College of Business

Mission Statement
The College of Business is dedicated to creating and sharing knowledge that enhances the translation of theory to practice. The College combines rigor with relevance and provides innovative solutions to global business challenges.

All College of Business graduate business programs are accredited by AACSB International—The Association to Advance Collegiate Schools of Business—and conform to recommended guidelines.

College-wide Programs
- Executive Master of Business Administration degree
- Master of Business Administration degree and Master of Public Health dual degree program
- Master of Science degree in Business (New)
- Master of Science degree in Data Analytics (New)
- Doctor of Philosophy degree in Business Administration, including all emphases: Accounting, Finance, Information Technology, Marketing, and Organization and Management Studies
- Graduate Certificate in the Business of Health

Department of Accounting
- Five-Year (150-Hour) Professional Accounting Program
- Master of Accountancy degree
- Doctor of Philosophy degree in Business Administration with an Emphasis in Accounting

Department of Economics
- Master of Business Administration degree – Business Economics Concentration
- Master of Arts degree in Economics – General Economics Concentration
- Master of Arts degree in Economics – Financial Economics Concentration
- Master of Arts degree in Economics – Business Data Analysis and Forecasting Concentration

Department of Finance
- Master of Business Administration degree – Finance Concentration
- Master of Business Administration degree – Real Estate Finance and Development Concentration
- Master of Science degree in Finance
- Master of Science degree in Finance – Real Estate Finance and Development Concentration
- Doctor of Philosophy degree in Business Administration with an Emphasis in Finance
- Graduate Certificate in Real Estate Finance and Development

Department of Information Systems and Cyber Security
- Master of Business Administration degree – Cyber Security Concentration
- Master of Business Administration degree – Information Systems Concentration
- Master of Business Administration degree – Management of Technology Concentration
- Master of Business Administration degree – Project Management Concentration
- Master of Science degree in Information Technology
- Master of Science degree in Information Technology – Cyber Security Concentration
- Master of Science degree in Management of Technology
- Doctor of Philosophy degree in Business Administration with an Emphasis in Information Technology
- Graduate Certificate in Technology Entrepreneurship and Management

Department of Management
- Master of Business Administration degree – Entrepreneurship Concentration
- Doctor of Philosophy degree in Business Administration with an Emphasis in Organization and Management Studies

Department of Management Science and Statistics
- Master of Business Administration degree – Management Science Concentration
- Master of Science degree in Applied Statistics
- Doctor of Philosophy degree in Applied Statistics
- Graduate Certificate in Operations and Supply Chain Management

Department of Marketing
- Master of Business Administration degree – Marketing Management Concentration
- Doctor of Philosophy degree in Business Administration with an Emphasis in Marketing

- Master of Business Administration Degree (p. 2)
- Master of Business Administration Degree – Business of Health Concentration (p. 3)
- Master of Science Degree in Business (p. 3) (New)
- Master of Science Degree in Data Analytics (p. 4) (New)
- Executive Master of Business Administration (p. 5)
- Dual Master of Business Administration Degree and Master of Public Health Degree Program (p. 6)
- Doctor of Philosophy Degree in Business Administration (p. 6)
Master of Business Administration Degree

The Master of Business Administration degree is designed to offer the opportunity for intensive education to qualified graduate students and is available to individuals with undergraduate degrees in the business administration areas, as well as to those with specializations outside the business field.

Students whose previous training has been in nonbusiness fields may be admitted to the M.B.A. program but are required, as a condition of admission, to complete (in total or in part, depending upon the background of each student) the M.B.A. leveling courses. Students whose background is in business, but who have completed the M.B.A. leveling courses seven or more years before entering the program, may be required by the Admissions Subcommittee of the Graduate Program Committee to successfully complete the M.B.A. leveling courses. These courses are open only to graduate students and are in addition to degree requirements of the M.B.A.

Students who enter the M.B.A. degree program must demonstrate proficiency with computer programs commonly used in business applications, including, but not limited to, spreadsheets, presentation, and word processing software. Special not-for-credit courses may be offered to address this need.

Program Admission Requirements

For admission to the M.B.A. program, applicants must meet University-wide graduate admission requirements. Applicants are further considered on the basis of demonstrated potential for success in graduate study in business administration as indicated by a combination of prior academic achievement, Graduate Management Admission Test (GMAT) scores, personal statement, résumé (optional), and references (optional).

The M.B.A. Program Committee evaluates each applicant individually based on the complete package of submitted materials.

A complete application package will include:

- a completed application form
- transcripts from all universities attended
- official Graduate Management Admission Test (GMAT) scores (upon review of the M.B.A. Committee, GRE scores may be accepted in lieu of the GMAT scores)
- a personal statement
- a current résumé with employment or other experience (optional)
- letters of reference (optional).

M.B.A. Leveling Courses

The following courses constitute the M.B.A. leveling and are required for students who do not have credit for equivalent undergraduate courses. However, no credit for these courses may count toward M.B.A. degree requirements.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 5003</td>
<td>Financial Accounting Concepts</td>
<td>3</td>
</tr>
<tr>
<td>BLW 5003</td>
<td>Legal Environment of Business</td>
<td>3</td>
</tr>
<tr>
<td>ECO 5003</td>
<td>Economic Theory and Policy</td>
<td>3</td>
</tr>
<tr>
<td>IS 5003</td>
<td>Introduction to Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>MS 5003</td>
<td>Quantitative Methods for Business Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

Degree Requirements

The M.B.A. program requires 36 semester credit hours of work beyond any hours acquired in the M.B.A. leveling courses.

Candidates for the M.B.A. degree are required to successfully complete the M.B.A. Core courses, which are included in the following 24 semester credit hours:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 5023</td>
<td>Accounting Analysis for Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>ECO 5023</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>FIN 5023</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5043</td>
<td>Management and Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5253</td>
<td>Ethics and Globalization</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5903</td>
<td>Strategic Management and Policy (Students who earn a grade of “B” (3.0) or better in this course will satisfy the comprehensive examination requirement. A student who receives a grade of “B−” “C+,” or “C” may still satisfy the requirement by successfully passing a comprehensive examination as set out in this catalog.)</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKT 5023</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MS 5023</td>
<td>Decision Analysis and Production Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 24

Flexible or Full-time Status

The general M.B.A. degree allows students to take the program at their own pace, whether on a full-time or a part-time (flexible) basis. In addition, students may switch this status from semester to semester without additional approvals or admissions processes. Samples of flexible and full-time degree plans can be found at the College of Business graduate Web site: http://business.utsa.edu/graduate/.

Degree Options

Students seeking the M.B.A. degree may elect one of three options to complete the required 36 semester credit hours.

Option 1: General M.B.A. Nonthesis Option

Under Option 1, students are required to complete the 24 semester credit hours listed above and 12 semester credit hours of electives. These electives may be taken either in the College of Business (Departments of Accounting, Economics, Entrepreneurship and Technology Management, Finance, Information Systems and Cyber Security, Management, Management Science and Statistics, or Marketing) and include courses listed in the M.B.A. concentrations, or in areas outside of the College as approved by the Graduate Program Committee. Concentration courses are not restricted to students in the concentration area.

Option 2: General M.B.A. Thesis Option

Under Option 2, students are required to complete the 24 semester credit hours listed above, 6 semester credit hours of electives as approved by the Graduate Program Committee, and 6 semester credit hours of Master’s Thesis. See the University’s requirements for a thesis in Options for Master’s Degrees in Chapter 4.

Option 3: Nonthesis M.B.A. Concentration Option

Under Option 3, students have an opportunity to concentrate in a particular area. For the following concentrations, specific requirements for each are discussed under the departments of the College of Business: Business Economics, Entrepreneurship, Finance, Information...

Master of Business Administration Degree – Business of Health Concentration

This concentration is designed to offer the opportunity for qualified graduate students to study business administration at the graduate level with particular emphasis in the business of health. It will assist students who enter with a wide range of work experience in their quest for advanced leadership and managerial roles within a variety of types of healthcare organizations.

Students choosing to concentrate in the business of health must complete the 24 semester credit hours of courses containing the M.B.A. Core.

In addition, students choosing this concentration must complete 12 semester credit hours as follows:

A. Required courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOH 6763</td>
<td>Legal and Tax Strategies for Healthcare Organizations</td>
<td>3</td>
</tr>
<tr>
<td>BOH 6773</td>
<td>Seminar in Medicare Regulation</td>
<td>3</td>
</tr>
<tr>
<td>BOH 6123</td>
<td>Healthcare Strategic Management</td>
<td>3</td>
</tr>
<tr>
<td>or MGT 6123</td>
<td>Healthcare Strategic Management</td>
<td>3</td>
</tr>
</tbody>
</table>

B. Elective courses

Select one of the following: 3

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOH 6783</td>
<td>Accounting for Healthcare Organizations</td>
</tr>
<tr>
<td>BOH 6553</td>
<td>Legal, Ethical, and Social Issues of Healthcare Management</td>
</tr>
<tr>
<td>or BLW 6553</td>
<td>Legal, Ethical, and Social Issues of Healthcare Management</td>
</tr>
<tr>
<td>BOH 6543</td>
<td>Healthcare Economics and Policy</td>
</tr>
<tr>
<td>or ECO 6543</td>
<td>Healthcare Economics and Policy</td>
</tr>
<tr>
<td>BOH 6133</td>
<td>Organizational and Managerial Issues in Healthcare Delivery</td>
</tr>
<tr>
<td>or MGT 6133</td>
<td>Organizational and Managerial Issues in Healthcare Delivery</td>
</tr>
<tr>
<td>BOH 6923</td>
<td>Healthcare Management Internship</td>
</tr>
<tr>
<td>or MGT 6923</td>
<td>Healthcare Management Internship</td>
</tr>
</tbody>
</table>

Total Credit Hours 12

Program Admission Requirements

For admission to the M.S. in Business program, applicants must meet University-wide graduate admission requirements. Applicants are limited to individuals with non-business backgrounds and or degrees. Applicants will be considered on the basis of demonstrated potential for success in graduate study in business as indicated by a combination of standardized test scores, prior academic achievement, personal statement, résumé (optional), and letters of recommendation.

The M.S.B. Program Committee will evaluate each applicant individually based on the complete package of submitted materials.

A complete application package will include:

- a completed application form
- official Graduate Record Examination (GRE) scores from a recent (no more than five years old) administration of the examination.
- or, Graduate Management Admission Test (GMAT) scores from a recent (no more than five years old) administration of the exam will be accepted in lieu of the GRE scores.
- transcripts from all universities attended
- a personal statement of academic and personal goals
- at least two letters of reference
- a current résumé with employment or other experience (optional).

Students who do not submit a standardized test score may be considered for Conditional Admission upon recommendation of the M.S.B. Admissions Committee.

Applicants whose undergraduate degree is in business should consider the MBA or a specialized Masters’ degree. Applicants with a B.B.A or other undergraduate or graduate business degree, or significant business experience will not be admitted to this degree program.

Full-time Status

The M.S.B. is a full-time cohort program offered during the daytime.

Degree Requirements

M.S.B. students are required to complete 30 hours of business courses plus 3 credit hours of developmental courses.

A. 30 semester credit hours of required master’s level business courses

<table>
<thead>
<tr>
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<td>Financial Accounting Concepts</td>
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</tr>
<tr>
<td>FIN 5023</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>IS 5003</td>
<td>Introduction to Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5043</td>
<td>Management and Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5633</td>
<td>Effective Negotiating</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5903</td>
<td>Strategic Management and Policy</td>
<td>3</td>
</tr>
<tr>
<td>MOT 5243</td>
<td>Essentials of Project and Program Management</td>
<td>3</td>
</tr>
<tr>
<td>MKT 5023</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MS 5003</td>
<td>Quantitative Methods for Business Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

B. 3 semester credit hours of developmental courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 6971</td>
<td>Special Problems (Business Writing)</td>
<td>3</td>
</tr>
<tr>
<td>MGT 6971</td>
<td>Special Problems (Business Speaking)</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 33
Master of Science Degree in Data Analytics

The Master of Science in Data Analytics (M.S.D.A.) program focuses on data science and big data based business intelligence-oriented analytics algorithms, tools, techniques, and technologies. The plan of study features cohort classes, with students participating in formal internships and practical projects in a wide variety of application areas, including, but not limited to business analytics. The program, including admission, is supervised by the Graduate Program Committee in M.S.D.A. General requirements for completion of the program consist of required business courses.

Program Admission Requirements

For admission to the M.S.D.A. program, applicants must meet University-wide graduate admission requirements. A degree of B.A. or B.S. in statistics, mathematics, engineering, computer science, information systems, information technology, or a closely related field is highly recommended. Applicants will be evaluated for success in the program based on demonstrable academic preparation and/or experience with respect to mathematics, statistics, and information technology. Coursework in calculus, differential equations, stochastic processes, statistics, and data mining are not required, but show foundational mathematical preparation and are preferred in some combination.

Information systems/technology courses, computer science courses, and/or professional experience related to databases, networks, distributed and cloud infrastructures, and programming are not required, but show foundational information technology preparation and are preferred in some combination.

Applicants will be considered on the basis of demonstrated potential for success in graduate study in business as indicated by a combination of standardized test scores, prior academic achievement, personal statement, résumé, and letters of recommendation.

The M.S.D.A. Program Committee will evaluate each applicant individually based on the complete package of submitted materials.

A complete application package will include:

- a completed application form
- official Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores from a recent (no more than five years old) administration of the examination.
- transcripts from all universities attended
- a personal statement of academic history and personal goals
- letters of reference (optional)
- a current résumé with employment or other experience

Day or Evening Status

The M.S.D.A. offers both day and evening programs. Students may not switch status once enrolled. Both programs begin in the Fall semester.

Degree Requirements

M.S.D.A. students are required to complete 24 hours of required courses plus 6 hours of required practicum courses. (See course descriptions for M.S.D.A courses following Degree Requirements.)

New courses for M.S.D.A. Program

Data Analytics (DA) Courses

DA 6213. Data-Driven Decision Making and Design. (3-0) 3 Credit Hours.
This course familiarizes students with basic scientific processes and formalisms, such as question formulation and hypothesis development. Students will gain an understanding of how formulated questions and hypotheses can lead to data collection and analysis, as well as how data itself can be explored and summarized to generate such questions and hypotheses. The course also introduces students to foundational data analytics processes, such as the data-to-decision processes, data handling processes, and data analysis processes. Last, we discuss data provenance for data-to-decision traceability and critical scientific documentation principles important to scientific and analytic functions.

DA 6223. Data Analytics Tools and Techniques. (3-0) 3 Credit Hours.
Students will gain education and experience with common tools and techniques used in a variety of data analytics application areas. Students will become familiar with database technology and leading commercial and open source analytics platforms. Students will also learn how to use these technologies and platforms to solve data analytics problems by obtaining a basic understanding of database querying and basic scripting in analytics platforms. Students will not become scientific programmers from this course, nor will they learn the formalisms of programming per se; rather, they will learn and experience how to develop functional scripts and leverage existing analytics libraries to solve data analytics problems using software.

DA 6233. Data Analytics Visualization and Communication. (3-0) 3 Credit Hours.
Since the purpose data analytics is to inform and facilitate better data-driven decisions, and transform data to information and knowledge, the ability to effectively communicate data aggregations, summarizations, and analytic findings to decision makers is very important. The ability to communicate highly complex analyses and scientific findings to a non-technical audience is challenging. This course will educate students on common mistakes and success factors in technical communication, and give them experience communicating findings orally and in writing. The course will also focus heavily on data analytics visualization approaches and tools. Students will learn common methods for data visualization for a wide variety of data types and data analytics applications.

Total Credit Hours

A. 24 semester hours of required master’s level courses
DA 6213 Data-Driven Decision Making and Design 3
DA 6223 Data Analytics Tools and Techniques 3
DA 6233 Data Analytics Visualization and Communication 3
DA 6813 Data Analytics Applications 3
IS 6713 Data Foundations 3
IS 6733 Big Data Technology 3
STA 6443 Data Analytics Algorithms I 3
STA 6543 Data Analytics Algorithms II 3
B. 6 semester credit hours of required practicum courses
DA 6823 Data Analytics Practicum I 3
DA 6833 Data Analytics Practicum II 3
Total Credit Hours 30
Power. The course will not focus on the in-source vs. out-source nature of IS 6733. Big Data Technology. (3-0) 3 Credit Hours.

Practical skill set, and contextual understanding.

and handle it. Data handling exercises will be provided in the context of and experience a wide variety of data and understand how to process

Exemplar data will be used extensively in the course so that students see (e.g., social network linkages). Students will have the opportunity to gain an understanding of when to apply and how to select various predictive modeling algorithms for various types of problems, as well as data assumptions and requirements for algorithm use, proper parameter setting, and interpreting results.

STA 6443. Data Analytics Algorithms I. (3-0) 3 Credit Hours.
Prerequisite: Basic statistics or equivalent. Introduction of basic statistical methods, with specific emphasis on predictive modeling algorithms. Topics include exploratory data analysis, including certain graphical methods, extracting important variables and detecting outliers; regression methods, including linear and nonlinear models; analysis of variance (ANOVA) methods, including classification models, fixed and random effects, interactions, and multiple comparisons; and multivariate analysis, including principal components analysis and factor analysis. Students will be provided an opportunity to gain an understanding of when to apply and how to select various predictive modeling algorithms for various types of problems, as well as data assumptions and requirements for algorithm use, proper parameter setting, and interpreting results.

STA 6543. Data Analytics Algorithms II. (3-0) 3 Credit Hours.
Prerequisite: STA 6443. Statistical methods, with specific emphasis on data segmentation and text analytics. Topics include classification methods, including correlation analysis, clustering analysis, association analysis, and support vector machines; network techniques including Bayesian networks, neural networks, link analyses, and decision trees; and text analytics, including text mining and extraction, natural language processing, and sentiment analysis. Other topics may include social network analysis, trend analysis, time series methods, robust statistics and survival analysis. Students will be provided an opportunity to gain an understanding of when to apply and how to select various predictive modeling algorithms for various types of problems, as well as data assumptions and requirements for algorithm use, proper parameter setting, and interpreting results.

Executive Master of Business Administration

The Executive Master of Business Administration (E.M.B.A.) is a version of the Master of Business Administration (M.B.A.) degree program structured specifically for executives, professionals, and rising leaders who have significant managerial experience. This five-semester plan of study features cohort classes, lock-step weekend class scheduling, and an emphasis on acquiring advanced skills and knowledge needed to solve the pressing concerns of today’s fast-paced economy. The E.M.B.A. is accredited by the AACSB International—The Association to Advance Collegiate Schools of Business—and conforms to its recommended guidelines.

E.M.B.A. Program Admission Requirements

Because of the special focus of the E.M.B.A. program, the application process is separate from and independent of the regular M.B.A. program. Admission decisions are not reciprocal, class size is limited, and admission decisions are made on a rolling basis until all available class positions are filled.
For admission to the E.M.B.A. program, applicants must meet University-wide graduate admission requirements and the following College of Business requirements:

- In general, applicants are expected to meet M.B.A. program admission requirements with special additional consideration given to professional experience and life accomplishments.
- Applicants are expected to have approximately 10 years of work experience with increasing managerial responsibility. Less experienced applicants will be considered if they can demonstrate exceptional accomplishment.
- Applicants must submit three letters of professional reference.
- Applicants are required to participate in a personal interview with the E.M.B.A. Admissions Subcommittee of the Executive Programs Committee.

Applicants who fail to meet these requirements can be admitted conditionally upon recommendation of the E.M.B.A. Admissions Subcommittee of the Executive Programs Committee and approval of the Dean of the Graduate School.

Students are expected to enter the E.M.B.A. program with basic computer skills, specifically in the use of Microsoft® Word, PowerPoint, and Excel. Special not-for-credit courses may be offered to address this need. Because of the lock-step nature of the E.M.B.A., students must complete all required courses without exception. There will be no course waivers. In addition, students who leave the program before completion for any reason are not eligible to rejoin the same class in a subsequent semester. Admission to future E.M.B.A. classes is dependent upon successful reapplication. Acceptance in a future program is not guaranteed.

Dual Master of Business Administration Degree and Master of Public Health Degree Program

This integrated dual degree program is designed to offer the opportunity for qualified graduate students to study both business administration and public health at the graduate level. It will assist students who enter with a wide range of work experience in their quest for advanced leadership and managerial or administrative roles within a variety of healthcare and public health organization types. The Master of Business Administration (M.B.A.) degree is offered through the UTSA College of Business, and the Master of Public Health (M.P.H.) degree is offered through The University of Texas School of Public Health (UTSPH) with courses available at its San Antonio Regional Campus.

Applicants will be admitted to the M.B.A. and M.P.H. degree programs independently, according to the admission schedule and policies of each institution. Applicants must submit all admission materials to each admission office independently and on time. Admission to the integrated dual degree program may occur after a student has already matriculated in the M.B.A., M.P.H., or both degree programs, as long as the student is still within the first-half of each program.

Each student shall be responsible for payment of tuition and fees at each institution at which the student is enrolled.

Required Courses

Students choosing the dual degree program must complete the 36 semester credit hours of M.B.A. coursework and the 45 semester credit hours of M.P.H. coursework. However, under this integrated dual-degree program, up to 12 semester credit hours of M.B.A. coursework can be applied to the M.P.H. requirements, and up to 12 semester credit hours of M.P.H. coursework can be applied to the M.B.A. requirements. These shared-credit courses substantially reduce the total time required for students to complete the programs, when compared with taking each of the two degree programs separately.

Students should refer to The University of Texas School of Public Health catalog (http://sph.uth.tmc.edu/campuses/san-antonio/) for M.P.H. program admission and degree requirements.

Doctor of Philosophy Degree in Business Administration

The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Business Administration. The degree program offers five areas of emphasis: Accounting, Finance, Information Technology, Marketing, and Organization and Management Studies. The Ph.D. in Business Administration is awarded to candidates who have displayed an in-depth understanding of the subject matter and demonstrated the ability to make an original contribution to knowledge in their field of specialty.

The regulations for this degree comply with the general University regulations (refer to Chapter 2, General Academic Regulations, and Chapter 5, Doctoral Degree Regulations).

Admission Requirements

Applicants must have a bachelor’s degree from an accredited university. The Doctoral Studies Committee in the major areas will evaluate applicants to the Ph.D. program based on several factors, including academic achievement, standardized test scores, employment history, a personal statement, letters of recommendation, and possibly an interview. All applicants must submit the following material for evaluation:

- official transcripts of all undergraduate and graduate coursework completed
- Graduate Management Admission Test (GMAT) scores or Graduate Record Examination (GRE) scores from a recent (no more than five years old) administration of the examination
- three letters of recommendation from academic or professional sources familiar with the applicant’s background
- a résumé or curriculum vitae and a statement of academic interests and goals
- international students must also submit a score of at least 550 on the Test of English as a Foreign Language (TOEFL). TOEFL scores may not be more than two years old.

Candidates who do not possess a master’s degree in a business or business-related discipline with sufficient quantitative rigor are required to complete a program consisting of a minimum of 84 semester credit hours. The Doctoral Studies Committee for the major area discipline will determine a degree program for each candidate based upon that candidate’s particular background. Candidates whose backgrounds are determined to be insufficient may be directed to take additional background or leveling courses (See sections A, B, and C of the Program of Study below) before proceeding to the program’s required courses. Candidates who enter the program with the appropriate prior graduate coursework may be waived from some or all of the background requirements (sections A, B, and C).
Admission normally includes appointment to a teaching assistantship, research assistantship, or research fellowship. The Doctoral Studies Committee, comprised of members selected from the graduate faculty, is responsible for advising students.

Degree Requirements
The degree requires a minimum of 84 semester credit hours beyond the bachelor’s degree. Candidates who enter the program with prior graduate business coursework may be waived from some or all of the background degree requirements in categories A, B, and C below, with approval from the discipline’s Doctoral Studies Committee.

No course for which a grade of less than “C” was earned can be applied to the Doctoral degree program and no more than two courses with a grade of “C” may be applied to the program.

Program of Study
A. M.B.A. Core Courses:

This requirement may be met by a master’s degree in business or business-related discipline. If a student does not have the appropriate graduate degree, a minimum of three courses (9 semester credit hours) outside of the student’s major discipline must be taken from the following list:

- ACC 5023 Accounting Analysis for Decision Making
- ECO 5023 Managerial Economics
- FIN 5023 Financial Management
- MGT 5043 Management and Behavior in Organizations
- MGT 5253 Ethics and Globalization
- MGT 5903 Strategic Management and Policy
- MKT 5023 Marketing Management
- MS 5023 Decision Analysis and Production Management

Some or all of this requirement may be waived based on prior graduate coursework, with the approval of the discipline’s Doctoral Studies Committee.

B. Discipline background courses (5000-level courses or higher) in the major field or in a field directly related to (or relevant for) the major field (9 semester credit hours). Up to 9 credit hours of this requirement may be waived based on prior graduate coursework, with the approval of the discipline’s Doctoral Studies Committee.

C. Statistics/Quantitative background (5000 level or higher): ¹

6 semester credit hours of 5000-level (or higher) course in Statistics, Research Methods, Management Science, or associated Economics courses as approved by the Doctoral Studies Committee. Only courses relevant to the doctoral program of study will be approved to meet this requirement.

D. Seminar in teaching methods:

- GBA 7103 Doctoral Teaching Seminar

E. Statistics and Research Methodology

18 semester credit hours of 6000- or 7000-level courses in Statistics, Research Methods, Management Science, or associated Economics courses as approved by the Doctoral Studies Committee. Courses include but are not limited to: ²

- ECO 6013 Microeconomic Theory
- ECO 6103 Econometrics and Business Forecasting
- ECO 6113 Mathematical Economics
- GBA 7013 Research Methods I
- GBA 7023 Research Methods II

I. Dissertation Research

The initial Program of Study must be approved by the Doctoral Studies Committee and must be submitted to the Dean of the Graduate School for final approval.

Total Credit Hours 84-87

¹ If this requirement is met, the discipline Doctoral Studies Committee may approve the waiver of 3 hours of the 18 semester credit hours required in the Statistics and Research Methodology requirement (section E). Students without the approved Statistics/Quantitative background requirement will take all 18 credit hours of the Statistics and Research Methodology requirement.

² If the Statistics/Quantitative background requirement (section C) is met, the Doctoral Studies Committee may approve the waiver of 3 hours of the 18 semester credit hours required in the Statistics and Research Methodology requirement. Students without the approved Statistics/Quantitative background requirement will be required to take all 18 hours of the Statistics and Research Methodology requirement.

Advancement to Candidacy

Advancement to candidacy requires a student to complete University and program requirements and to pass a written qualifying examination following completion of course requirements in the candidate’s major field of study. The examination is administered by the Doctoral Studies Committee. No more than two attempts to pass qualifying examinations are allowed. Results of the written and oral examinations must be reported to the Doctoral Studies Committee, the Dean of the College, and the Dean of the Graduate School. Admission into the doctoral program does not guarantee advancement to candidacy.

Dissertation

Candidates must demonstrate the ability to conduct independent research by completing and defending an original dissertation. The research topic is determined by the student in consultation with his or her supervising professor. A Dissertation Committee, selected by the student and supervising professor, guides and critiques the candidate’s research. The completed dissertation must be formally presented to and approved by the Dissertation Committee.

Following an open presentation of the dissertation findings, the Dissertation Committee conducts a closed meeting to determine the adequacy of the research and any further requirements for completion of
the dissertation. Results of the meeting must be reported to the Dean of the College and to the Dean of the Graduate School.

Awarding of the degree is based on the approval of the Dissertation Committee, approved by the Dean. The UTSA Dean of the Graduate School certifies the completion of all University-wide requirements.

Graduate Certificate in the Business of Health

The Graduate Certificate in the Business of Health is a 12-semester-credit-hour program designed to equip healthcare and business professionals with the knowledge and skills needed to lead in today’s rapidly-changing healthcare environment. The influence of political, social, legal, regulatory, environmental and technological issues on healthcare management decisions is central to our practical, state-of-the-art classes.

Students who are currently enrolled in a graduate degree program at UTSA are eligible for admission to this certificate program. Students who have previously completed a master’s degree, equivalent-level professional degree (such as JD, MD, DDS, etc.) or higher (such as Ph.D., etc.) are not required to submit a graduate admission test for admission to this certificate program. Students who are currently enrolled in a post-baccalaureate degree program are required to submit their graduate admission test results (such as from the DAT, GMAT, GRE, LSAT, MCAT, OAT, PCAT, etc.) if they have taken an admissions test for their current program. The GMAT requirement for students who do not have an advanced degree, or who have not taken a graduate admission test may be waived for this program. The decision will be made on a case-by-case basis.

To earn the Business of Health certificate, students must complete 12 semester credit hours:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>BOH 6123 or MGT 6123</td>
<td>Healthcare Strategic Management</td>
<td>3</td>
</tr>
<tr>
<td>BOH 6763 or ACC 6763</td>
<td>Legal and Tax Strategies for Healthcare Organizations and Not-For-Profit Organizations</td>
<td>3</td>
</tr>
<tr>
<td>BOH 6773 or ACC 6773</td>
<td>Seminar in Medicare Regulation</td>
<td>3</td>
</tr>
<tr>
<td>And one course chosen from the following:</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>BOH 6133 or MGT 6133</td>
<td>Organizational and Managerial Issues in Healthcare Delivery</td>
<td></td>
</tr>
<tr>
<td>BOH 6543 or ECO 6543</td>
<td>Healthcare Economics and Policy</td>
<td></td>
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<tr>
<td>BOH 6553 or BLW 6553</td>
<td>Legal, Ethical, and Social Issues of Healthcare Management</td>
<td></td>
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<tr>
<td>BOH 6783 or ACC 6783</td>
<td>Accounting for Healthcare Organizations</td>
<td></td>
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<tr>
<td>BOH 6923 or MGT 6923</td>
<td>Healthcare Management Internship</td>
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Total Credit Hours 12

Business of Health (BOH) Courses

BOH 6123. Healthcare Strategic Management. (3-0) 3 Credit Hours.
Prerequisite: MGT 5003, an equivalent, or consent of instructor. Strategic management of healthcare organizations involves both making good decisions about where you want your organization to go and deciding how to get there. This course will focus on both direction issues and execution issues. Students will do case studies of current healthcare organizations. (Same as MGT 6123. Credit cannot be earned for both MGT 6123 and BOH 6123.)

BOH 6133. Organizational and Managerial Issues in Healthcare Delivery. (3-0) 3 Credit Hours.
Prerequisite: MGT 5003, an equivalent, or consent of instructor. An analysis of the organizational and managerial implications of clinical issues in the delivery of healthcare. Students have the opportunity to examine quality of care issues and concerns related to patient care that affect how healthcare organizations are managed. (Same as MGT 6133. Credit cannot be earned for both MGT 6133 and BOH 6133.)

BOH 6543. Healthcare Economics and Policy. (3-0) 3 Credit Hours.
Prerequisite: ECO 5003, an equivalent, or consent of instructor. The application of economic principles and modeling to the healthcare marketplace. Students will be given the opportunity to apply theoretical and empirical economic analysis to business and public policy issues in the healthcare industry. (Same as ECO 6543. Credit cannot be earned for both ECO 6543 and BOH 6543.)

BOH 6553. Legal, Ethical, and Social Issues of Healthcare Management. (3-0) 3 Credit Hours.
Prerequisite: BLW 5003, an equivalent, or consent of instructor. Introduction to problems, issues, and trends in organized healthcare delivery with a particular focus on related legal and ethical issues. (Same as BLW 6553. Credit cannot be earned for both BLW 6553 and BOH 6553.)

BOH 6763. Legal and Tax Strategies for Healthcare Organizations. (3-0) 3 Credit Hours.
Prerequisite: ACC 5003, an equivalent, or consent of instructor. Overview of taxation and related legal issues affecting the healthcare industry. Topics include tax-exempt organizations, community benefit standards, choice of organizational form, and tax planning strategies for healthcare organizations and professionals. (Same as ACC 6763. Credit cannot be earned for both ACC 6763 and BOH 6763.)

BOH 6773. Seminar in Medicare Regulation. (3-0) 3 Credit Hours.
Prerequisite: ACC 5003, an equivalent, or consent of instructor. Seminar in Medicare covered services, payment systems and compliance for healthcare providers. Emphasis is on understanding the role of Medicare in the American healthcare system, and developing the technical skills to identify and research problems in Medicare payments. Topics include Medicare administration and covered services, Part A hospital insurance benefits, Part B supplementary medical insurance benefits, Part C Medicare Advantage benefits, Part D prescription drug benefits, exclusions from coverage, provider payment rules, fraud & abuse, recovery audits, physician self-referral, anti-dumping rules, claims & appeals, and managed care plans. Includes practical experience using online research software, a comprehensive Medicare hospital cost report, and professional cost reporting software. (Same as ACC 6773. Credit cannot be earned for both ACC 6773 and BOH 6773.)
BOH 6783. Accounting for Healthcare Organizations. (3-0) 3 Credit Hours.
Prerequisite: ACC 5003, an equivalent, or consent of instructor. A seminar on financial and managerial accounting in for-profit and nonprofit healthcare organizations. Accounting issues related to strategic decision-making in health service production, financing, and investment will be emphasized throughout the course. Topics include the healthcare accounting and financial environment, revenue and expense recognition, balance sheet valuations, ratio analysis, cost accounting, performance measurement, variance analysis, physician compensation and practice valuation, tax-exemption issues, mergers, and disclosure requirements. Special attention is given to the financial implications of third-party payment systems and accounting analyses for physician practices. Includes practical experience using actual healthcare case materials. (Same as ACC 6783. Credit cannot be earned for both ACC 6783 and BOH 6783.)

BOH 6923. Healthcare Management Internship. (0-0) 3 Credit Hours.
Prerequisites: Graduate standing, 15 semester credit hours of graduate work, and consent of instructor. Internship must be approved in advance by the Internship Coordinator and the student’s Graduate Advisor of Record. Supervised full- or part-time off-campus work experience and training in healthcare management. Individual conferences and written reports required. (Same as MGT 6923. Credit cannot be earned for both MGT 6923 and BOH 6923.)

General Business Administration (GBA) Courses

GBA 6971. Special Topics in General Business Administration. (1-0) 1 Credit Hour.
Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Topics courses may be repeated for credit when topics vary, but no more than 6 hours, regardless of discipline, will apply to the degree.

GBA 6972. Special Topics in General Business Administration. (2-0) 2 Credit Hours.
Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Topics courses may be repeated for credit when topics vary, but no more than 6 hours, regardless of discipline, will apply to the degree.

GBA 6973. Special Topics in General Business Administration. (3-0) 3 Credit Hours.
Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Topics courses may be repeated for credit when topics vary, but no more than 6 hours, regardless of discipline, will apply to the degree.

GBA 7013. Research Methods I. (3-0) 3 Credit Hours.
Prerequisite: Consent of instructor. An introduction to the research process. The course examines the scientific method, issues in the philosophy of science, ethical issues in research, and an introduction to basic experimental and quasi-experimental design principles and threats to validity. The course also examines the elements of scientific paper writing.

GBA 7023. Research Methods II. (3-0) 3 Credit Hours.
Prerequisite: Consent of instructor. A survey of contemporary research design and data collection methods, including archival data, surveys, interviews, and qualitative research methods.