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 currently 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 (p. 1)
- Master of Business Administration (p. 1)
- Dual Master of Business Administration and Master of Public Health (p. 1)
- Master of Science in Business (p. 1)
- Master of Science in Data Analytics (p. 1)
- Doctor of Philosophy in Accounting (p. 1)
- Doctor of Philosophy in Finance (p. 1)
- Doctor of Philosophy in Information Technology (p. 1)
- Doctor of Philosophy in Management and Organization Studies (p. 1)
- Doctor of Philosophy in Marketing (p. 1)
- Graduate Certificate in Intelligence Studies (p. 11)

Department of Accounting (http://catalog.utsa.edu/graduate/business/accounting)
- Five-Year (150-Hour) Professional Accounting Program (http://catalog.utsa.edu/graduate/business/accounting/#degreeexttext)
- Master of Accountancy (http://catalog.utsa.edu/graduate/business/accounting/#degreeexttext)
- Doctor of Philosophy in Accounting (http://catalog.utsa.edu/graduate/business/accounting/#degreeexttext)

Department of Economics (http://catalog.utsa.edu/graduate/business/economics)
- Master of Arts in Economics – General Economics Concentration (http://catalog.utsa.edu/graduate/business/economics/#degreeexttext)
- Master of Arts in Economics – Financial Economics Concentration (http://catalog.utsa.edu/graduate/business/economics/#degreeexttext)
- Master of Arts in Economics – Business Data Analysis and Forecasting Concentration (http://catalog.utsa.edu/graduate/business/economics/#degreeexttext)

Department of Finance (http://catalog.utsa.edu/graduate/business/finance)
- Master of Science in Finance (http://catalog.utsa.edu/graduate/business/finance/#degreeexttext)
- Master of Science in Finance – Real Estate Finance and Development Concentration (http://catalog.utsa.edu/graduate/business/finance/#degreeexttext)
- Doctor of Philosophy in Finance (http://catalog.utsa.edu/graduate/business/finance/#degreeexttext)

Department of Information Systems and Cyber Security (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity)
- Master of Science in Information Technology (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity/#degreeexttext)
- Master of Science in Information Technology – Cyber Security Concentration (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity/#degreeexttext)
- Master of Science in Management of Technology (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity/#degreeexttext)
- Doctor of Philosophy in Information Technology (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity/#degreeexttext)
- Graduate Certificate in Cloud Computing (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity/#certificatestext)
- Graduate Certificate in Project Management (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity/#certificatestext)
- Graduate Certificate in Technology Entrepreneurship and Management (http://catalog.utsa.edu/graduate/business/informationsystemscybersecurity/#certificatestext)

Department of Management (http://catalog.utsa.edu/graduate/business/management)
- Doctor of Philosophy in Management and Organization Studies (http://catalog.utsa.edu/graduate/business/management/#degreeexttext)

Department of Management Science and Statistics (http://catalog.utsa.edu/graduate/business/managementsciencestatistics)
- Master of Science in Statistics and Data Science (http://catalog.utsa.edu/graduate/business/managementsciencestatistics/#degreeexttext)
- Doctor of Philosophy in Applied Statistics (http://catalog.utsa.edu/graduate/business/managementsciencestatistics/#degreeexttext)
- Graduate Certificate in Operations and Supply Chain Management (http://catalog.utsa.edu/graduate/business/managementsciencestatistics/#certificatestext)

Department of Marketing (http://catalog.utsa.edu/graduate/business/marketing)
- Doctor of Philosophy in Marketing (http://catalog.utsa.edu/graduate/business/marketing/#degreeexttext)

- M.B.A. (p. 2)
- M.S. in Business (p. 2)
- M.S. in Data Analytics (p. 3)
- Executive M.B.A. (p. 3)
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- Ph.D in Accounting (p. 4)
- Ph.D. in Finance (p. 6)
- Ph.D. in Information Technology (p. 7)
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 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) or Graduate Record Exam (GRE) scores, personal statement, résumé, and references.

A complete application package will include:

- A completed application form
- Transcripts from all universities attended
- Official Graduate Management Admission Test (GMAT) scores (no more than five years old) (upon review of the M.B.A. Committee, GRE scores (no more than five years old) may be accepted in lieu of the GMAT scores)
- A personal statement
- A current résumé with employment or other experience
- At least two letters of reference

Degree Requirements

The M.B.A. program requires 36 semester credit hours of work.

A. 27 semester credit hours of required master’s level business courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 5113</td>
<td>Business Foundations</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5133</td>
<td>Financial Accounting Concepts</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5213</td>
<td>Management and Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5233</td>
<td>Accounting Analysis for Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5313</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5333</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5413</td>
<td>Management Science with Data Analytics</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5513</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5613</td>
<td>Strategic Management and Policy</td>
<td>3</td>
</tr>
</tbody>
</table>

B. 9 semester credit hours of elective master’s level business courses

Total Credit Hours 36

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 website (http://business.utsa.edu/graduate).

Degree Options

Students seeking the M.B.A. degree may select between two options to complete the required 36 semester credit hours.

Option 1: General M.B.A. Non-Thesis Option

Under Option 1, students are required to complete the 27 semester credit hours listed above and 9 semester credit hours of electives. These electives may be taken either in the College of Business or in areas outside of the College of Business as approved by the Graduate Program Committee.

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

Under Option 2, students are required to complete the 27 semester credit hours listed above, 3 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 Master’s Degree Regulations.

Master of Science Degree in Business

The Master of Science in Business (M.S.B.) degree is designed to offer business skills and knowledge to qualified students who do not have a business degree. The plan of study features cohort classes to allow students whose previous education has been in nonbusiness fields, such as liberal arts, science and engineering, to obtain graduate level business training as a complement to their previous education. The program, including admission, is supervised by the Graduate Program Committee in M.S.B. General Requirements for completion of the program consist of required business courses.

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 nonbusiness 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
- Transcripts from all universities attended
- Official Graduate Record Examination (GRE) scores from a recent (no more than five years old) administration of the examination.
- 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)

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>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 5003</td>
<td>Financial Accounting Concepts</td>
<td>3</td>
</tr>
<tr>
<td>ECO 5003</td>
<td>Economic Theory and Policy</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 5093</td>
<td>Leadership</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>
<tr>
<td>B. 3 semester credit hours of developmental courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GBA 6302</td>
<td>Professional Development and Communication</td>
<td>2</td>
</tr>
<tr>
<td>MGT 6971</td>
<td>Special Problems (Business Speaking)</td>
<td>1</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.

A. 24 semester hours of required master's level courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>DA 6213</td>
<td>Data-Driven Decision Making and Design</td>
<td>3</td>
</tr>
<tr>
<td>DA 6223</td>
<td>Data Analytics Tools and Techniques</td>
<td>3</td>
</tr>
<tr>
<td>DA 6233</td>
<td>Data Analytics Visualization and Communication</td>
<td>3</td>
</tr>
<tr>
<td>DA 6813</td>
<td>Data Analytics Applications</td>
<td>3</td>
</tr>
<tr>
<td>IS 6713</td>
<td>Data Foundations</td>
<td>3</td>
</tr>
<tr>
<td>IS 6733</td>
<td>Big Data Technology</td>
<td>3</td>
</tr>
<tr>
<td>STA 6443</td>
<td>Data Analytics Algorithms I</td>
<td>3</td>
</tr>
<tr>
<td>STA 6543</td>
<td>Data Analytics Algorithms II</td>
<td>3</td>
</tr>
<tr>
<td>B. 6 semester credit hours of required practicum courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DA 6823</td>
<td>Data Analytics Practicum I</td>
<td>3</td>
</tr>
<tr>
<td>DA 6833</td>
<td>Data Analytics Practicum II</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 30

**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 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.
To be considered for admission to the E.M.B.A. program, applicants must:

- Submit a current resume documenting approximately 8 years of work experience with increasing managerial responsibility. Less experienced applicants will be considered if they can demonstrate exceptional accomplishment.
- Submit a personal statement discussing their interest in the E.M.B.A. program
- Submit two (2) letters of professional reference
- Submit official transcripts from all prior universities attended
- Participate in a personal interview with the E.M.B.A. Programs Committee

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

The GMAT or GRE is not required for admission into the E.M.B.A. program. The TOEFL is not required for admission into the E.M.B.A. program. 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 without reapplying. 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 (https://sph.uth.edu/campuses/san-antonio) for M.P.H. program admission and degree requirements.

**Doctor of Philosophy Degree in Accounting**

The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Accounting. The Ph.D. in Accounting 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 the field of accounting.

The regulations for this degree comply with the general University regulations (refer to Student Policies, General Academic Regulations, and the Graduate Catalog, Doctoral Degree Regulations).

**Admission Requirements**

Applicants must have a bachelor's degree from an accredited university. The Ph.D. Program 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 60 (paper version) or 79 (internet version) 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 Ph.D. Program 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 may include an appointment to a teaching assistantship, research assistantship, or research fellowship. The Ph.D. Program Committee, comprised of members selected from the graduate faculty, is responsible for advising students.
Degree Requirements for Students that have not Obtained a Master’s Degree

The degree requires a minimum of 84 semester credit hours beyond the bachelor’s degree.

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:

- MBA 5213 Management and Behavior in Organizations
- MBA 5233 Accounting Analysis for Decision Making
- MBA 5313 Marketing Management
- MBA 5333 Financial Management
- MBA 5413 Management Science with Data Analytics
- MBA 5513 Managerial Economics
- MBA 5613 Strategic Management and Policy

The Ph.D. Program Committee may consider the approval of transferring some or all of the credit hours of this requirement based on prior graduate coursework.

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).

The Ph.D. Program Committee may consider the approval of transferring up to 9 credit hours of this requirement based on prior graduate coursework.

C. Required Course

- GBA 7103 Doctoral Teaching Seminar

D. 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 Ph.D. Program Committee. Courses include but are not limited to:

- ECO 6013 Microeconomic Theory
- ECO 6103 Econometrics and Business Forecasting
- ECO 6113 Mathematical Economics
- GBA 7013 Research Methods I
- GBA 7023 Research Methods II
- MS 7033 Applications in Causal Structural Modeling
- STA 6923 Advanced Statistical Learning/Data Mining
- STA 7013 Advanced Applied Business Statistical Methods
- STA 7023 Applied Linear Statistical Models
- STA 7033 Multivariate Statistical Analysis

E. Major Area Coursework

1. PhD Level Courses (12 semester credit hours)

- ACC 7013 Seminar in Empirical Research in Accounting
- ACC 7053 Current Topics in Accounting Research
- ACC 7113 Seminar in Financial Accounting Theory
- ACC 7123 Seminar in Managerial Accounting Theory
- ACC 7983 Special Topics in Accounting

2. Directed Electives (9 semester credit hours)

- ACC 7043 Archival-Based Research Methods in Accounting

3 semester credit hours of graduate-level coursework as approved by the Ph.D. Program Committee.

3 semester credit hours of graduate-level coursework as approved by the Ph.D. Program Committee.

F. Free elective

One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.

G. Doctoral Research

9 semester credit hours

H. Doctoral Dissertation

12 semester credit hours

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

Total Credit Hours 84

Degree Requirements for Students that have Obtained a Master’s Degree

The degree requires a minimum of 66 semester credit hours beyond the master’s degree.

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. Required Course

- GBA 7103 Doctoral Teaching Seminar

B. 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 Ph.D. Program Committee. Courses include but are not limited to:

- ECO 6013 Microeconomic Theory
- ECO 6103 Econometrics and Business Forecasting
- ECO 6113 Mathematical Economics
- GBA 7013 Research Methods I
- GBA 7023 Research Methods II
- MS 7033 Applications in Causal Structural Modeling
- STA 6923 Advanced Statistical Learning/Data Mining
- STA 7013 Advanced Applied Business Statistical Methods
- STA 7023 Applied Linear Statistical Models
- STA 7033 Multivariate Statistical Analysis

C. Major Area Coursework

21 semester credit hours

1. PhD Level Courses (12 semester credit hours)

- ACC 7013 Seminar in Empirical Research in Accounting
- ACC 7053 Current Topics in Accounting Research
- ACC 7113 Seminar in Financial Accounting Theory
- ACC 7123 Seminar in Managerial Accounting Theory
- ACC 7983 Special Topics in Accounting

2. Directed Electives (9 semester credit hours)

- ACC 7043 Archival-Based Research Methods in Accounting

3 semester credit hours of graduate-level coursework as approved by the Ph.D. Program Committee.
College of Business

3 semester credit hours of graduate-level coursework as approved by the Ph.D. Program Committee

D. Free elective

One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.

E. Doctoral Research

9

F. Doctoral Dissertation

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

Total Credit Hours 66

Doctor of Philosophy Degree in Finance

The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Finance. The Ph.D. in Finance 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 Student Policies, General Academic Regulations, and the Graduate Catalog, Doctoral Degree Regulations).

Admission Requirements

Applicants must have a bachelor’s degree from an accredited university. The Ph.D. Program 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 60 (paper version) or 79 (internet version) 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 Ph.D. Program 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 waivered from some or all of the background requirements (sections A, B, and C).

Admission may include an appointment to a teaching assistantship, research assistantship, or research fellowship. The Ph.D. Program Committee, comprised of members selected from the graduate faculty, is responsible for advising students.

Degree Requirements for Students that have not Obtained a Master’s Degree

The degree requires a minimum of 84 semester credit hours beyond the bachelor’s degree.

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MBA 5213</td>
<td>Management and Behavior in Organizations</td>
</tr>
<tr>
<td>MBA 5233</td>
<td>Accounting Analysis for Decision Making</td>
</tr>
<tr>
<td>MBA 5313</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>MBA 5333</td>
<td>Financial Management</td>
</tr>
<tr>
<td>MBA 5413</td>
<td>Management Science with Data Analytics</td>
</tr>
<tr>
<td>MBA 5513</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>MBA 5613</td>
<td>Strategic Management and Policy</td>
</tr>
</tbody>
</table>

The Ph.D. Program Committee may consider the approval of transferring some or all of the credit hours of this requirement based on prior graduate coursework.

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)

The Ph.D. Program Committee may consider the approval of transferring up to 9 credit hours of this requirement based on prior graduate coursework.

C. Required Course

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>GBA 7103</td>
<td>Doctoral Teaching Seminar</td>
</tr>
</tbody>
</table>

D. 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 Ph.D. Program Committee. Courses include but are not limited to:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 6013</td>
<td>Microeconomic Theory</td>
</tr>
<tr>
<td>ECO 6103</td>
<td>Econometrics and Business Forecasting</td>
</tr>
<tr>
<td>ECO 6113</td>
<td>Mathematical Economics</td>
</tr>
<tr>
<td>GBA 7013</td>
<td>Research Methods I</td>
</tr>
<tr>
<td>GBA 7023</td>
<td>Research Methods II</td>
</tr>
<tr>
<td>MS 7033</td>
<td>Applications in Causal Structural Modeling</td>
</tr>
<tr>
<td>STA 6923</td>
<td>Advanced Statistical Learning/Data Mining</td>
</tr>
<tr>
<td>STA 7013</td>
<td>Advanced Applied Business Statistical Methods</td>
</tr>
<tr>
<td>STA 7023</td>
<td>Applied Linear Statistical Models</td>
</tr>
<tr>
<td>STA 7033</td>
<td>Multivariate Statistical Analysis</td>
</tr>
</tbody>
</table>

E. Major Area Coursework

1. PhD Level Courses (12 semester credit hours)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 7013</td>
<td>Financial Theory</td>
</tr>
</tbody>
</table>
FIN 7023  Corporate Finance  
FIN 7033  Valuation  
FIN 7043  Empirical Finance  
FIN 7113  International Financial Markets  

2. Directed Electives (9 semester credit hours) 
FIN 7053  Topics in Financial Research  

6 semester credit hours of graduate-level FIN courses as approved by the Ph.D. Program Committee. 

F. Free elective  
One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.  

G. Doctoral Research  
9 

H. Doctoral Dissertation  
12 
The initial Program of Study must be approved by the Ph.D. Program Committee and must be submitted to the Dean of the Graduate School for final approval.  

Total Credit Hours 84  

**Doctor of Philosophy Degree in Information Technology**  
The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Information Technology. The Ph.D. in Information Technology 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 (e.g., Information Systems, Cyber Security and Analytics/AI).  

The regulations for this degree comply with the general University regulations (refer to Student Policies, General Academic Regulations, and the Graduate Catalog, Doctoral Degree Regulations). 

**Admission Requirements**  
Applicants must have a bachelor’s degree from an accredited university. The Ph.D. Program 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 60 (paper version) or 79 (internet version) 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 related discipline (e.g., Information Systems, Computer Science, Cyber Security and Analytics/AI), with sufficient quantitative rigor are required to complete a program consisting of a minimum of 84 semester credit hours. The Ph.D. Program Committee for the major area discipline will determine a program consisting of a minimum of 84 semester credit hours. The initial Program of Study must be approved by the Ph.D. Program Committee and must be submitted to the Dean of the Graduate School for final approval.
program with the appropriate prior graduate coursework may be waived from some or all of the background requirements (sections A, B, and C).

Admission may include an appointment to a teaching assistantship, research assistantship, or research fellowship. The Ph.D. Program Committee, comprised of members selected from the graduate faculty, is responsible for advising students.

Degree Requirements for Students that have not Obtained a Master’s Degree

The degree requires a minimum of 84 semester credit hours beyond the bachelor’s degree.

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. Master’s Degree Core Courses

This requirement may be met by a master’s degree in a related discipline, (e.g., Business Administration, Information Systems, Computer Science, Cyber Security and Analytics/AI). 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 those offered in Information Systems and Cyber Security or other departments, with the approval of the Ph.D. Program Committee.

The Ph.D. Program Committee may consider the approval of transferring some or all of the credit hours of this requirement based on prior graduate coursework.

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).

The Ph.D. Program Committee may consider the approval of transferring up to 9 credit hours of this requirement based on prior graduate coursework.

C. Required Course

GBA 7103 Doctoral Teaching Seminar

D. Statistics and Research Methodology

18 semester credit hours of 6000- or 7000-level courses in Statistics, Analytics/AI, Research Methods, Management Science, or related courses as approved by the Ph.D. Program Committee.

E. Major Area Coursework

PhD Level Courses: IS 7013 + a combination of three (3) PhD Level courses on different topics, as approved by the Ph.D. Program Committee (total of 12 credit hours), but not limited to the following:

- IS 7013 Foundations of Information Systems Research
- IS 7023 Behavioral and Organizational Information Systems Research
- IS 7033 Topics in Information Systems Technology Research (e.g., Blockchain in Cyber Security)
- IS 7033 Topics in Information Systems Technology Research (Machine Learning)
- IS 7043 Seminar in Software Development

One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.

G. Doctoral Research (9 semester credit hours)

This requirement is met by doctoral research coursework.

H. Doctoral Dissertation (minimum of 12 semester credit hours)

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

Total Credit Hours 84

Degree Requirements for Students that have Obtained a Master’s Degree

The degree requires a minimum of 66 semester credit hours beyond the master’s degree.

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. Required Course

GBA 7103 Doctoral Teaching Seminar

B. Statistics and Research Methodology

18 semester credit hours of 6000- or 7000-level courses in Statistics, Analytics/AI, Research Methods, Management Science, or related courses as approved by the Ph.D. Program Committee.

C. Major Area Coursework

1. PhD Level Courses

- IS 7013 Foundations of Information Systems Research
- IS 7023 Behavioral and Organizational Information Systems Research
- IS 7033 Topics in Information Systems Technology Research (e.g., Blockchain in Cyber Security)
- IS 7033 Topics in Information Systems Technology Research (Machine Learning)
- IS 7043 Seminar in Software Development

2. Directed Electives (9 semester credit hours)

D. Free elective

One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.

E. Doctoral Research (9 semester credit hours)

This requirement is met by doctoral research coursework.

F. Doctoral Dissertation (minimum of 12 semester credit hours)

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

Total Credit Hours 66

Doctor of Philosophy Degree in Management and Organization Studies

The Department of Management at UTSA offers aspiring scholars the opportunity to complete a Ph.D. degree in management and organization studies. The Department of Management's doctoral program places special emphasis on the development of research competence. This
A rigorous program is not intended for professionals targeting industry careers or consulting, but rather a scholarly career in higher education, with specific interests in organizational behavior, human resources, strategic management, organization theory and related areas. The program’s mission is the development of students into scholars who will undertake faculty positions at leading research universities.

**Admission Requirements**
Applicants are eligible to apply to the program if they have earned a bachelor’s or master’s degree from a regionally accredited institution. All applicants must submit:

- 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; and
- International students must also submit a score of at least 60 (paper version) or 79 (internet version) on the Test of English as a Foreign Language (TOEFL). TOEFL scores may not be more than two years old.

Students work closely with faculty members through a research assistantship. Application materials are reviewed to ensure a good fit between students’ goals and research interests and those of faculty members in the department.

**Degree Requirements for Students that have not Obtained a Master’s Degree**
The Ph.D. in Management and Organization Studies requires 84 graduate credit hours beyond the bachelor’s degree, a comprehensive examination, and the completion of a dissertation. Specific course requirements are determined by the Department of Management’s Ph.D. Program 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. It is expected that the student will begin to develop and conduct research while undertaking coursework.

**Program of Study**

<table>
<thead>
<tr>
<th>A. Foundational Courses (18 semester credit hours)</th>
<th>18</th>
</tr>
</thead>
</table>

This requirement may be met by a master’s degree in business or business-related discipline. A minimum of 9 semester credit hours outside of the student’s major discipline are required and 9 hours of 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 are required.

The Ph.D. Program Committee may consider the approval of transferring up to 18 credit hours of this requirement based on prior graduate coursework.

<table>
<thead>
<tr>
<th>B. Additional Course Requirements (45 semester credit hours)</th>
<th>45</th>
</tr>
</thead>
</table>

An additional 45 credits of coursework from 5000-7000 graduate level Management, Statistics, Research Methodology and related fields is required as directed and approved by the PhD Program Committee.

<table>
<thead>
<tr>
<th>C. Doctoral Research and Dissertation (21 semester credit hours)</th>
<th>21</th>
</tr>
</thead>
</table>

A minimum of 9 hours of Doctoral Research and a minimum of 12 hours of Doctoral Dissertation are required. The initial Program of Study must be approved by the Ph.D. Program Committee and must be submitted to the Dean of the Graduate School for final approval.

**Total Credit Hours**

| 84 |

**Degree Requirements for Students that have Obtained a Master’s Degree**
The Ph.D. in Management and Organization Studies requires 66 graduate credit hours beyond the bachelor’s degree, a comprehensive examination, and the completion of a dissertation. Specific course requirements are determined by the Department of Management’s Ph.D. Program 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. It is expected that the student will begin to develop and conduct research while undertaking coursework.

**Program of Study**

<table>
<thead>
<tr>
<th>A. Course Requirements (45 semester credit hours)</th>
<th>45</th>
</tr>
</thead>
</table>

45 credits of coursework from 5000-7000 graduate level Management, Statistics, Research Methodology and related fields is required as directed and approved by the Ph.D. Program Committee.

<table>
<thead>
<tr>
<th>B. Doctoral Research and Dissertation (21 semester credit hours)</th>
<th>21</th>
</tr>
</thead>
</table>

A minimum of 9 hours of Doctoral Research and a minimum of 12 hours of Doctoral Dissertation are required. The initial Program of Study must be approved by the Ph.D. Program Committee and must be submitted to the Dean of the Graduate School for final approval.

**Total Credit Hours**

| 66 |

**Doctor of Philosophy Degree in Marketing**
The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Marketing. The Ph.D. in Marketing 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 Student Policies, General Academic Regulations, and the Graduate Catalog, Doctoral Degree Regulations).

**Admission Requirements**
Applicants must have a bachelor’s degree from an accredited university. The Ph.D. Program 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 60 (paper version) or 79 (internet version) 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 Ph.D. Program 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 may include an appointment to a teaching assistantship, research assistantship, or research fellowship. The Ph.D. Program Committee, comprised of members selected from the graduate faculty, is responsible for advising students.

Degree Requirements for Students that have not Obtained a Master’s Degree

The degree requires a minimum of 84 semester credit hours beyond the bachelor’s degree.

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 9

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:

- MBA 5213 Management and Behavior in Organizations
- MBA 5233 Accounting Analysis for Decision Making
- MBA 5313 Marketing Management
- MBA 5333 Financial Management
- MBA 5413 Management Science with Data Analytics
- MBA 5513 Managerial Economics
- MBA 5613 Strategic Management and Policy

The Ph.D. Program Committee may consider the approval of transferring some or all of the credit hours of this requirement based on prior graduate coursework.

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).

The Ph.D. Program Committee may consider the approval of transferring up to 9 credit hours of this requirement based on prior graduate coursework.

C. Required Course 3

- GBA 7103 Doctoral Teaching Seminar

D. Statistics and Research Methodology 18

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

- ECO 6013 Microeconomic Theory
- ECO 6103 Econometrics and Business Forecasting
- ECO 6113 Mathematical Economics
- GBA 7013 Research Methods I
- GBA 7023 Research Methods II
- MS 7033 Applications in Causal Structural Modeling
- STA 6923 Advanced Statistical Learning/Data Mining
- STA 7013 Advanced Applied Business Statistical Methods
- STA 7023 Applied Linear Statistical Models
- STA 7033 Multivariate Statistical Analysis

E. Major Area Coursework 21

1. PhD Level Courses (12 semester credit hours)
   - MKT 7013 Seminar in Marketing Theory
   - MKT 7023 Behavioral Seminar I
   - MKT 7033 Behavioral Seminar II
   - MKT 7043 Seminar in Experimental Design

2. Directed Electives (9 semester credit hours)

9 semester credit hours of graduate-level directed electives as approved by the Ph.D. Program Committee.

F. Free elective 3

One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.

G. Doctoral Research (9 semester credit hours) 9

H. Doctoral Dissertation (minimum 12 semester credit hours) 12

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

Total Credit Hours 84

Degree Requirements for Students that have Obtained a Master’s Degree

The degree requires a minimum of 66 semester credit hours beyond the master’s degree.

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. Required Course 3

- GBA 7103 Doctoral Teaching Seminar

B Statistics and Research Methodology 18

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

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

Courses include but are not limited to:

- ECO 6013 Microeconomic Theory
- ECO 6103 Econometrics and Business Forecasting
- ECO 6113 Mathematical Economics
- GBA 7013 Research Methods I
- GBA 7023 Research Methods II
Committee, approved by the Dean. The UTSA Dean of the Graduate School approves the awarding of the degree based on the approval of the Dissertation Committee and to the Dean of the Graduate School. The results of the meeting must be reported to the Dean of the Graduate School. The dissertation must be formally presented to and approved by the Dissertation Committee. The completed dissertation must be formally presented to and approved by the Dissertation Committee.

The completed dissertation must be formally presented to and approved by the Dissertation Committee. The dissertation must be formally presented to and approved by the Dissertation Committee.

D. Free elective

One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.

E. Doctoral Research (9 semester credit hours)

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

F. Doctoral Dissertation (minimum 12 semester credit hours)

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

Total Credit Hours 66

Advancement to Candidacy

Advancement to candidacy requires students 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 Ph.D. Program Committee. No more than two attempts to pass qualifying examinations are allowed. Results of the written and oral examinations must be reported to the Ph.D. Program 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 Intelligence Studies

The Graduate Certificate in Intelligence Studies is a 12-semester-credit-hour program designed to prepare individuals from a broad range of academic disciplines for a career in the Intelligence Community (https://www.intelligence.gov). Individuals with business, foreign language, social science, computer science, criminal science, engineering or statistics backgrounds will benefit from this professional certificate. Individuals completing this certificate will gain a practical and hands-on knowledge of methods in intelligence collection, intelligence analysis, and reporting and briefing for the intelligence community. See the College of Business Critical Technology Studies Program (http://www.business.utsa.edu/ctsp) website for more information.

Admission Requirements

The certificate is open to all UTSA graduate students, including non-degree seeking students, regardless of their college or major. Applicants who are currently enrolled in a graduate degree program at UTSA have already met University requirements for admission. Current students should contact the Critical Technology Studies Program (http://www.business.utsa.edu/ctsp) and complete a form requesting permission to pursue the Intelligence Studies certificate via email at ctsp@utsa.edu or telephone at (210) 458-7328.

Applicants who are not currently enrolled in a graduate degree program at UTSA will be required to apply for admission to UTSA as a special (non-degree-seeking) graduate student and to indicate their intent to seek admission into a certificate program. Students who meet general UTSA admission requirements are eligible for admission to this certificate program.

Certificate Requirements

To earn the Graduate Certificate in Intelligence Studies, students must complete 12 semester credit hours as follows:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>NS 6003</td>
<td>The Role of U.S. Intelligence in National Security</td>
<td>3</td>
</tr>
<tr>
<td>NS 6223</td>
<td>Analytical Writing, Reporting and Briefing for the Intelligence Community</td>
<td>3</td>
</tr>
<tr>
<td>NS 6503</td>
<td>Intelligence Reasoning Analysis</td>
<td>3</td>
</tr>
<tr>
<td>NS 6523</td>
<td>Methods in Intelligence Collection</td>
<td>3</td>
</tr>
</tbody>
</table>

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 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.) Differential Tuition: $387.
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.) Differential Tuition: $387.

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.) Differential Tuition: $387.

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.) Differential Tuition: $387.

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.) Differential Tuition: $387.

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.) Differential Tuition: $387.

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.) Differential Tuition: $387.

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.) Differential Tuition: $387.

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 be provided the opportunity to 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. Data provenance for data-to-decision traceability and critical scientific documentation principles important to scientific and analytic functions is also discussed. Differential Tuition: $387.

DA 6223. Data Analytics Tools and Techniques. (3-0) 3 Credit Hours.
Students will be provided the opportunity to 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 be provided the opportunity to 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 be provided the opportunity to learn and experience how to develop functional scripts and leverage existing analytics libraries to solve data analytics problems using software. Differential Tuition: $387.
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 be provided the opportunity to learn common methods for data visualization for a wide variety of data types and data analytics applications. Differential Tuition: $387.

DA 6913. Data Analytics Applications. (3-0) 3 Credit Hours.

Students will be presented a big picture understanding of data analytics, including its purpose, common benefits and challenges, important analytic processes, and what is needed to perform data analytics, such as skills, tools, technology, etc. Students will be introduced to a wide variety of data analytics applications in a wide variety of fields, such as information technology, cyber security, bioinformatics, biomedical/health, insurance and risk, finance, economics, accounting, business intelligence, crime and fraud detection, marking and customer analytics, energy and environmental, manufacturing and operations, and logistics and supply chain. Data analytics applications will be demonstrated through case-based study and guest lectures from data analytics experts and managers in the various application areas listed above. Differential Tuition: $387.

DA 6823. Data Analytics Practicum I. (3-0) 3 Credit Hours.

Prerequisites: DA 6213, DA 6813, and STA 6443. This course presents students with practical knowledge, skills, and experience needed to conduct real-world, high-quality data analytics in an application area of interest. Students will meet formally with their peers and the instructor for the purpose of facilitating the practicum experience. Students will simultaneously engage in formal practicums and regular meetings with key members of the organizations hosting and facilitating student practicum project(s). During this practicum, students will engage in the following steps of the data analytics process: problem defining, question formulation, hypothesis development, preliminary analytics, analytical design, data acquisition, data preparation and pre-processing, and initial data analysis. In addition, they will acquire additional training in analytical and statistical techniques including time series and social network analysis. Differential Tuition: $387.

DA 6833. Data Analytics Practicum II. (3-0) 3 Credit Hours.

Prerequisite: DA 6823. This course continues the practicum experience in the same manner as Data Analytics Practicum I. Students will continue their major data analytics project, focusing on the analysis and presentation of results portion of the process. The next steps will be detailed data analysis, conclusion drawing, report preparation and refinement, presentation preparation and final presentation. The practicum will culminate in a formal, completed report to the supporting organization, as well as to data analytics peers and professors. 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 this requirement by successfully passing a comprehensive examination as set out in this catalog. Differential Tuition: $387.

General Business Administration (GBA) Courses

GBA 6302. Professional Development and Communication. (2-0) 2 Credit Hours.

Prerequisite: Consent of instructor. This course is designed to enhance the student's ability in and experience with building networking skills, verbal and written communication skills, business etiquette, and learning how to increase their professional human capital. Students will learn how to build a personal career portfolio (an approved resume, a LinkedIn profile, etc.), how to market themselves, how to prepare for internship and job placement interviews, how to utilize professional networking, and how to work effectively and professionally in collaborative settings. The goal is to make students more marketable and valuable professionals to the global economy. Written assignments and attendance at course-related seminars are required. Differential Tuition: $258.

GBA 6883. Global Business Immersion. (0-0) 3 Credit Hours.

Prerequisite: 6 College of Business semester credit hours and official admission into the Business Immersion Program. An advanced field-trip course designed to provide intensive exposure to the business practices of the locations visited. The pre-departure activities enhance prior knowledge of the local business climate and culture. The in-country activities include visits to local companies and workshops hosted by local professors. The post-immersion components engage students in reflection opportunities and applied project experiences. This course relies heavily on experiential components. Attendance to all official course events is required. This course may be repeated for credit. Differential Tuition: $387.

GBA 6941. Graduate Internship. (1-0) 1 Credit Hour.

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 business operations and/or management. Individual conferences and written reports required. Differential Tuition: $129.

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. Differential Tuition: $258.

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. Differential Tuition: $387.

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. Differential Tuition: $387.

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. Differential Tuition: $387.
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GBA 7103. Doctoral Teaching Seminar. (3-0) 3 Credit Hours.
A critical examination of teaching philosophies and pedagogical styles. Topics include course construction, content selection, and student learning. Differential Tuition: $387.

**Master of Business Administration (MBA) Courses**

**MBA 5113. Business Foundations.** (3-0) 3 Credit Hours.
A first semester MBA degree course designed to provide students with a conceptual foundation for business analysis and decision-making. Topics will include overview of business organizations, industry analysis, and time value of money. Differential Tuition: $387.

**MBA 5133. Financial Accounting Concepts.** (3-0) 3 Credit Hours.
An intensive study of accounting as a tool to communicate financial information for planning, analyzing, and controlling business enterprises directed toward decision-making. (Same as ACC 5003. Credit cannot be earned for both ACC 5003 and MBA 5133.) Differential Tuition: $387.

**MBA 5213. Management and Behavior in Organizations.** (3-0) 3 Credit Hours.
Prerequisites: Completion of or concurrent enrollment in MBA 5113 and MBA 5133. The course focuses on factors affecting individual and group behavior in organizations. It includes organizational behavior topics such as motivation, perception, job attitudes, job design, leadership, and individual differences. It also includes organizational theory topics such as organizational structure, design, culture, and environmental influences. (Same as MGT 5043. Credit cannot be earned for both MBA 5213 and MGT 5043.) Differential Tuition: $387.

**MBA 5233. Accounting Analysis for Decision Making.** (3-0) 3 Credit Hours.
Prerequisites: MBA 5113 and MBA 5133. The study of accounting and its uses by management in the decision-making process. (Same as ACC 5023. Credit cannot be earned for both ACC 5023 and MBA 5233.) Differential Tuition: $387.

**MBA 5313. Marketing Management.** (3-0) 3 Credit Hours.
Prerequisites: Completion of or concurrent enrollment in MBA 5113 and MBA 5133. An analysis of marketing management processes within organizations. Focus is on the use of strategic planning and market analysis to design marketing programs in competitive environments. (Same as MKT 5023. Credit cannot be earned for both MBA 5313 and MKT 5023.) Differential Tuition: $387.

**MBA 5333. Financial Management.** (3-0) 3 Credit Hours.
Prerequisites: MBA 5113 and MBA 5133. The study of concepts related to the financial management of the firm. Topics include asset and liability management, capital investment analysis and valuation, risk and uncertainty, sources and costs of financial alternatives, corporate financial policy, and other corporate financial management topics. (Same as FIN 5023. Credit cannot be earned for both FIN 5023 and MBA 5333.) Differential Tuition: $387.

**MBA 5413. Management Science with Data Analytics.** (3-0) 3 Credit Hours.
Prerequisites: MBA 5113 and MBA 5133. This course provides students with knowledge and applications of quantitative methods and data analytic tools commonly used in the fields of management science and operations management. The focus is to demonstrate how to solve managerial and technical problems encountered in various functional areas in business. Topics include, but not limited to, descriptive analytics, probability distributions, sampling distributions, confidence interval estimation, hypothesis testing, chi-squared test, analysis of variance, linear regression, forecasting, linear programming and optimization, project scheduling, and simulation. Computer software and spreadsheet models are adopted in the instructions. (Same as MS 5023. Credit cannot be earned for both MBA 5413 and MS 5023.) Differential Tuition: $387.

**MBA 5513. Managerial Economics.** (3-0) 3 Credit Hours.
Prerequisites: MBA 5113 and MBA 5133. Application of price theory to economic decisions of the firm. An applications-oriented approach emphasizing demand, production, and profit maximizing conditions, and their implications for output and pricing strategies under various market structures and types of organization. (Same as ECO 5023. Credit cannot be earned for both ECO 5023 and MBA 5513.) Differential Tuition: $387.

**MBA 5613. Strategic Management and Policy.** (3-0) 3 Credit Hours.
Prerequisite: Completion of all other MBA Core courses or approval of instructor, Department Chair, and Associate Dean of the Office of Graduate Studies. A course intended to integrate material taken in the M.B.A. program, as well as to broaden the horizons of the student beyond the focus on the firm. The macroeconomic aspects of the economy and contemporary problems and trends of business are covered. 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 this requirement by successfully passing a comprehensive examination as set out in this catalog. (Same as MGT 5903. Credit cannot be earned for both MBA 5613 and MGT 5903.) Differential Tuition: $387.