



ALFRED LERNER COLLEGE OF BUSINESS AND ECONOMICS

GRADUATE PROGRAMS

- **Business Administration (MBA)**
- **Accounting (MS)**
- **Information Systems and Technology Management (MS)**
- **Organizational Effectiveness, Development and Change (MS)**
- **Economics (MA, MS, PhD)**
- **Finance (MS)**
- **Hotel, Restaurant and Institutional Management (MS)**
- **Dual Degrees:**
 - MBA/MA in Economics**
 - MBA/MS in Information Systems and Technology Management**
 - MBA/MS in Organizational Effectiveness, Development and Change**

The mission of the Alfred Lerner College of Business and Economics is to foster scholarship and to offer distinctive, innovative educational opportunities related to the successful management and leadership of organizations operating in an environment of scarce resources, rapid change, global competition, and advances in technology.

The Alfred Lerner College of Business and Economics offers graduate degrees in these disciplines: Accounting, Management Information Systems, Business Administration (MBA), Organizational Effectiveness, Finance, Economics, and Hospitality Information Management. The following dual master's degree programs are offered: MBA/MA: Economics; MBA/MS: Information Systems and Technology Management; MBA/MS: Organizational Effectiveness, Development and Change. MBA/MAS: Civil Engineering, MBA/Master of Civil Engineering; MBA/Master of Chemical Engineering; MBA/Master of Engineering: Mechanical; MBA/Master of Materials Science & Engineering; MBA/MS: Mechanical Engineering; MBA/MS: Electrical and Computer Engineering. PhD Biological Sciences/MBA students must be actively and successfully pursuing the PhD Biological Sciences before applying to the MBA. The MBA/MIB is offered in conjunction with Groupe ESC Grenoble, France. Students may earn either a Masters in International Business (MIB) or a Masters in Management (MM) in Grenoble and combine that with a University of Delaware MBA. An Executive MBA is offered at the University's Pennsylvania Avenue campus in Wilmington for experienced professionals. The Lerner College also offers a PhD in Economics.

The MBA program provides a highly select group of students with a relevant, advanced business management education. Coursework integrates the functional areas of business, while preparing graduates for positions of greater responsibility in corporations, small businesses, consulting firms, government, or non-profit organizations. All students are exposed to EDGE - Experiential Learning Data-based Approach based on facts and academic research, global perspective, and issues of ethical leadership. Students have the option of choosing areas of concentration. Small class sizes and

intense interaction among students of diverse backgrounds and experience are hallmarks of the program. The Executive MBA program provides an intensive and accelerated format for individuals with a record of successful professional experience.

The objective of the MS in Accounting program is to extend the education of qualified students into advanced study in each of the major areas of the field of accounting (financial, managerial, information systems, auditing, and taxation), as well as in the supporting fields of finance and quantitative methods. In taking students beyond the level of study offered by an undergraduate program in accounting, the MS provides additional preparation for careers in public accounting, industry, and government and establishes a foundation for further study at the PhD level in preparation for an academic career.

The objective of the MS in Information Systems & Technology Management (IS&TM) is to produce students who possess the combination of management and technical skills needed to bring about the effective deployment and administration of information technology to achieve business success in today's highly competitive global environment. The Lerner College also offers a dual degree MBA/MS in IS&TM.

The objective of the MS in Organizational Effectiveness, Development and Change (OEDC) is to develop the necessary skills for our graduates to be effective agents of change in business and corporate organizations. The student will learn the theory, methods, techniques and skills to influence change and develop businesses to maximize effectiveness. The program is grounded in theory and empirical evidence, focused on critical and analytical thinking and methods of planning and implementing strategies in today's complex, dynamic and global business environment. The Lerner College also offers a dual degree MBA/MS in OEDC combining the specific focus of the MS in OEDC with the MBA degree. This allows students to prepare themselves to better understand the breadth of business disciplines with the focus in organizational development and change.

The purpose of the Master of Science (MS) in Finance program is to provide students with the theoretical knowledge and practical

skills to be innovative, well-informed, and experienced finance professionals. The curriculum is based on the financial theory and empirical methods employed by professionals practicing corporate finance, financial security valuation, financial modeling, portfolio management, financial services management, financial risk management, and corporate governance. In addition, students are expected to leverage the educational opportunities afforded by the Exelon Trading Center and the Weinberg Center for Corporate Governance. As a result, students will obtain training and experience valued by corporations, financial service firms, consulting firms, and government agencies. Additionally, if desired, students may tailor their program to enhance progress through a subsequent doctoral degree program.

The MS in Economics is focused on the growing application of analytical techniques and economic research in government and private industry. It is primarily oriented toward students pursuing a career in applied economics as well as providing an excellent foundation for further work in a PhD program. An MA option in economics is also available. The PhD in Economics builds upon the MS degree. This program develops quantitative skills required to conduct applied economic research. This program prepares graduates for careers in the public and private sectors as well as academics.

The objective of the MS in Hospitality Information Management is to develop students for successful careers as corporate hospitality information managers, consultants, and hospitality systems implementation professionals, and to offer high-quality, professional-level instruction for current hospitality managers seeking to further their education by applying technology solutions in operational settings. It is also designed to provide students interested in future doctoral work in hospitality and tourism management a sound foundation toward that goal.

The Lerner College also participates in the Operations Research Program. A description of that program can be found under Agriculture and Natural Resources. For more information, please visit the Lerner College website at:

<http://www.lerner.udel.edu>.

BUSINESS ADMINISTRATION (MBA)

Telephone: (302) 831-2221
 E-mail: mbaprogram@udel.edu
<http://www.lerner.udel.edu/mba>

PROGRAM OVERVIEW

The Master of Business Administration (MBA) program is accredited by the AACSB International - The Association to Advance Collegiate Schools of Business. Students may pursue either a full-time or part-time course of study in the MBA program. In some cases, MBA students with an undergraduate degree in business administration may waive some of the core classes, and thereby complete the program with less than the 48 credits required of students with no prior academic background in business administration. The Executive MBA (EMBA) is a lock-step program and EMBA students are not eligible to utilize course waivers.

REQUIREMENTS FOR ADMISSION

Admission to the MBA program is highly selective and is based upon a combination of professional work experience, prior academic grades, Graduate Management Admissions Test (GMAT) scores, letters of recommendation, and an interview. Please refer to the "Graduate Admissions" chapter in this catalog. Applicants are required to provide a copy of their recent resume along with a completed application. Two letters of recommendation should be sent to the Office of Graduate Studies. For the Executive MBA program, one of these letters must be from the applicant's direct

manager. The GMAT is not required for the Executive MBA, however Executive MBA applicants must have a minimum of 5 years of professional work experience.

Students in the MBA program are admitted for initial enrollment in either the fall (August), spring (February), or summer (June) semesters. Admissions decisions are made on a rolling basis throughout the year. To expedite consideration for admission, applications should be submitted by February 1 for full-time applicants seeking financial aid, May 1 for applicants seeking fall admission (including Executive MBA applicants), and November 1 for applicants seeking spring admission. Admission decisions may be made after these dates if space is still available; however, students are strongly encouraged to apply early. An admission deposit is required upon notification of admission (\$300 MBA, \$500 Executive MBA).

Candidates for admission need not have majored in any specific undergraduate field; however, students entering the MBA program are assumed to possess basic skills in written and oral communication, mathematics (normally one year at the college level) and computer usage (word processing, spreadsheets, e-mail, internet, and research based on electronic scholarly resources). Students deficient in any of these areas are encouraged to enroll in appropriate credit and non-credit courses.

REQUIREMENTS FOR THE DEGREE

Candidates for the MBA degree must complete 48 credit hours, divided into core courses (18 hours), other required courses (12 hours), and elective courses (18 hours). The EMBA Committee specifies specialized courses beyond the core and required curriculum. The MBA committee specifies specialized courses beyond the core and required curriculum for the on-site MBA programs.

Full-time MBA students can normally complete the program in 21 months. Part-time students normally take from three to four years to earn their degrees. Students may accelerate their program by taking courses in the winter and summer. The accelerated full-time program may be completed in as few as 16 months and the part-time program may be completed in less than 30 months. Executive MBA students earn their degrees in 19 months.

Core Courses (18 hours):

ECON 503: Economic Analysis for Business Policy
 ACCT 800: Financial Reporting and Analysis
 BUAD 831: Operations Management and Management Science
 FINC 850: Financial Management
 BUAD 870: Managing Human Capital
 BUAD 880: Marketing Management

Students in the MBA programs (part-time and full-time) may waive up to 12 of the 18 above core credit hours if they have completed two applicable courses in that subject area at the undergraduate level at an AACSB-accredited institution, during the last five years, with grades of B or better in each course and one of those two undergraduate courses is at the intermediate level. The students entering the MBA program with a BSBA or equivalent degree from an AACSB-accredited school may substitute additional elective coursework for the remaining 6 required hours. Thus, the students on this faster track will need to take a minimum of 36 credit hours instead of 48 hours. Course waivers are not allowed in the EMBA program.

Other Required Courses (12 hours):

ACCT 801: Management Control Systems and Information Technology
 BUAD 820: Data Analysis and Quality Control
 BUAD840: Current and Critical Issues in Ethics, the Domestic & Global Business Environment
 BUAD 890: Corporate Strategy

Elective Courses (18 hours):

Eighteen hours of additional graduate level coursework must be chosen in Business Administration, Finance, Economics, Accounting, Museum Studies, or other areas appropriate to the student's concentration, specialization, and/or academic or professional interests. At least one of these electives must have an international focus.

Concentrations and Specializations

Although not required, it is possible for students to obtain one or more of the following concentrations by choosing 12 hours of elective course work in a highly

structured course of study: Finance, Information Technology, International Business, Marketing, Entrepreneurship, Museum Leadership, and Management. Please see the MBA programs web page at www.lerner.udel.edu/MBA for more details.

As an alternative to a highly structured concentration, a student has the option to build a course of study in consultation with their faculty advisor for a specialization by choosing 12 hours of electives coursework in line with their professional interest under the option of Self-Directed Specialization. The Self-Directed Specialization option allows MBA students more flexibility in designing a specialization with a variety of MBA program electives or in conjunction with other degree programs in the University. Examples of self-directed specialization include Operations Management, Accounting, Chemical Engineering, Sport Management, and Public Policy.

The remaining six hours of electives ought to be outside the area of concentration or specialization.

Students interested in a general-interest MBA need not pursue a concentration or specialization and may select electives from a wide variety of academic interests.

Dual Degrees:

There are many dual degrees options with the MBA, including MBA/MA: Economics, MBA/MS: Information Systems & Technology Management, MBA/MS: Organizational Effectiveness Development & Change, MBA/MS: Mechanical Engineering, MBA/MS: Electrical and Computer Engineering, MBA/MAS: Civil Engineering, MBA/Master of Civil Engineering, MBA/Master of Chemical Engineering, MBA/ME: Mechanical, MBA/Master of Materials Science & Engineering, PhD Biological Sciences/MBA, and an MBA/Master of International Business. Dual degrees generally require at least 60 graduate credits and follow a very structured curriculum. Students interested in pursuing a dual degree should contact the MBA Program Manager to discuss the specific courses required to complete the degrees.

Electronic Communications Requirement:

All MBA students are provided with electronic addresses and e-mailboxes and are expected to utilize e-mail, the Internet, and electronic scholarly resources on a regular basis. The MBA program provides basic instruction in electronic communications for new students. Other instruction is available in short, non-credit classes that are offered by the University's Information Technologies staff, and the business reference librarian at Morris Library. Students wishing to use their private e-mail MUST forward their University e-mail accounts to this address. Electronic mail is the primary method of administrative information dissemination and students are responsible for monitoring their University e-mail account.

ACCOUNTING AND MANAGEMENT INFORMATION SYSTEMS

<http://www.lerner.udel.edu/accounting>

Faculty Listing: <http://www.lerner.udel.edu/accounting/faculty.html>

MS IN ACCOUNTING AND MS IN INFORMATION SYSTEMS & TECHNOLOGY MANAGEMENT

PROGRAM OVERVIEW

The Department of Accounting and Management Information Systems offers programs leading to the Master of Science degree with a major in Accounting and a Master of Science degree with a major in Information Systems & Technology Management (IS&TM). The objective of the MS in Accounting is to extend the education of qualified students into advanced study in each of the major areas of the field of accounting and information systems, as well as in the supporting fields of finance and quantitative methods. In taking the student beyond the level of study offered by an undergraduate program in accounting, the MS provides additional preparation for careers in public accounting, industry, and government, and establishes a foundation for further study at the PhD level in preparation for an academic career. The objective of the MS in IS&TM is to produce students who possess the combination of management and technical skills needed to bring about the effective deployment and administration of information technology to achieve business success in today's highly competitive global environment. Because of the combination, the MS in IS&TM is primarily designed for two types of students: those with a background in business who want to move into a more technology-oriented role in their organization, and those with a background in a technical field who

want to move into an IT/management role in their organization. Examples of the type of students with technical background we attract include engineers, scientists, and those involved in biotechnology.

Students in the MS in Accounting may pursue either a full-time or a part-time course of study. Full-time students with an undergraduate accounting major from an accredited AACSB college should be able to complete the program within one calendar year. The MS in IS&TM is a part-time course of study, and students are expected to complete this degree program within two calendar years.

REQUIREMENTS FOR ADMISSION

Applicants must supply all information stated in the "Admission Information" chapter of this catalog.

Admission to both of these graduate programs is selective and competitive based on the number of well-qualified applicants and the limits of available faculty and facilities. Those who meet stated minimum academic requirements are not guaranteed admission, nor are those who fail to meet those requirements necessarily precluded from admission if they offer other appropriate strengths.

Candidates for admission are invited to correspond with the Director of the MS program. Detailed brochures on these MS programs are available. As part of the admissions process for the MS in IS&TM, each student will meet with a faculty advisor who will evaluate the student's background in both business and programming (including prior coursework and experience). Foundation course requirements will be based on this evaluation.

REQUIREMENTS FOR THE DEGREE

The **MS in Accounting** requires 30 hours of graduate credit which includes twelve credits of required accounting and twelve credits of required systems courses plus three credits of finance and three credits of statistics.

The MS program has as prerequisites the equivalent of four accounting courses required for an undergraduate accounting major as well as completion of courses meeting Association to Advance Collegiate Schools of Business (AACSB) common body of knowledge requirements. Thus, the MS is designed as a one-year, 30-hour graduate program beyond these prerequisites. Students admitted to the program without these prerequisites may complete this work while in the MS program. Normally, those holding an undergraduate business degree from an accredited AACSB college will have met the common body of knowledge requirements outside the area of accounting.

Graduate-level courses taken to fulfill the AACSB common body of knowledge will not count towards fulfilling the 30-hour requirement for the MS in Accounting.

The **MS in IS&TM** is a unique interdisciplinary program developed jointly by the Alfred Lerner College of Business and Economics and the Department of Electrical and Computer Engineering. Depending on the strength of their academic backgrounds, students must complete 36 to 42 credit hours to earn the MS degree. Students will acquire a solid understanding of both IT and the management processes needed to effectively manage in the corporate environment. Upon entering the program, each student will meet with a faculty advisor who will assess the strength of the student's IT experience.

The MS in IS&TM program can be thought of as a series of five building blocks. The foundation block provides the fundamentals of business and programming. The next building block covers the core concepts of IT. The third (advanced) block builds on prior coursework, and the fourth block (electives) allows students to tailor the program to an area of interest or to gain practical experience in IT. Finally, the capstone block of courses draws from all preceding classes to complete the students' experience.

BUSINESS ADMINISTRATION

<http://www.lerner.udel.edu/business/>

Faculty Listing: <http://www.lerner.udel.edu/business/BUADf&s.html>

MS IN ORGANIZATIONAL EFFECTIVENESS, DEVELOPMENT AND CHANGE
PROGRAM OVERVIEW

The Department of Business Administration offers a program leading to the Master of Science degree in Organizational Effectiveness, Development and Change (OEDC). Students in the MS in OEDC develop the necessary skills to be effective agents of change in business and corporate organizations. The student will learn the theory, methods, techniques and skills to influence change and develop businesses to maximize effectiveness. The program is grounded in theory and empirical evidence, focused on critical and analytical thinking and methods of planning and implementing strategies in today's complex, dynamic and global business environment.

The majority of students are expected to be mid-career professionals in business and corporate functions. Most students are expected to have had some supervisory experience and be preparing for positions in increasingly responsible middle to upper management and leadership. Additionally, some students may be preparing for Doctoral level studies in business, management, or organizational behavior/development, or preparing for careers as internal or external organizational consultants. Students preparing for doctoral work should take a research focus with thesis option.

Middle and upper management focuses on planning and implementing policies and programs to accomplish strategic goals within the firm. As such our program focuses on translating strategic goals into operational plans and working with and through people to get those plans adopted and implemented. Personal development focuses on formation of the self as change agent. The change process depends on working with and through others, thus there is a heavy emphasis on leadership, influence, interpersonal, team and inter-group collaboration skills.

REQUIREMENTS FOR ADMISSION

Qualified applicants for MS admission must:

- Hold the equivalent of a 4-year U.S. Bachelor's Degree from an accredited college or university.
- Submit a Graduate Admission Application and one official transcript of all previous academic work.
- Submit official Graduate Records Examination (GRE) or the Graduate Management Admissions Test (GMAT).
- Submit Application Essays and Resume.
- Submit two letters of recommendation from faculty and/or employers.

Pre-admission interviews may be scheduled for qualified applicants on a case-by-case basis.

Students whose native language is not English also must submit the results of the Test of English as a Foreign Language (TOEFL). This requirement may be waived if the student has earned a degree from an accredited educational institution in which English is the primary instructional language. Foreign applicants should also see the international student document requirements at the Office of Graduate Studies Web

<http://www.udel.edu/gradoffice/applicants/foreignappl.html>.

Admission decisions are based upon a number of factors, including:

- Undergraduate grade point index
- GMAT or GRE scores
- Previous graduate study
- Work experience
- 2 Letters of recommendation
- Application essays:
 - What are your vocational objectives and how will your proposed plan of graduate study relate to them?
 - Describe a particularly challenging experience, and how you handled that experience.
 - Are there any special circumstances related to your academic record that you think we should consider?
- Interview

Students may apply and be admitted on a part- or a full-time basis.

Candidates for admission need not have majored in any specific undergraduate field; however, students are assumed to possess basic skills in written and oral communication, mathematics (normally one year of at least pre-calculus at the college level), and computer usage. Students deficient in any of these areas may be advised to enroll in appropriate courses to improve their skills.

Admission to the graduate program is competitive. Those who meet stated requirements are not guaranteed admission, nor are those who fail to meet all of those requirements necessarily precluded from admission if they offer other appropriate strengths.

Applications from those who wish to be considered for financial aid must be submitted by February 1. Early application submission is strongly encouraged although MS program admissions occur on a rolling basis. However, for optimal consideration, part-time students should submit applications by May 1 for Fall Semester admission, and by November 1 for Spring Semester admission.

Note: Applications can be submitted before taking the GRE or GMAT. Indicate on your application the scheduled date of your GRE or GMAT exam. However, late exam submission will delay application processing and the admission decision.

Every Applicant who has accepted admission must submit a \$300 non-refundable deposit by the deadline stated in the acceptance letter to secure a place in the MS in OEDC Program. The tuition rate per credit for courses in the MS in OEDC program is equivalent to the on-campus Professional MBA program.

REQUIREMENTS FOR THE DEGREE

The MS program is a 36 credit program with 24 credits of required coursework, 6-credits of required Thesis or Professional Project, and 6 credits of electives. The curriculum is scheduled to accommodate the working professional with most courses in the evenings and 1 credit skills modules offered in condensed time periods. Electives provide options among several courses taught either within the college or across campus and may include specialized modules delivered by practitioners on an adjunct basis. Students have the option of completing a traditional research thesis or a professional project. Students using the program for professional development should conduct the professional project. Students who may be using our program as a stepping stone toward PhD admissions should take statistics or research methods courses for their electives and should complete the research thesis. Students must elect the thesis or professional project option prior to selecting their electives and should do so in consultation with the Program Advisor. Students must follow the prerequisites listed in the university catalogue in planning the order in which to take courses. BUAD870 is a prerequisite for many of the courses in the program, so it must be taken early in the program.

Program Requirements:

BUAD 800	Strategic Thinking for the Executive Leader	3
BUAD 820	Data Analysis and Quality Management	3
BUAD 840	Ethical Issues in Domestic and Global Environments	3
BUAD 870	Understanding People in Organizations	3
BUAD 872	Organizational Development and Change	3
BUAD 875	Strategic Human Resources	3
BUAD 877	Skills for Change Agents	3
BUAD 878	Leadership in International Business Cultures	3

Total Required Course Credits 24

Electives (see below) 6

BUAD 868	Professional Project	
or		
BUAD 869	Thesis	6

TOTAL PROGRAM CREDITS. 36

Six credits of elective course selection should be made under consultation with the Program Advisor. Students planning to go on for a PhD degree should elect additional research methods or statistics courses. Students in a human resource/management development role may want to elect courses on curriculum design and evaluation in the School of Education. Students interested in increasing their general business acumen may elect accounting, finance or economics courses. The Program Advisor will review the student's academic background and career objectives in considering any variance to the program on an individual case basis.

PROFESSIONAL PROJECT OR THESIS OPTIONS

Students should choose the professional project or thesis option by the time they complete 15 credits in the program. Because the thesis option should be combined with research methods and/or statistics electives, it is unlikely that students would switch to the thesis option late in the program. Students may switch from the thesis to professional project option, however credits taken in the thesis cannot count toward the professional project and professional project credits cannot count toward the thesis. Students will declare their option with the program advisor and should discuss any changes in advance with the program advisor.

Professional Project Option. The professional project is intended to demonstrate proficiency in implementing organizational change through design, conduct and evaluation of an organizational change project in an organizational setting. Students electing the professional project option must identify their own site in which to conduct the professional project. Faculty will work with the student to identify and specify the professional project, but it is ultimately the student's responsibility to identify the site for the professional project. The student must identify a faculty member who will supervise the project. A second reader will be selected in collaboration with the project supervisor. The second reader may be another faculty member or may be a professional with master's preparation and significant relevant experience in the field. The culmination of the project will be a written and oral presentation to be scheduled in coordination with the professional project supervisor and will be open to other faculty and students in the program. The grade for the Professional Project is assigned in the semester the project is completed.

Thesis Option. Students who elect to write a research thesis must identify a faculty member who is willing to supervise the thesis. A second reader will be selected in collaboration with the thesis supervisor. The research thesis will be a scientific study of a topic related to the degree. The grade will be assigned in the semester in which the thesis is completed. The thesis must be presented in a departmental research colloquium and a version of the thesis appropriate for publication in an appropriate research journal must be prepared. The dates for completion of the thesis follow the University of Delaware guidelines for graduation.

COMPREHENSIVE EXAMINATION

Purpose: To assess the students' mastery and integration of key concepts across the curriculum.

Composition: Students will sit for and write responses to several questions prepared by faculty teaching in the program. Questions are designed to assess skills in each competency area identified by the program faculty. Students will be provided a reading list and study guide during the semester preceding the exam.

Timing: The exam will be administered twice annually (at the beginning of the spring and fall semesters). Students should plan to sit for the exam upon completing the required courses for the program. Students must sit for and pass the comprehensive exam prior to defending their Thesis or Professional Project.

Grading: The exam will be graded by the faculty providing the questions. The exam is graded pass/fail. The Program Director will combine the feedback, submit the result to the Graduate Office, and provided feedback to the student on any areas they need to improve. Students must pass each competency area to pass the exam. Students failing the exam will have one chance to retake the exam. Students failing both settings will be recommended for dismissal from the program for failure to advance.

PROGRAM ADMINISTRATION

Up to nine semester hours of graduate credit earned prior to matriculation into the MS program or at another institution and not previously counted toward another degree may be accepted toward the University of Delaware MS degree. The course(s) must have been completed:

- with grades of B or better
- within five years of the effective date of the requested transfer

Normally, those credits will become eligible for transfer only after the candidate has completed at least nine credit hours as a matriculated MS Program student at the University of Delaware. To begin the process, the student must submit to the Program Advisor a written request for credit evaluation with course descriptions and/or syllabi of courses to be considered for transfer. Courses transferred from other universities count for credits but do not affect the program grade point average.

A graduate student must maintain a minimum 3.0 grade point index to remain a student in good standing and earn a 3.0 average in all required courses to be eligible for the MS degree. No grade below a C- may be counted toward the course requirements for the degree.

All examinations, thesis and professional project reports and oral presentations are in English. Proficiency in both written and oral English is required for progress and completion of the MS program.

Normally part-time students will complete 6 credits per semester and can complete the program in just over 2 years. Full time students generally take a minimum of 12 credits per semester. Students must complete their degree within the five year time limit established by the University. The Office of Graduate Studies provides guidelines governing possible extensions in cases of special or extenuating circumstances.

Students must maintain continuous enrollment in every regular semester (fall and spring) throughout their program. This can be accomplished by registering for thesis or professional project credit during the time the thesis or project is underway, or by registering for sustaining status. See the university policy on sustaining status at <http://www.udel.edu/gradoffice/current/policysustaining.html>.

MBA/MS IN ORGANIZATIONAL EFFECTIVENESS, DEVELOPMENT AND CHANGE DUAL DEGREE PROGRAM

PROGRAM OVERVIEW

The Department of Business Administration in cooperation with the MBA program offers a MBA/MS in Organizational Effectiveness, Development & Change (OEDC) dual degree option. The dual degree option allows the student to earn both the MBA degree and the MS in OEDC with a total of 60 credits including 54 credits of course work and 6 credits of Professional Project or Thesis. The MBA/MS in OEDC combines the required courses in the MBA program with the required and elective courses in the MS in OEDC plus the professional project or thesis. This program is jointly administered by the Alfred Lerner College of Business and Economics Graduate and Executive Programs office and the Department of Business Administration.

REQUIREMENTS FOR ADMISSION

Students desiring to pursue the dual MBA/MS in OEDC must apply directly to the degree program and must meet the admissions requirements of both the MBA and MS in OEDC programs (See the University catalog for those requirements). The admissions directors for each program will evaluate the application separately and will apply the same criteria as specified in their respective programs. The prospective student is encouraged to see the admissions policies for both programs in the graduate catalog. Whereas the MS in OEDC program accepts both the GMAT and GRE exams, scores for the GMAT will be accepted by both programs.

The MBA/MS in OEDC is a dual degree program. As such, both programs must be completed and the dual degree is conferred simultaneously. Students admitted to the MBA/MS joint degree program who later decide they only want to complete one of the degrees must apply separately to the desired program for admission as a candidate in that program. Students who complete the single degree (MBA or MS in OEDC) may not at a later date be admitted to the dual degree program. In such case the student would be required to complete all requirements for the second degree. A student who is initially admitted to either degree and who decides to pursue the dual degree must apply for change of degree to the MBA/MS dual degree prior to receiving the first degree and must complete the requirements for the dual degree prior to any degree being granted.

REQUIREMENTS FOR THE DUAL DEGREE

The MBA/MS in OEDC program combines the required courses for the MBA program with the additional required courses of the MS in OEDC program. The MBA core and required courses make up 30 credits of the program. An additional 21 credits of courses from the MS in OEDC, including 6 credits of thesis or professional project are required. The total 60 credit program is completed with the addition of 9 elective credits (see table below).

Program Requirements:

MBA Core & Required Courses**

ECON 503	Economic Analysis for Business Policy	3
ACCT 800	Financial Reporting and Analysis	3
FINC 850	Financial Management	3
ACCT 801	Management Control Systems	3
BUAD 820	Data Analysis and Quality Management*	3
BUAD 831	Operations Mgmt and Management Science	3
BUAD 840	Ethical Issues in Domestic & Global Business*	3
BUAD 870	Understanding People in Organizations*	3
BUAD 880	Marketing Management	3
BUAD 890	Corporate Strategy	3

MS Required Courses**

BUAD 800	Strategic Thinking for the Executive Leader	3
BUAD 872	Organizational Development & Change	3
BUAD 875	Strategic Human Resources	3

BUAD 877	Skills for Change Agents	3
BUAD 878	Leadership in International Business Cultures	3
BUAD 869 or BUAD 868	Thesis or Professional Project	6

Total Required Course Credits 51

Electives 9

Electives may be taken from either the MBA program or from recommended electives in the MS in OEDC program. Students choosing the Thesis option should take additional statistics or research methods courses to support the Thesis research.

TOTAL DUAL DEGREE CREDITS 60

* Serves both MBA and MS program required courses.

** Required courses cannot count toward a concentration or specialization in the MBA program.

MBA/MS in OEDC students must complete a Professional Project or Thesis and complete the comprehensive examination under the same rules as apply to the MS in OEDC students. Students are encouraged to review the MS in OEDC Program Policy Statement for rules and guidelines for the Professional Project, Thesis, and comprehensive examination.

Students may apply for the MBA/MS in OEDC on either a part-time or full-time basis. Full-time students are expected to complete the program in two years. Part-time students are expected to complete the program in approximately four years.

Transfers of coursework earned elsewhere, and waivers of courses are allowable under the same provisions as the MBA and MS in OEDC programs separately except that none of the coursework specific to the MS program may be waived on the basis of undergraduate coursework. Dual degree students must complete a minimum of 60 credits of coursework at the graduate level.

Students must maintain continuous enrollment in every regular semester (fall and spring) throughout their program unless by approved leave of absence. This can be accomplished by registering for thesis or professional project credit during the time the thesis or project is underway, or by registering for sustaining status.

ECONOMICS

<http://www.lerner.udel.edu/economics>

Faculty Listing:

<http://www.lerner.udel.edu/economics/facultyandstaff.html>

MA, MS, AND PHD IN ECONOMICS DUAL MA IN ECONOMICS/MBA

PROGRAM OVERVIEW

The Department of Economics offers programs leading to PhD, MA, MS, and combined MA/MBA degrees. In addition, the Department offers a Master of Arts in Economics and Entrepreneurship for Educators. The PhD, MA, and MS programs emphasize applied economics with areas of specialization including econometrics, international economics and development, industrial organization, labor economics, applied macroeconomics, public economics, finance, environmental economics, and regional economic development. The MA/MBA program combines applied economics with traditional MBA skills.

The curricula provide students with a balance between a core of microeconomic, macroeconomic, and econometric theory and a wide variety of applied courses. These programs are designed to prepare individuals for professional careers involving the application of economic analysis in both the public and private sectors, including academia.

The MA program in Economics and Entrepreneurship for Educators is designed to provide secondary and primary school teachers with both a foundation in economic theory and a set of

strategies and methods for teaching economics in secondary and elementary schools. The program is designed to train teachers who have been identified as exceptional teachers in their region. Graduates of the program are expected to provide economic education leadership in their state and region.

REQUIREMENTS FOR ADMISSION

Prospective students should consult the Graduate Admissions chapter of this catalog for admission procedures. The dates for application submission are July 1 and December 1 for Fall and Spring admission respectively. Students seeking financial aid should complete their applications by February 15 for September enrollment and by November 15 for February enrollment. Admission to graduate programs in the Department of Economics is selective and competitive based on the number of well-qualified applicants and the limits of available faculty and facilities. Those who meet stated minimum academic requirements are not guaranteed admission; nor are those who fail to meet those requirements necessarily precluded from admission if they offer other appropriate strengths.

Master of Arts, Master of Science, and dual Master of Arts and Master of Business Administration Degrees. Applicants are expected to have at least a 2.5 (on a 4-point scale) undergraduate grade-point average and at least a 3.0 in their major. In addition, applicants should have a combined score of at least 1050 (verbal plus quantitative only) on the Graduate Record Examination Aptitude Test or score at or above the 55th percentile in the Graduate Management Admission Test. Foreign students must achieve a score of at least 260 on the TOEFL. While graduate courses do not require extensive prerequisites, students need some background in economics, calculus, and statistics. Applicants for the MBA/MA dual degree must also meet the MBA program admission criteria.

Master of Arts in Economics and Entrepreneurship for Educators. The program is open to educators who: (1) meet admission requirements of the Office of Graduate Studies of the University of Delaware (official transcripts of all undergraduate work are required), (2) have completed a minimum of three semester hours in economics, (3) hold a current teaching certificate and have a minimum of three years of experience, and (4) are nominated by the Council or Center Director for Economic Education in their geographic region.

Doctoral Degree. For admission to the PhD program, students must have demonstrated a high level of potential to do independent research at the doctoral level. Students are expected to score at least 1100 on the combined verbal and quantitative portions of the GRE exam or the equivalent on the GMAT. In cases where English is a second language, applicants are expected to score at least 250 on the TOEFL exam. A grade point average of at least 3.5 in graduate economics courses is expected with emphasis placed on core courses and on course selection. Attention will also be given to graduate courses that the applicant has taken in related disciplines. Demonstrated potential for doctoral-level research is required; for example, a master's thesis or research paper and letters of recommendation that address this point specifically may be submitted. All applicants must submit at least three letters of recommendation from economics faculty who can comment explicitly upon the applicant's ability to do doctoral-level work, including doctoral-level research and writing. Continuation in the PhD program requires a master's degree in economics from the University of Delaware, or its equivalent, as determined by the Department's Graduate Committee. An MBA degree is not considered to be equivalent to a master's degree in economics. Each student's requirements for satisfying the master's equivalency will be established by the Graduate Committee. Qualified applicants who have not met the master's equivalency requirement at the time of admission are required to do so while at the University of Delaware

in order to continue in the PhD program.

REQUIREMENTS FOR THE DEGREE

All degrees except the MA degree for teachers require a written comprehensive examination, participation in a faculty-student research project or other relevant research experience, and regular attendance at departmental seminars and colloquia. Students may satisfy some elective course requirements for all degrees with a variety of graduate-level courses from other disciplines.

Master of Arts. The MA degree requires 30 credit hours of graduate work, nine of which are in three required courses: microeconomics, macroeconomics, and econometric theory. Students must also demonstrate a capacity for joint economic research by completing a 6-credit thesis or a 3-credit research project.

Master of Arts in Economics and Entrepreneurship for Educators. The MA degree requires 30 credit hours of graduate work, 18 of which are in five required areas: microeconomics, macroeconomics, monetary and international trade theories, contemporary economic issues, and curriculum strategies. In addition, candidates must design and implement an economic education program. A public policy or research paper is also required.

Master of Science. The MS degree requires 33 credit hours of graduate work, 15 of which are in five required courses: microeconomics, macroeconomics, econometric theory, econometrics seminar, and a fifth course representing an approved quantitative course from the graduate curriculum. In addition, the MS program requires the completion of a 6-credit thesis.

Dual Master of Arts and Master of Business Administration. The MA/M.B.A degree requires 57 credit hours of graduate work in economics and business. Students must meet the core requirements for both the MA and M.B.A programs. By allowing elective courses to count for both programs, the combined MA/M.B.A degree represents a significant savings over taking two separate degrees.

Doctor of Philosophy. Doctoral students must complete a minimum of eight additional approved graduate courses beyond the master's degree, five of which are required: Advanced Microeconomic Theory, Advanced Macroeconomic Theory, Advanced Topics in Econometrics, and Time-series Econometrics and Mathematical Methods for Economics. Students who have taken a mathematical economics course as part of their master's equivalency may waive the mathematical methods course. The remaining three courses must satisfy the field requirement. The Department maintains a current list of course groupings that satisfy the field requirement. Students must pass PhD preliminary examinations in these three areas: microeconomic theory, macroeconomic theory, and the student's major field of study. The microeconomic theory and macroeconomic theory examinations must initially be taken at the same time. The field examination may be taken separately. Students normally take the microeconomic and macroeconomic preliminary exams following the year in which these courses are completed and take the field examination after the completion of all courses. Each student must pass all three preliminary examinations. Students who do not pass an examination on the first attempt may retake it two additional times. Students choose a thesis committee consisting of a dissertation adviser, two faculty members from the Department of Economics, and a faculty member from a department other than the Department of Economics. To be considered a doctoral candidate, a student must successfully defend a proposal outlining the nature of the work to be done for the dissertation. The dissertation must represent a significant advance in the body of economic knowledge and must be defended before the student's dissertation committee and the University Community.

FINANCE

<http://www.lerner.udel.edu/finance>

MS IN FINANCE

PROGRAM OVERVIEW

The purpose of the MS in Finance program is to provide students with the theoretical knowledge and practical skills to be innovative, well-informed, and experienced finance professionals. The curriculum is based on the financial theory and empirical methods employed by professionals practicing corporate finance, financial security valuation, financial modeling, portfolio management, financial services management, financial risk management, and corporate governance. In addition, students are expected to leverage educational opportunities afforded by the Exelon Trading Center and the Weinberg Center for Corporate Governance. As a result, students will obtain training and experience valued by corporations, financial service firms, consulting firms, and government agencies. Additionally, if desired, students may tailor their program to enhance progress through a subsequent doctoral degree program.

The 30-credit degree program may be completed in nine months by a full-time student, admitted in the fall semester with a strong background in finance.

For further details contact the MS in Finance Program Director msf@lerner.udel.edu.

REQUIREMENTS FOR ADMISSION

Qualified applicants for admission must:

- Supply all information stated in the "Admission Information" chapter of this catalog
- Hold the equivalent of a 4-year U.S. Bachelor's Degree from an accredited college or university.
- Submit a Graduate Admission Application and official transcripts of all previous academic work
- Submit official results of the Graduate Records Examination (GRE) or the Graduate Management Admissions Test (GMAT).
- Submit a resume and application essays on the following topics:
 - What are your career objectives and how will an MS in Finance help you achieve your goals?
 - Describe a particular challenging experience, and how you handled that experience.
 - Describe any special circumstances related to your academic record that you think the admissions committee should consider.
- Submit three letters of recommendation from faculty and/or employers.

For applicants whose native language is not English, the University requires an official paper-based Test of English as a Foreign Language (TOEFL) score of at least 550, at least 213 on the computer-based TOEFL, or at least 79 on the Internet-based TOEFL for an applicant to be considered for admission. This requirement may be waived if the student has earned a degree from an accredited educational institution in which English is the primary instructional language.

Applicants need not have majored in any specific undergraduate field. The following should be considered as preferred minimum levels for admission:

Strong written and oral communication skills

Undergraduate GPA of 2.75 (on a 4.0 scale), with a 3.0 in their major

A combined score of 1050 on the verbal and quantitative

portions of the GRE or score at or above the 55th percentile on the GMAT.

Incoming students are expected to understand the fundamentals of finance and accounting concepts as presented in FINC850 Financial Management and ACCT800 Financial Reporting and Analysis, have basic computer skills equivalent to those taught in ACCT 160 Introduction to Business Information Systems I and have taken the college level equivalents to MATH 221 Calculus and MATH 230 Finite Mathematics with Applications. The admissions committee will examine each accepted applicant's transcripts and work experience to determine if these prerequisites have been satisfied. Students deficient in any of the admission requirements or pre-requisites may be admitted on provisional status and be required to complete non-degree credit coursework. Such determination is made by the MS in Finance Program Committee.

Admission to the graduate program is competitive. Those who meet stated requirements are not guaranteed admission, nor are those who fail to meet all of those requirements necessarily precluded from admission if they offer other appropriate strengths. Admission decisions are made by the MS in Finance Program Committee and are based upon a number of factors, including the applicant's GMAT or GRE scores, college transcripts, application essays and letters of recommendation.

Admissions will occur on a rolling basis, so early application may improve chances for admission and financial assistance if applicable. Applications can be submitted before taking the GRE or GMAT. Please indicate on your application the scheduled date of your GRE or GMAT exam. However, late exam submission will delay application processing and the admission decision.

Every applicant who has accepted admission must submit a \$200 non-refundable deposit by the deadline stated in the acceptance letter to secure a place in the program.

REQUIREMENTS FOR THE DEGREE

The **MS in Finance** requires a minimum of 30 credits, divided into core courses (12 credits), skill courses (6 credits), and elective courses (12 credits, with a minimum of 6 credits in FINC).

Core Courses (12 credits)

FINC 851	Corporate Financial Analysis	3
FINC 852	Investment Analysis & Portfolio Management	3
FINC 855	Financial Institutions & Markets	3
FINC861	Workshop in Financial Economics	3

Skills Courses (6 credits)

ECON 822	Econometric Theory	3
ACCT 820	Financial Statement Analysis	3

Elective Courses

(12 credits with a minimum of 6 credits in FINC courses):

FINC 853	International Financial Management	3
FINC 854	Special Topics in Finance	3
FINC 856	Financial Engineering & Risk Management	3
FINC 858	Corporate Governance	3
FINC 859	Seminar in Finance	3
ECON 801	Microeconomic Theory	3
ECON 802	Macroeconomic Theory	3
ECON 815	Managerial Forecasting	3
ECON 819	Economics of Information	3
ECON 823	Seminar in Econometrics	3
ECON 824	Topics in Advanced Econometrics	3
ECON 825	Time-Series Econometrics	3
ECON 852	Monetary Economics	3
ACCT 614	Federal Tax Research & Planning	3

Students may choose elective courses from the list but are not limited to courses on the list. The Program Director will decide on whether a particular variation from the stated degree requirements is allowed.

PROGRAM ADMINISTRATION

Degree candidates are required to have a program of study approved by the Program Director prior to matriculation. The program of study consists of the list of the courses the student intends to take to satisfy the degree requirements for the MS in Finance. Any revisions in the program of study must be approved by the Program Director prior to the student registering for courses not previously approved in their program of study. Maintenance of steady, reasonable progress towards the degree is the responsibility of the student.

For full time students (1 year program) admitted in the fall semester a normal load will be 12-15 credits in the fall semester followed by 3-6 credits in the winter, and 12-15 credits in the spring semester. For part time students (2 year program) a normal load will be 6 credits per semester, plus 3 credits during each winter semester.

Following UD guidelines, a student in the MS in Finance program is making 'normal progress' if they maintain a 3.0 GPA or higher while taking the recommended number/sequence of courses. GPA requirements are monitored by the Office of Graduate Studies according to the Graduate Studies Academic Probation Policy.

HOTEL, RESTAURANT, AND INSTITUTIONAL MANAGEMENT

Robert Nelson, PhD, Department Chair
Francis Kwansa, PhD, Director of Graduate Studies
Telephone: (302) 831-6077
<http://www.hrim.udel.edu/grad/overview.asp>
Faculty Listing: <http://www.hrim.udel.edu/faculty/>

PROGRAM OVERVIEW

The Department of Hotel, Restaurant, and Institutional Management offers a program leading to a Master of Science in Hospitality Information Management. The goal of the program is first to develop students for successful careers as corporate hospitality information managers, consultants, and hospitality systems implementation professionals, and second to offer high-quality, professional-level instruction for current hospitality managers seeking to further their education by applying technology solutions in operational settings. It is also designed to provide students interested in future doctoral work in hospitality and tourism management a sound foundation toward that goal.

REQUIREMENTS FOR ADMISSION

Admission to the program is selective and competitive based on the number of applicants and limits of available faculty and facilities. Those who meet stated minimum academic requirements are not guaranteed admission, nor are those who fail to meet those requirements necessarily precluded from admission if they offer other appropriate strengths. Prospective full-time candidates are admitted for the fall semester only. Part-time candidates may begin in the fall or spring semester.

Candidates for admission need not have majored in HRIM previously, but they will be expected to possess:

1. Strong written and oral communication skills
2. Mathematical ability (a minimum level of math equivalent to MATH 114)
3. An understanding of computer systems and basic applications, such as word processing and spreadsheets (equivalent to CISC 101, CISC 105 or ACCT 160)
4. Knowledge of network terminology and typology (equivalent to HRIM 144)

Appropriate credit and non-credit courses are available at UD to students with deficiency in any of these areas.

Specific admission requirements are:

1. A minimum combined verbal and quantitative score of 1050 on the GRE (GMAT scores are also acceptable)
2. A minimum overall undergraduate GPA of 3.0 (out of 4.0)
3. A Bachelor's degree from an accredited college or university
4. Acceptable evaluation of three (3) letters or recommendation
5. Students whose first language is not English must achieve a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL).

In special cases, provisional admission to the program may be offered with specific requirements necessary to receive regular standing articulated in advance of the student's provisional admission. See the "Graduate Admissions" chapter in this catalog for additional information, particularly for application procedures and dates.

REQUIREMENTS FOR THE DEGREE

The program, which offers both a non-thesis option and a thesis option, requires 36-credit hours. All MS students complete the following list of courses required for the degree.

HRIM 601	Advanced Hospitality & Tourism Product Management . . .	3 credits
HRIM 602	International Hospitality and Service Management	3 credits
HRIM 603	Strategic Management in the Hospitality Industry	3 credits
HRIM 604	Issues in Hospitality Financial Management	3 credits
HRIM 605	Issues in Hospitality Information Technology	3 credits
HRIM 642	Hospitality Computer-Based Training	3 credits
HRIM 648	Data-Mining Analysis in the Hospitality Industry	3 credits
HRIM 687	Hospitality Systems	3 credits
EDUC 685	Multimedia Literacy or equivalent	3 credits
UAPP 800	Research Design and Methodologies or equivalent	3 credits

TOTAL 30 CREDITS

Non-Thesis Option

In addition to the above list of courses, those who select the non-thesis option are required to complete the following two courses.

HRIM 664	Hospitality Technology Internship.	3 credits
HRIM 668	Hospitality Industry Project	3 credits

As part of the Hospitality Industry Project course, non-thesis candidates are expected to compile a portfolio of their completed projects and make an oral presentation before a panel of two faculty and three - four members of the HRIM Information Technology Advisory Board or other hospitality technology professionals.

Thesis Option

Those students who select the thesis option enroll for six thesis credits (HRIM 869). Degree completion also requires: 1) presentation of thesis research results in seminar format to department faculty, 2) submission of manuscript draft for publication, and 3) satisfactory performance on the final oral defense of their Masters' thesis.

