate students from all majors are encouraged to participate. Students who complete the Graduate Certificate in Entrepreneurship will have explored the context, tools, and processes of entrepreneurial activity and will have learned how to apply them to commercial and non-commercial enterprises.

**Admission Requirements:** The Graduate Certificate in Entrepreneurship is open to all graduate students who are in good standing with the graduate school at their campus. Students must apply and be admitted to the Graduate School of Business. Information regarding Graduate School of Business admission requirements can be found earlier in this chapter.

**Requirements for the Graduate Certificate in Entrepreneurship:** (12 hours) To receive the Graduate Certificate in Entrepreneurship, students are required to take 9 hours of coursework in the Walton College of Business and 3 hours of electives related to entrepreneurship in either the Walton College or in another college at the University of Arkansas. Elective courses other than those listed below may be approved by the Director of the Certificate program. Some elective courses have prerequisites that are not met by courses in the certificate program. Students are advised to check prerequisites prior to enrolling in a course.

**Required Courses**

Choose one of the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 5213</td>
<td>Business Foundations for Entrepreneurs (for non-Business students only)</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5313</td>
<td>Strategic Management (required for Business students)</td>
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</tr>
<tr>
<td>MGMT 5323</td>
<td>New Venture Development</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5413</td>
<td>New Venture Development II</td>
<td>3</td>
</tr>
</tbody>
</table>

**Elective Course**

Select one of the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>AGEC 5143</td>
<td>Financial Management in Agriculture</td>
<td></td>
</tr>
<tr>
<td>AGEC 5413</td>
<td>Agribusiness Strategy</td>
<td></td>
</tr>
<tr>
<td>HDFS 5463</td>
<td>Administration and Leadership in the Helping Professions</td>
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</tr>
<tr>
<td>ARTS 596V</td>
<td>Fine Arts Gallery Internship</td>
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</tr>
<tr>
<td>GDES 594V</td>
<td>Graphic Design Internship</td>
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</tr>
<tr>
<td>COMM 5403</td>
<td>Organizational Communication Theory</td>
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<tr>
<td>COMM 5423</td>
<td>Seminar in Mass Media Cognition</td>
<td></td>
</tr>
<tr>
<td>JOUR 5063</td>
<td>Issues in Advertising and Public Relations</td>
<td></td>
</tr>
<tr>
<td>JOUR 5323</td>
<td>Documentary Production I</td>
<td></td>
</tr>
<tr>
<td>FINN 636V</td>
<td>Special Problems in Finance</td>
<td></td>
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<tr>
<td>MBAD 535V</td>
<td>MBA Internship</td>
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<tr>
<td>MGMT 5993</td>
<td>Entrepreneurship Practicum</td>
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<tr>
<td>MGMT 5363</td>
<td>Innovation &amp; Creativity</td>
<td></td>
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<tr>
<td>MKTG 5433</td>
<td>Consumer and Market Research</td>
<td></td>
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</tbody>
</table>
Master of Business Administration Courses

MBAD 5241. Ethical Decision Making. 1 Hour.
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 business in society. (Typically offered: Fall)

MBAD 535V. MBA Internship. 1-3 Hour.
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. MBA Director approval required. (Typically offered: Summer) May be repeated for up to 3 hours of degree credit.

MBAD 536V. Study Abroad-Special Problems. 1-3 Hour.
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. (Typically offered: Summer) May be repeated for up to 3 hours of degree credit.

MBAD 5433. Capstone Project. 3 Hours.
A large-scale project integrating various business topics. Prerequisite: MGMT 5313. (Typically offered: Summer)

MBAD 5511. Professional Development -- Special Topics In Business. 1 Hour.
A concentrated emphasis on one business topic. Corequisite: MBAD 5212, MBAD 5122 and MBAD 5232. (Typically offered: Fall and Spring) May be repeated for up to 5 hours of degree credit.

MBAD 5773. China Business Law, Regulations, and Ethics. 3 Hours.
Business law in China that is relevant to managers; Chinese regulations particularly relevant to consumer products and retail; business ethics in China. (Typically offered: Irregular)

MBAD 591V. Capstone Project Definition. 1-3 Hour.
Identification of business processes for capstone project, including: estimation of the size of the opportunity, identification of key decisions, and proposal write up. (Typically offered: Irregular)

MBAD 592V. Capstone Project Plan. 1-3 Hour.
Second estimation of the size of the project benefit, identification of how the current process operates, assumptions identified, literature investigated, performance metrics, and Gantt chart for project. (Typically offered: Irregular)

MBAD 593V. Capstone Project Management. 1-3 Hour.
Management of the project, including frequent updates, milestone accomplishment, strategies to overcome challenges, and creation of an implementation plan. (Typically offered: Irregular)

MBAD 594V. Capstone Project Final Deliverables. 1-3 Hour.
Write up of entire capstone project, presentation of project, estimates of value, implementation plan, performance metrics, and change management plan. (Typically offered: Irregular)

Walton College of Business Courses

WCOB 5023. Sustainability in Business. 3 Hours.
The course focuses on theoretical and practical bases for pursuing sustainability in business and society. (Typically offered: Fall and Spring)

WCOB 510V. Special Topics in Business. 1-3 Hour.
Special business topics of an interdisciplinary nature. (Typically offered: Irregular) May be repeated for up to 6 hours of degree credit.

WCOB 5843. Cross-Sector Collaboration for Sustainability. 3 Hours.
This course explores how organizations in the three sectors of society work together in value creation by addressing social and environmental problems. Focusing on business and nonprofit organizations, we investigate the forces that bring about and influence these collaborations from practical and theoretical perspectives, and managerial responses to collaboration challenges. Prerequisite: Graduate Status. (Typically offered: Irregular)

WCOB 6111. Seminar in Business Administration Teaching I. 1 Hour.
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. (Typically offered: Fall)