

DEPARTMENT OF INFORMATION SYSTEMS AND CYBER SECURITY

All graduate programs in Information Systems and Cyber Security are accredited by AACSB International—The Association to Advance Collegiate Schools of Business—and conform to recommended guidelines.

- M.S. in Information Technology (p. 1)
- M.S. in Information Technology – Cyber Security Concentration (p. 1)
- Dual M.S.I.T. with a Cyber Security Concentration / Master in Cybersecurity
- M.S. in Management of Technology (p. 3)
- Ph.D. in Information Technology (p. 3)

Master of Science Degree in Information Technology

The Master of Science degree in Information Technology (M.S.I.T.) provides information systems and computer science professionals with the opportunity to acquire technical knowledge in a variety of specialized information technology fields and the management skills to create, plan, organize, lead, and control the information technology in their organizations. The program is designed for students with a technical background and preferably an undergraduate or graduate degree in information systems or computer science.

Program Admission Requirements

For admission to the M.S.I.T. 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 information technology as indicated by a combination of prior academic achievement, Graduate Management Admission Test (GMAT) scores, personal statement, résumé (optional), and references (optional).

The M.S.I.T. Graduate 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) or Graduate Record Examination (GRE) scores.
- A personal statement.
- A current résumé with employment or other experience (optional).
- Letters of reference (optional).

Degree Requirements

Candidates for the degree of Master of Science in Information Technology (M.S.I.T.) must complete the following:

Code	Title	Credit Hours
A. 9 semester credit hours of required courses:		9
IS 5143	Information Technology	

IS 5203	Networking and Telecommunication Systems	
IS 6813	Strategic Management of Information Technology ¹	
B. All candidates for the degree must complete an additional 24 semester credit hours of elective courses:		
1. 18 semester credit hours selected from the following:		18
CS 5103	Software Engineering	
CS 5443	Database Management Systems	
CS 6543	Networks	
IS 6083	Agile Project Management	
IS 6103	Object Oriented Analysis and Design	
IS 6303	Introduction to Voice and Data Security	
IS 6323	Security Risk Analysis	
IS 6343	Secure Network Designs	
IS 6353	Security Incident Response	
IS 6363	Digital Forensics	
IS 6373	Cyber Law	
IS 6383	Policy Assurance for Infrastructure Assurance	
IS 6403	Information Resource Management	
IS 6423	Secure Software Design	
IS 6433	Supervisory Control and Data Acquisition	
IS 6503	Principles of Database Management	
IS 6703	Introduction to Data Mining	
IS 6933	Internship in Information Technology	
2. 6 semester credit hours selected from the following:		6
MBA 5213	Management and Behavior in Organizations	
MGT 5093	Leadership	
MOT 5053	Technology Commercialization	
MOT 5163	Management of Technology	
MOT 5223	Management of Professional Personnel	
MOT 5243	Essentials of Project and Program Management	
MOT 5253	Starting the High-Tech Firm	
MOT 5313	Emerging Technologies	
Total Credit Hours		33

¹ Students who earn a grade of “B” (3.0) or better in IS 6813 Strategic Management of Information Technology 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.

Master of Science Degree in Information Technology – Cyber Security Concentration

This concentration is designed to offer the opportunity for qualified graduate students to study information technology while developing special expertise in cyber security. To achieve this end, students can focus their elective courses on developing the specialized knowledge requirements for the computer and information security area while at the same time completing the requirements for the Master of Science (M.S.) degree.

Candidates for the degree of Master of Science in Information Technology (M.S.I.T.) with a concentration in Cyber Security must complete the following:

Code	Title	Credit Hours
A. 15 semester credit hours of required courses:		15
IS 5143	Information Technology	
IS 5203	Networking and Telecommunication Systems	
IS 6303	Introduction to Voice and Data Security	
IS 6323	Security Risk Analysis	
IS 6813	Strategic Management of Information Technology ¹	
B. All candidates for the degree must complete an additional 18 semester credit hours of elective courses:		
1. 12 semester credit hours selected from the following:		12
IS 6343	Secure Network Designs	
IS 6353	Security Incident Response	
IS 6363	Digital Forensics	
IS 6373	Cyber Law	
IS 6383	Policy Assurance for Infrastructure Assurance	
IS 6423	Secure Software Design	
IS 6433	Supervisory Control and Data Acquisition	
IS 6603	Cyber Threat Hunting	
IS 6703	Introduction to Data Mining	
IS 6943	Internship in Cyber Security	
IS 6953	Independent Study	
IS 6973	Special Problems	
NS 6503	Intelligence Reasoning Analysis	
2. 6 semester credit hours selected from the following:		6
MBA 5213	Management and Behavior in Organizations	
MGT 5093	Leadership	
MOT 5053	Technology Commercialization	
MOT 5163	Management of Technology	
MOT 5223	Management of Professional Personnel	
MOT 5243	Essentials of Project and Program Management	
MOT 5253	Starting the High-Tech Firm	
MOT 5313	Emerging Technologies	
Total Credit Hours		33

¹ Students who earn a grade of “B” (3.0) or better in IS 6813 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.

Dual Degree M.S.I.T. with a Cyber Security Concentration / Master in Cybersecurity

This dual degree program is offered through the UTSA Alvarez College of Business, M.S.I.T. Cyber Security concentration program, and the Instituto Tecnológico de Monterrey (ITESM), Master in Cybersecurity program.

It is designed to offer the opportunity for qualified graduate students to take coursework in information technology while developing special expertise in cyber security at both institutions on a coordinated basis.

Applicants will be admitted to the M.S.I.T. Cyber Security concentration program and the Master in Cybersecurity independently, according to the admission schedule and policies of each institution. Applicants must submit all admission materials to each admission office independently and by the institution's deadline. Admission to the dual degree program may occur after a student has already matriculated in the M.S.I.T. Cyber Security or in the Master in Cybersecurity, or both degree programs, as approved by each institution's program director.

Upon completion, UTSA Alvarez College of Business will award the M.S.I.T. Cybersecurity Concentration and ITESM will award the Master in Cybersecurity for each student who successfully completes the program.

Program Admission Requirements

For admission to the M.S.I.T. program with a Cyber Security concentration, applicants must meet University-wide graduate admission requirements. Applicants are further considered on the basis of demonstrated potential for success in graduate study in information technology as indicated by a combination of prior academic achievement, personal statement, résumé (optional), and references (optional).

The M.S.I.T. Graduate 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.
- A personal statement.
- English proficiency test scores (If applicable)
- Foreign credential evaluation (If applicable)

Current résumé with employment or other experience and letters of reference are optional for this program.

Degree Requirements

For UTSA students:

Program participants from UTSA will enroll in UTSA's M.S.I.T. Cyber Security Concentration program and successfully complete the program's core requirements.

Students in the dual program who begin their education at UTSA will take six (6) of 11 courses to fulfill the UTSA M.S.I.T. Cyber Security program requirement at UTSA and the remaining five (5) courses at ITESM.

To earn the ITESM Master in Cybersecurity degree, UTSA students must also complete a research essay jointly supervised by faculty members from both UTSA and ITESM.

Additional information about the ITESM component for this dual program is available at <https://maestriasydiplomados.tec.mx/posgrados/maestria-en-ciberseguridad-en-linea> (<https://>)

maestriasydiplomados.tec.mx/posgrados/maestria-en-ciberseguridad-en-linea/).

For ITESM students:

Program participants from ITESM will enroll in ITESM Master in Cybersecurity program the first semester and successfully complete their core requirements.

Students in the Dual Program will take 18 credit hours (six courses) at UTSA, as well as completing a research essay jointly supervised by faculty members from both UTSA and ITESM.

The requirements listed here may change as determined by UTSA and ITESM. Students are required to contact their respective institution program director to review and confirm eligibility and detailed degree requirements.

Master of Science Degree in Management of Technology

The Master of Science in Management of Technology (M.S. MOT) focuses on project management in technology-based enterprises. It provides students the opportunity to acquire technical knowledge in various technology fields and the leadership skills required to stimulate and manage technological innovation or bring valuable technological ideas, goods, and services to the marketplace. Courses may be available through distance learning.

Program Admission Requirements

For admission to the M.S. MOT program, the ideal applicant should have an undergraduate or graduate degree in a scientific, engineering, mathematical, or other technology-based discipline from an accredited university or college and meet University-wide graduate admission requirements. In addition, the Graduate Programs Committee evaluates each applicant individually, based on a combination of five factors:

- Prior academic achievement.
- Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) scores.
- At least two letters of recommendation.
- A current résumé with employment or other experience.
- A personal statement.

Degree Requirements

Students must successfully complete 33 semester credit hours.

Code	Title	Credit Hours
A. All candidates are required to successfully complete the following 21 semester credit hours:		
MOT 5053	Technology Commercialization	
MOT 5163	Management of Technology	
MOT 5223	Management of Professional Personnel	
MOT 5233	Advanced Topics in Project Management	
MOT 5243	Essentials of Project and Program Management	
MOT 5343	Financial Aspects of Management of Technology	
MOT 6203	Strategic Management of Technology ¹	

B. All candidates must complete 12 semester credit hours of electives as approved by the M.S. MOT Graduate Advisor of Record	12
Total Credit Hours	33

¹ Students who earn a grade of “B” (3.0) or better in MOT 6203 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

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 a 79 on the Test of English as a Foreign Language (TOEFL) iBT. 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 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.

All Ph.D. IT students must teach at least one course during their Ph.D. program, unless given a waiver for prior relevant experience.

Optional Concentrations

- Cyber Security Concentration
- Artificial Intelligence and Machine Learning Concentration

Students may graduate without a concentration, in which case their course of study is considered traditional information systems. Where students wish to focus the Ph.D. in IT on **Cyber Security** or **Artificial Intelligence and Machine Learning**, they should elect a concentration.

Degree Requirements for Students that have Obtained a Bachelor'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

Code	Title	Credit Hours
A. Master's Degree Core Courses 9		
	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). 9		
	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 12		
	12 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 27		
	1. Ph.D. Level Courses: A total of 12 credit hours of Ph.D. level courses on different topics, as required and approved by the Ph.D. Program Committee, but not limited to the following: Cyber Security concentration and non-concentration students are required to take IS 7013 and IS 7023. IS 7013 should be taken in the first semester.	

IS 7013	Foundations of Information Systems Research
IS 7023	Behavioral and Organizational Information Systems and Cyber Security Research
IS 7033	Topics in Information Systems and Information Technology Research
IS 7043	Seminar in Software Development
IS 7053	Topics in AI/ML Research
IS 7063	Topics in Cybersecurity Research

Artificial Intelligence and Machine Learning concentration students must take either IS 7013 or IS 7023. Students should take this course in their second year.

IS 7013	Foundations of Information Systems Research
or IS 7023	Behavioral and Organizational Information Systems and Cyber Security Research
IS 7033	Topics in Information Systems and Information Technology Research
IS 7043	Seminar in Software Development
IS 7053	Topics in AI/ML Research
IS 7063	Topics in Cybersecurity Research

2. Directed Electives (15 semester credit hours) Must be approved in the student's Program of Study before taking them.

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
	This requirement is met by doctoral research coursework.
H. Doctoral Dissertation (minimum of 12 semester credit hours)	12
	Programs of study must be approved annually by the COB Ph.D. coordinator or delegate, Information Systems & Cyber Security Ph.D. program coordinator, and the student's subject matter advisor (concentration coordinator if the student has not identified a dissertation chair; else, the dissertation chair).
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

Code	Title	Credit Hours
A. Required Course 3		
GBA 7103	Doctoral Teaching Seminar	
B. Statistics and Research Methodology 12		
	12 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 27		

1. Ph.D. Level Courses: A total of 12 credit hours of Ph.D. level courses on different topics, as required and approved by the Ph.D. Program Committee, but not limited to the following:

Cyber Security concentration and non-concentration students are required to take IS 7013 and IS 7023. IS 7013 should be taken in the first semester.

IS 7013	Foundations of Information Systems Research
IS 7023	Behavioral and Organizational Information Systems and Cyber Security Research
IS 7033	Topics in Information Systems and Information Technology Research (e.g. Blockchain in Cyber Security)
IS 7033	Topics in Information Systems and Information Technology Research (Machine Learning)
IS 7043	Seminar in Software Development
IS 7053	Topics in AI/ML Research
IS 7063	Topics in Cybersecurity Research

Artificial Intelligence and Machine Learning concentration students must take either IS 7013 or IS 7023. Students should take this course in their second year.

IS 7013 or IS 7023	Foundations of Information Systems Research Behavioral and Organizational Information Systems and Cyber Security Research
IS 7033	Topics in Information Systems and Information Technology Research
IS 7043	Seminar in Software Development
IS 7053	Topics in AI/ML Research
IS 7063	Topics in Cybersecurity Research

2. Directed Electives (15 semester credit hours) must be approved in the student's Program of Study before taking them.

D. 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.

E. Doctoral Research (9 semester credit hours) 9

This requirement is met by doctoral research coursework.

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

Programs of study must be approved annually by the COB Ph.D. coordinator or delegate, Information Systems & Cyber Security Ph.D. program coordinator, and the student's subject matter advisor (concentration coordinator if the student has not identified a dissertation chair; else, the dissertation chair).

Total Credit Hours 66

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 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 Cyber Security (p. 5)
- Graduate Certificate in Cloud Computing (p. 6)
- Graduate Certificate in Project Management (p. 6)
- Graduate Certificate in Technology Entrepreneurship and Management (p. 7)

Graduate Certificate in Cyber Security

The graduate certificate in Cyber Security is a 12-semester-credit-hour program designed for students *not* studying cyber security as their major field of study. It is designed to give non-cyber professionals the knowledge and technical skills needed to deal with cyber security issues that impact a wide variety of fields. This certificate is designed to give a common framework of understanding cyber security, as well as allow for specialization in specific areas, such as law, policy, analysis, response, etc.

The certificate is administered by the College of Business. The courses are offered by the Department of Information Systems and Cyber Security. The certificate program is open to any major field of study except the UTSA M.S.I.T. in Cyber Security and UTSA B.B.A. in Cyber Security graduates. The certificate program is also open to non-degree seeking students. The certificate is valuable to current UTSA students, alumni, and business professionals.

Certificate Requirements

To satisfy the requirements for the Graduate Certificate in Cyber Security, students must complete 12 semester credit hours as follows:

Code	Title	Credit Hours
A. Required Course		3
IS 6113	Telecommunications Essentials	
B. Electives		9
Select three courses from the following list:		
IS 6213	Information Assurance and Security Essentials	
IS 6223	Intrusion Detection and Incident Response Essentials	

IS 6463	Web Application Security Essentials
IS 6473	Information Assurance Policy Essentials
IS 6483	Digital Forensic Analysis Essentials
IS 6513	Industrial Control System Security Essentials
IS 6763	Cyber Law Essentials

Total Credit Hours 12

Graduate Certificate in Cloud Computing

The Graduate Certificate in Cloud Computing is a 12-semester-credit-hour program designed to equip technical professionals with the knowledge and technical skills necessary for a career in an organization that leverages cloud computing. The wide-range of use of cloud computing in today's business, government, and academic environments requires a broad range of competencies and understanding of how cloud computing influences a particular area. This certificate is designed to give a common framework of understanding cloud computing, as well as allow for specialization in specific areas, such as cyber-security, cloud-infrastructure, and applications in cloud. Students may take elective courses not listed with program approval.

The certificate is administered by the Klesse College of Engineering and Integrated Design in conjunction with the Carlos Alvarez College of Business and the College of Sciences. The course requirements for each program focus may be found under the Klesse College of Engineering and Integrated Design (<http://catalog.utsa.edu/graduate/engineeringintegrateddesign/electricalcomputerengineering/#certificatestext>), the Department of Computer Science (<http://catalog.utsa.edu/graduate/sciences/computerscience/#certificatestext>), and the Department of Information Systems and Cyber Security.

Certificate Requirements

To satisfy the requirements for the Graduate Certificate in Cloud Computing, students must complete 12 semester credit hours as follows:

Code	Title	Credit Hours
A. Required Course		3
Select one entry course:		
IS 6973	Special Problems (Topic: Cloud Computing for Business)	
Or a cross-listed course in CS and EE. The entry course is taught through team teaching in which an instructor from each college contributes to the subjects outlined in the course syllabus.		
B. Track Electives		6
Select two courses from one of the following tracks: ¹		
Applications Track		
CS 5233	Artificial Intelligence	
CS 5493	Large-Scale Data Management	
CS 5573	Cloud Computing	
CS 6243	Machine Learning	
EE 5243	Special Topics in Control (Topic: Data Analytics with Cloud Computing)	
EE 5243	Special Topics in Control (Topic: Programming Techniques for the Cloud)	
IS 6703	Introduction to Data Mining	
Security Track		

IS 5513	Fundamentals of Information Assurance
IS 6363	Digital Forensics
Infrastructure Track	
CS 5103	Software Engineering
CS 5123	Software Testing and Quality Assurance
CS 6543	Networks
CS 6553	Performance Evaluation

C. Capstone Project 3

IS 6953	Independent Study (topic should be in the field of Cloud Computing)
IS 6983	Master's Thesis
IS 7313	Doctoral Dissertation

Total Credit Hours 12

¹ Students may take elective courses not listed with program approval

Graduate Certificate in Project Management

The Graduate Certificate in Project Management is a 12-semester-credit-hour program designed to help individuals prepare to manage the myriad projects underpinning today's burgeoning economy. This certificate focuses on the tools and techniques that define core processes in project management. It also offers an opportunity for individuals to gain both fundamental and advanced knowledge about theory and practice, with a special focus on technology-intensive areas such as software engineering. This certificate offers a pathway for those interested in the opportunity to practice the skills needed to prepare for the following certification exams: Project Management Professional (PMP); Certified Associate in Project Management (CAPM); and PMI-Agile Certified Practitioner (PMI-ACP).

Program Admission Requirements

Students who are currently enrolled in a graduate degree program at UTSA are eligible for admission to this certificate program. Current graduate students should contact a Graduate Advisor in The Carlos Alvarez College of Business, Office of Graduate Studies to obtain the required form to pursue the Graduate Certificate in Project Management.

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

Students who wish to earn the Graduate Certificate in Project Management must complete 12 semester credit hours as follows:

Code	Title	Credit Hours
A. Required Course		3
MOT 5243	Essentials of Project and Program Management	
B. Electives		9
Select three courses from the following:		
IS 6083	Agile Project Management	
MOT 5163	Management of Technology	

MOT 5223	Management of Professional Personnel
MOT 5233	Advanced Topics in Project Management
MOT 5263	Project Management Certification
MOT 5313	Emerging Technologies

Total Credit Hours 12

Any applicant who is admitted into a certificate program without being currently enrolled in a graduate degree program is considered to be a special graduate student. Applicants who are admitted into a certificate program while also pursuing a graduate degree will be classified as degree-seeking students.

Graduate Certificate in Technology Entrepreneurship and Management

This certificate program is designed for current graduate students in technology and science-related disciplines who wish to expand their skills at translating new technologies into new products and companies. The program also supports professionals who have earned a bachelor's degree and are currently interested in pursuing advanced education in Technology Entrepreneurship and Management without committing to a full graduate degree program. Students who are currently enrolled in a graduate degree program at UTSA are eligible for admission to this certificate program. Professionals interested in enrolling in this certificate program will be considered on a case by case basis.

Students who wish to earn the Graduate Certificate in Technology Entrepreneurship and Management (TEM) must complete 12 semester credit hours as follows:

Code	Title	Credit Hours
Required Courses (12 semester credit hours):		12
MOT 5053	Technology Commercialization	
MOT 5243	Essentials of Project and Program Management	
MOT 5253	Starting the High-Tech Firm	
MOT 5343	Financial Aspects of Management of Technology	
Total Credit Hours		12

Information Systems (IS) Courses

IS 5003. Introduction to Information Systems. (3-0) 3 Credit Hours.

A conceptual study of information systems in organizations. A survey of information systems concepts will be presented, including a historical perspective of information systems, the structure of the information systems function, an introduction to information systems technologies (hardware and software), application planning, system development, end user computing, decision support systems, and the management of information systems resources. Small cases and application problems which illustrate the concepts studied will be assigned. Credit for this course cannot be counted toward the M.B.A. concentration in Information Systems or the Master of Science degree in Information Technology. Differential Tuition: \$387.

IS 5143. Information Technology. (3-0) 3 Credit Hours.

Prerequisite: Undergraduate degree in information systems or computer science, or consent of instructor. This course includes a broad coverage of technology concepts underlying modern computing and information management. Topics include computer architecture and operating systems, information retrieval techniques, networks, cloud computing, and software development. Hands-on exposure to web site development, contemporary data search techniques, and software development tools. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 5203. Networking and Telecommunication Systems. (3-0) 3 Credit Hours.

Prerequisite: Undergraduate degree in information systems or computer science, or consent of instructor. This course examines current, future, and basic technical concepts and related telecommunications operations. Explores critical issues of communications and connectivity among information systems from strategic, organizational, and technical perspectives. An in-depth examination of basic telecommunication terminology and concepts. Topics include OSI models, signaling, modulation, multiplexing, software defined networking, network addressing, routing, reliable data transfer, digital coding, switching systems, and traffic analysis. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 5513. Fundamentals of Information Assurance. (3-0) 3 Credit Hours.

Prerequisite: Graduate standing. This course examines the principle areas of information assurance. Topics will include protecting networks, intrusion detection, digital forensics, and supervisory control and data acquisition. Application to business environments will be emphasized. Credit for this course cannot be counted toward the Master of Science degree in Information Technology. (Same as ACC 5513. Credit can only be earned for one of the following: IS 5513, ACC 5513, or IS 3053). Differential Tuition: \$387.

IS 6083. Agile Project Management. (3-0) 3 Credit Hours.

This introductory course presents concepts and techniques for leading agile teams in many types of projects including software development, engineering, construction, product development, as well as science and technology focused efforts. The course will give students the opportunity to develop an agile mindset and a range of adaptive skills including agile methods, practices, and values that are associated with achieving higher levels of performance and customer satisfaction. The course will also prepare students to sit for the Project Management Institute's PMI-ACP certification exam. (Credit cannot be earned for both IS 4083 and IS 6083.) Differential Tuition: \$387.

IS 6103. Object Oriented Analysis and Design. (3-0) 3 Credit Hours.

Prerequisite: IS 4053 or consent of instructor. Integrates the areas of computer technology, systems analysis, and systems design in designing large-scale systems. A strong introduction to the formalization of the information systems design process is provided. The course explores state of the art systems design and specification techniques and stresses the frontiers of knowledge in the specification, design, implementation, and testing of information systems. (Formerly titled "Information Systems Design and Implementation.") Differential Tuition: \$407.10.

IS 6113. Telecommunications Essentials. (3-0) 3 Credit Hours.

Includes an in-depth look at basic telecommunications terminology and concepts. Introduction to voice and data networks, signaling and multiplexing. Network topologies and protocol fundamentals and architectures are presented and compared. Ethernet, IEEE 802.11x, TCP/IP, dedicated circuit, and VPN technologies are introduced. Network security fundamentals are explored. Credit for this course cannot be counted toward the Master of Science degree in Information Technology with Cyber Security Concentration. (Same as IS 3413. Credit for this course cannot be counted if the student took IS 3413 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387.

IS 6213. Information Assurance and Security Essentials. (3-0) 3 Credit Hours.

Prerequisite: IS 6113. This course will provide the student the opportunity to learn about the basic elements that comprise Information Assurance Security. An in-depth presentation of information assurance topics such as fraud, eavesdropping, traffic analysis, intrusion detection and prevention, hacking, viruses, cryptography, risk management, and secure architectures will be discussed. (Same as IS 3513. Credit for this course cannot be counted if the student took IS 3513 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387.

IS 6223. Intrusion Detection and Incident Response Essentials. (3-0) 3 Credit Hours.

Prerequisite: IS 6213. This course will provide the student with the opportunity to learn about the elements that comprise intrusion detection and incident response. It provides an in-depth look at intrusion detection methodologies, tools, and approaches to handling intrusions when they occur. It examines the laws that address cyber crime and intellectual property issues and includes a study of proper computer and network forensics procedures to aid in the identification and tracking of intruders and in the potential prosecution of criminal activity. (Same as IS 3523. Credit for this course cannot be counted if the student took IS 3523 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387.

IS 6303. Introduction to Voice and Data Security. (3-0) 3 Credit Hours.

Prerequisite: Completion of or concurrent enrollment in IS 5203. A study of security in both the voice and data networks and an examination of the security issues associated with the movement toward a convergence of the two infrastructures. Topics to be covered include voice and data network connectivity, modem security, VOIP security, wireless security, cryptography, intrusion detection systems, voice and data firewalls, malicious software, information operations and warfare, and denial of service attacks. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6323. Security Risk Analysis. (3-0) 3 Credit Hours.

Prerequisites: IS 5203 and IS 6303, or consent of instructor. Addresses the tools, techniques, and methodologies in performing computer system and network security risk analyses. Computer system and network vulnerabilities will be examined as well as tools designed to discover or exploit them. Security Best Practices and audit requirements for specific environments will be studied. Topics to be covered include internal and external penetration tests, wardialing, wireless security technology, risk analysis methodology, and security audits. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6343. Secure Network Designs. (3-0) 3 Credit Hours.

Prerequisites: IS 5203 and IS 6303, or consent of instructor. The course is intended to provide the background on issues related to secure network design and management. Subjects included in the class are network design, firewalls, security, fault management, and performance management. Current network management software, network security evaluation, and the role of the network architecture and protocols will also be discussed. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6353. Security Incident Response. (3-0) 3 Credit Hours.

Prerequisite: IS 6303. Addresses the detection and response portion of the security operational model. Takes an in-depth look at intrusion detection methodologies and tools and the approaches to handling intrusions when they occur. Examines the laws that address cybercrime and intellectual property issues. Includes a study of proper computer and network forensics procedures to aid in the identification and tracking of intruders and in the potential prosecution of criminal activity. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6363. Digital Forensics. (3-0) 3 Credit Hours.

Prerequisite: IS 6303 or consent of instructor. This class will examine the role of computer forensics in the security process. Technical issues concerning how to conduct a forensic examination as well as the legal issues associated with the process will be studied. Current forensics software will be used to illustrate the process. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6373. Cyber Law. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Legal issues associated with cybercrimes will be studied. Laws associated with cybercrime, and rules of evidence will be the main issues discussed in this class. Intellectual property and privacy will also be included. Differential Tuition: \$387.

IS 6383. Policy Assurance for Infrastructure Assurance. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This course will examine the policies associated with infrastructure assurance. This will include the laws and regulations from a governmental body as well as policies generated by a business organization. The emphasis will be to examine the effect that policies and policy decisions have on the security function. Current case studies will be included. Differential Tuition: \$387.

IS 6403. Information Resource Management. (3-0) 3 Credit Hours.

Prerequisite: MGT 5043 or consent of instructor. Study of the problems and techniques associated with managing information resources. Topics include information systems project planning and control, staffing, and costing alternatives. The role of the information systems function in relation to the business firm is also studied. Differential Tuition: \$407.10.

IS 6423. Secure Software Design. (3-0) 3 Credit Hours.

Prerequisites: IS 5143 and IS 6303, or consent of instructor. This class will present ways of designing and implementing secure software. Techniques for developing interconnected software that is secure from outside attack will be explored. Modifying legacy code will also be discussed. Case studies and class projects will be used to illustrate the design principles discussed in class. Differential Tuition: \$407.10. Course Fee: ISCS \$75.

IS 6433. Supervisory Control and Data Acquisition. (3-0) 3 Credit Hours.

Prerequisite: IS 6303 or consent of instructor. Supervisory control and data acquisition systems are used to control many utility networks, chemical plants, pipelines and many other types of industries. This course will examine the vulnerabilities associated with these systems and discuss how they can be made secure from outside attack. Fundamentals of software-controlled processes will also be discussed. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6463. Web Application Security Essentials. (3-0) 3 Credit Hours.

Prerequisite: IS 6213. The security issues related to web applications will be discussed in this course. Topics include web application authentication, authorization, as well as browser and web database security principles. Various web application security attack types such as code injection, cross-site scripting, and cross-site request forgery will be studied. The course will also include discussions about business aspects that contribute to a secure web-based transaction environment. Research into appropriate topics will be incorporated into the course. (Same as IS 4463. Credit for this course cannot be counted if the student took IS 4463 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6473. Information Assurance Policy Essentials. (3-0) 3 Credit Hours.

Prerequisite: IS 6113. There are many policy issues within the firm and at various levels of government that affect information assurance. This course will examine how these policies affect electronic security. Subjects will include privacy of information, intellectual property protection, globalization of information systems, and other policy matters. The protection and control of secured information will also be discussed. Research into appropriate topics will be incorporated into the course. (Same as IS 4473. Credit for this course cannot be counted if the student took IS 4473 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387.

IS 6483. Digital Forensic Analysis Essentials. (3-0) 3 Credit Hours.

Prerequisite: IS 6213. This is an introductory course in collecting, examining, and preserving evidence of computer crimes. This course examines the issues, tools, and control techniques needed to successfully investigate illegal activities facilitated through the use of information technology. The tools of collecting, examining, and evaluating data in an effort to establish intent, culpability, motive, means, methods, and loss resulting from e-crimes will be examined. Research into appropriate topics will be incorporated into the course. (Same as IS 4483. Credit for this course cannot be counted if the student took IS 4483 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6503. Principles of Database Management. (3-0) 3 Credit Hours.

Prerequisite: IS 3063 or consent of instructor. Discussion and in-depth analysis of topics associated with the definition, creation, and management of databases for business-oriented applications. Topics include current developments in the field of database management systems. Design and implementation of a database system will be done as a major project in the course. Differential Tuition: \$387.

IS 6513. Industrial Control System Security Essentials. (3-0) 3 Credit Hours.

Prerequisite: IS 6213. Many of the critical infrastructure systems contain a system control and data acquisition (SCADA) component. Frequently, the control systems are remotely accessed and therefore becomes the focal point for attack. This course examines the control system components from the standpoint of vulnerability and protection. Research into appropriate topics will be incorporated into the course. (Same as IS 4513. Credit for this course cannot be counted if the student took IS 4513 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6533. Federal Research Projects. (3-0) 3 Credit Hours.

Prerequisite: Consent of the Instructor. This course is a research based course that makes real-world research problems that exist in the government domain available for students to work on. The research problems cover a wide variety of issues. The solutions may be a literature review, developing code, proposing an answer, or testing a solution. Weekly coordination with a Technical Director from a Federal Lab is part of the process. Differential Tuition: \$387.

IS 6603. Cyber Threat Hunting. (3-0) 3 Credit Hours.

This course will provide the opportunity to learn how to proactively and iteratively search through networks and computer systems to detect and isolate latent intrusions. Students will also learn how to identify and anticipate cyber-related incidents using data analysis techniques on large data sets of structured and unstructured data from a variety of sources. The course will emphasize analytical methodologies needed to address Advanced Persistent Threat (APT) attacks as well as other known and unknown strategies for compromising a computer system. Differential Tuition: \$387. Course fee: DL01 \$75.

IS 6703. Introduction to Data Mining. (3-0) 3 Credit Hours.

This course introduces the fundamental data mining concepts and techniques that are applicable to business research. The course covers basic skills required to assemble analyses for both pattern discovery and predictive modeling. It provides extensive hands-on instruction using data mining software. This course is open to all graduate students. (Same as ACC 6703. Credit cannot be earned for both IS 6703 and ACC 6703.) (Formerly titled "Advanced Business Information Systems.") Differential Tuition: \$387.

IS 6713. Data Foundations. (3-0) 3 Credit Hours.

The ability to understand, store, process, transform, cleanse, fuse, and share data is critical to data analytics; and it can often be the most challenging and/or most time consuming part of the data analytics process due to the vast variety of data sources, types, and formats. This course equips students to collect/process common types of data used in data analytics, and provides them a solid understanding of various data sources, types, and formats, and how to handle and process each. Students will learn how to wrangle and preprocess structured and unstructured data, to include multidimensional data, textual data that requires natural language processing (NLP) and web-based data. Students will also learn web scraping, web crawling, and how to collect data via web-based application programming interfaces (APIs). Students will learn all of these topics using common Python data analytics and data science packages. Students will have the opportunity to learn how to store, process, transform, cleanse, fuse, and share data. Exemplar data will be used extensively in the course so that students see and experience a wide variety of data and understand how to process and handle it. Data handling exercises will be provided in the context of scenario based problems to further improve their educational knowledge, practical skill set, and contextual understanding. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6733. Deep Learning on Cloud Platforms. (3-0) 3 Credit Hours.

This course presents students with basic understanding of modern neural networks and their applications in computer vision and natural language processing (NLP). The course starts with a recap of linear models and discussion of stochastic optimization methods that are crucial for training deep neural networks. Students will examine all of the popular neural network building blocks including fully connected layers, convolution, and recurrent layers. In this course, students will gain a thorough introduction to cutting-edge topics such as attention and transformer in Deep Learning for NLP using public cloud platforms. Students will also gain practical hands-on experience in the optimization, deployment, and scaling ML models of various types. The prerequisites for this course are: 1) Basic knowledge of Python. 2) Basic linear algebra and probability. Differential Tuition: \$387. Course Fee: ISCS \$75.

IS 6763. Cyber Law Essentials. (3-0) 3 Credit Hours.

Legal issues associated with cybercrimes will be studied. Laws associated with cybercrime, and rules of evidence will be the main issues discussed in this class. Intellectual property and privacy will also be included. (Same as IS 3533. Credit for this course cannot be counted if the student took IS 3533 in the UTSA BBA Cyber Security program.) Differential Tuition: \$387.

IS 6813. Strategic Management of Information Technology. (3-0) 3 Credit Hours.

Prerequisite: Semester of graduation or consent of Graduate Advisor of Record. This course develops a conceptual framework for strategy, its definition, elements, and relationships to the basic business functions of the management of technology. Considers the impact of political, economic, social and technological forces on the strategic management of organizations. Examines the role of technology and cyber security in business process re-engineering, product life cycles, and new business models. (Same as MOT 5203 and MOT 6203. Credit can be earned for only one of the following: IS 6813, MOT 5203, or MOT 6203.) Differential Tuition: \$387.

IS 6933. Internship in Information Technology. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing, 15 semester credit hours of graduate work (including IS 5143), and consent of instructor. Supervised full- or part-time off-campus work experience and training in the areas of information technology. May not be done at student's current or past employer unless in a new role/function. May not be repeated for credit. (Credit cannot be earned for both IS 6933 and IS 6943.) Differential Tuition: \$387.

IS 6943. Internship in Cyber Security. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing, 15 semester credit hours of graduate work (including IS 6303), and consent of instructor. Supervised full- or part-time off-campus work experience and training in the areas of cyber security. May not be done at student's current or past employer unless in a new role/function. May not be repeated for credit. (Credit cannot be earned for both IS 6943 and IS 6933.) Differential Tuition: \$387.

IS 6953. Independent Study. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing and permission in writing (form available) from the instructor and the student's Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the degree. Differential Tuition: \$387.

IS 6961. Comprehensive Examination. (0-0) 1 Credit Hour.

Prerequisite: Approval of the appropriate committee on graduate studies to take the Comprehensive Examination. Independent study course for the purpose of taking the Comprehensive Examination. May be repeated as many times as approved by the Committee on Graduate Studies. Enrollment is required each term in which the Comprehensive Examination is taken if no other courses are being taken that term. The grade report for the course is either "CR" (satisfactory performance on the Comprehensive Examination) or "NC" (unsatisfactory performance on the Comprehensive Examination). Differential Tuition: \$129.

IS 6971. Special Problems. (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 Problems courses may be repeated for credit when topics vary, but not more than 6 hours, regardless of discipline, will apply to the degree. Differential Tuition: \$135.70.

IS 6973. Special Problems. (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 Problems courses may be repeated for credit when topics vary, but not more than 6 hours, regardless of discipline, will apply to the degree. Differential Tuition: \$387.

IS 6983. Master's Thesis. (0-0) 3 Credit Hours.

Prerequisites: Permission from the Graduate Advisor of Record and thesis director (form available). Thesis research and preparation. May be repeated for credit, but not more than 6 hours will apply to the Master's degree. Credit will be awarded upon completion of the thesis. Enrollment is required each term in which the thesis is in progress. Differential Tuition: \$387.

IS 7013. Foundations of Information Systems Research. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. A survey of the foundations of information systems (IS) research. Students gain an understanding of both the foundations and the current research directions in a variety of IS topic areas. The course addresses frameworks, research concepts, and exemplary Management Information Systems (MIS) research. Students develop the ability to critically evaluate MIS journal articles and are exposed to diverse topics, research methodologies, and journals. Differential Tuition: \$387.

IS 7023. Behavioral and Organizational Information Systems and Cyber Security Research. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This course focuses on one or more areas of emerging IS behavioral research. Topics may include individual, group, or organizational decision making, issues for e-commerce, knowledge management, management of information, and human factors. May be repeated for credit when topics vary. Differential Tuition: \$387.

IS 7033. Topics in Information Systems and Information Technology Research. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This research seminar focuses on issues and methods in one or more areas having to do with the technology of information systems. Topics may include information communication technology systems, management of information systems, systems analysis and design, and data management. May be repeated for credit when topics vary. Differential Tuition: \$387.

IS 7043. Seminar in Software Development. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. In this course, theories and models applicable to the analysis of systems structure and the processes of systems analysis and design are studied in relation to software engineering concepts. Emerging or advanced topics in the development of information system applications, such as socio-technical or soft-system methods, methodology engineering, or workflow system design, are included. Differential Tuition: \$407.10.

IS 7053. Topics in AI/ML Research. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This research seminar focuses on the challenges in the design of safe and robust AI-based systems. It explores some of the major problems in this area from the viewpoint of industry and academia, as well as issues such as safety, fairness, robustness, adversarial examples, explainable AI, and real-world implications of AI. May be repeated for credit when topics vary. Tuition Differential: \$387.

IS 7063. Topics in Cybersecurity Research. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This research seminar focuses on cybersecurity, as well as infrastructure assurance / critical technology from a security perspective. Topics may include blockchain, economics of security, cloud and big data security, threat hunting and detection, and cybersecurity metrics and analytics. May be repeated for credit when topics vary. Tuition Differential: \$387.

IS 7211. Doctoral Research. (0-0) 1 Credit Hour.

May be repeated for credit, but not more than 24 hours may be applied to the Doctoral degree. Differential Tuition: \$129.

IS 7212. Doctoral Research. (0-0) 2 Credit Hours.

May be repeated for credit, but not more than 24 hours may be applied to the Doctoral degree. Differential Tuition: \$258.

IS 7213. Doctoral Research. (0-0) 3 Credit Hours.

May be repeated for credit, but not more than 24 hours may be applied to the Doctoral degree. Differential Tuition: \$387.

IS 7214. Doctoral Research. (0-0) 4 Credit Hours.

May be repeated for credit, but not more than 24 hours may be applied to the Doctoral degree. Differential Tuition: \$516.

IS 7215. Doctoral Research. (0-0) 5 Credit Hours.

May be repeated for credit, but not more than 24 hours may be applied to the Doctoral degree. Differential Tuition: \$645.

IS 7216. Doctoral Research. (0-0) 6 Credit Hours.

May be repeated for credit, but not more than 24 hours may be applied to the Doctoral degree. Differential Tuition: \$774.

IS 7311. Doctoral Dissertation. (0-0) 1 Credit Hour.

Prerequisite: Admission to candidacy for the Doctoral degree in Business Administration. May be repeated for credit, but not more than 12 hours may be applied to the Doctoral degree. Differential Tuition: \$129.

IS 7312. Doctoral Dissertation. (0-0) 2 Credit Hours.

Prerequisite: Admission to candidacy for the Doctoral degree in Business Administration. May be repeated for credit, but not more than 12 hours may be applied to the Doctoral degree. Differential Tuition: \$258.

IS 7313. Doctoral Dissertation. (0-0) 3 Credit Hours.

Prerequisite: Admission to candidacy for the Doctoral degree in Business Administration. May be repeated for credit, but not more than 12 hours may be applied to the Doctoral degree. Differential Tuition: \$387.

IS 7314. Doctoral Dissertation. (0-0) 4 Credit Hours.

Prerequisite: Admission to candidacy for the Doctoral degree in Business Administration. May be repeated for credit, but not more than 12 hours may be applied to the Doctoral degree. Differential Tuition: \$542.80.

IS 7315. Doctoral Dissertation. (0-0) 5 Credit Hours.

Prerequisite: Admission to candidacy for the Doctoral degree in Business Administration. May be repeated for credit, but not more than 12 hours may be applied to the Doctoral degree. Differential Tuition: \$645.

IS 7316. Doctoral Dissertation. (0-0) 6 Credit Hours.

Prerequisite: Admission to candidacy for the Doctoral degree in Business Administration. May be repeated for credit, but not more than 12 hours may be applied to the Doctoral degree. Differential Tuition: \$774.

Management of Technology (MOT) Courses

MOT 5053. Technology Commercialization. (3-0) 3 Credit Hours.

Prerequisite: MKT 5023 or consent of instructor. Examines the process of bringing technological innovation to the marketplace. Key factors are considered, including, but not limited to, the following four: intellectual property; perceived value; competitive positioning; and supply chains. Emphasis is on managing change to develop enterprise opportunities and competitive advantage. The concepts and tools covered aim to make the tasks of innovation and product portfolio management more understandable and controllable. Differential Tuition: \$387.

MOT 5163. Management of Technology. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Examines a broad range of topics and issues involved in the management of technology, including the international research and development environment and infrastructure; government, industry, and university roles in technology development; managing the research and development function; technology forecasting and assessment; and new product development. Differential Tuition: \$387.

MOT 5173. Technology Transfer: The Theory and Practice of Knowledge Utilization. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Examines the organizational, behavioral, and communication challenges involved in transferring technology from the research laboratory to the marketplace. Key factors related to licensing technology that others have patented, and the nuances of licensing one's own technology to create a revenue stream are considered. Emphasis is on valuing technology in diverse areas: for example, information systems, energy systems, and biotechnology. The concepts and tools covered aim to make the task of negotiating the acquisition and protection of intellectual property more understandable. Differential Tuition: \$407.10.

MOT 5213. Organizational Systems for Management of Technology. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Focuses on organizational systems commonly found in modern organizations dealing with technology, innovation, and creativity. Considers alternative organizing concepts, interfacing and integrating considerations, and decision-making and control systems. Differential Tuition: \$387.

MOT 5223. Management of Professional Personnel. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. The study of behavior in professional and technical organizations. Focuses on the characteristics of professional and technical personnel, status and role systems within the professional organization, communication and conflict within and among professional groups, and implications for leadership. Differential Tuition: \$387.

MOT 5233. Advanced Topics in Project Management. (3-0) 3 Credit Hours.

Prerequisite: MOT 5243 or consent of instructor. An advanced course that examines contemporary issues in project management. Includes topics such as the value of project management, organizational project management maturity, project selection models, enterprise project management, and project office implementation. Synthesis and evaluation are emphasized. A basic understanding of project management required. Differential Tuition: \$387.

MOT 5243. Essentials of Project and Program Management. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This course addresses concepts and techniques for the management of business and technology projects. Includes topics such as the project life cycle, project planning, project scheduling, project cost estimating, project risk analysis, project control techniques, earned value management, project organizations and functions, project manager responsibilities, and team building. Differential Tuition: \$387.

MOT 5253. Starting the High-Tech Firm. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. A review of the steps and processes involved in starting a technology-based economic endeavor. The focus is built around the steps of identifying a problem area, identifying potential technological solutions to the identified need, and developing a proposed business entity to commercialize the technology solution. Differential Tuition: \$387.

MOT 5263. Project Management Certification. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This course is designed to give students the opportunity to prepare for the Project Management Professional (PMP) and Certified Associate in Project Management (CAPM) certification exams. The course is structured around the Project Management Institute Knowledge Areas including: integration, scope, time, cost, quality, risk, procurement, human resources, communication, and stakeholders. The course focuses on the inputs, tools, techniques and outputs associated with the core project management processes. Students will also complete diagnostics exam instruments and practice exams. Differential Tuition: \$387.

MOT 5313. Emerging Technologies. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Examines science-based innovations with the potential to either create or transform a constellation: emerging technologies may involve either a single discovery or a bundle of innovations that converge to create a new technological system. This course focuses on the emergence of technology from basic research to implementation. Seminar format, case-study preparation, presentation, and cooperative learning are defining characteristics of this course. Differential Tuition: \$387.

MOT 5333. Technological Drivers of Globalization. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. A study of technological factors contributing to the globalization of business, economic, political, and social systems. Emphasis is on identifying positive as well as negative consequences of technology-driven globalization and studying possible disruptions to globalization caused by economic or resource limitations. Differential Tuition: \$407.10.

MOT 5343. Financial Aspects of Management of Technology. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Examines the financial impacts on the enterprise through value creating ideas, goods, and services. The course presents a financial management view of enterprise operation, considering risk and growth scenarios, capital and cash needs, and means of financing innovation, development, and marketing opportunities. Differential Tuition: \$387.

MOT 6203. Strategic Management of Technology. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Development of a conceptual framework for strategy, its definition, elements, and relationships to the basic functions of management of technology. Considers the impact of technology and environmental forces on strategic management of the organization. (Formerly MOT 5203. Same as IS 6813. Credit can be earned for only one of the following: MOT 6203, MOT 5203, or IS 6813.) Differential Tuition: \$387.

MOT 6923. Directed Research in Management of Technology. (3-0) 3 Credit Hours.

Prerequisites: Completion of 18 semester credit hours of required Management of Technology (MOT) or Entrepreneurship (ENT) courses and consent of the Graduate Advisor of Record. A directed research course in which students complete a faculty directed research project that addresses a contemporary management of technology issue or problem. Students will also develop an appreciation and understanding of contemporary management of technology research as published in leading management of technology journals. Differential Tuition: \$407.10.

MOT 6933. Management of Technology Professional Report. (0-0) 3 Credit Hours.

Prerequisites: MOT 6923 and consent of instructor. Research and preparation of an in-depth study of a complex problem in management of technology. Credit is awarded upon completion of the project, thesis, conference paper, or publishable article. The grade report for the course is either "CR" (satisfactory performance) or "NC" (unsatisfactory performance). Differential Tuition: \$387.

MOT 6943. Management of Technology 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 management of technology. Individual conferences and written reports are required. Differential Tuition: \$387.

MOT 6953. Independent Study. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the Master's degree. Differential Tuition: \$387.

MOT 6961. Comprehensive Examination. (0-0) 1 Credit Hour.

Prerequisite: Approval of the Graduate Advisor of Record to take the Comprehensive Examination. Independent study course for the purpose of taking the Comprehensive Examination. May be repeated as many times as approved by the ETM Graduate Programs Committee. Enrollment is required each term in which the Comprehensive Examination is taken if no other courses are being taken that term. The grade report for the course is either "CR" (satisfactory performance on the Comprehensive Examination) or "NC" (unsatisfactory performance on the Comprehensive Examination). Differential Tuition: \$129.

MOT 6971. Special Problems. (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 Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Differential Tuition: \$135.70.

MOT 6973. Special Problems. (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 Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Differential Tuition: \$407.10.

National Security (NS) Courses

NS 6003. The Role of U.S. Intelligence in National Security. (3-0) 3 Credit Hours.

This course provides a broad overview of the role of intelligence work - and in particular U.S. intelligence efforts - in maintaining and enhancing the country's national security posture. The history of the intelligence community from the Second World War onward is examined in terms of how that community has evolved over the years. Emphasis is placed upon the interplay and challenges that the intelligence community face with policy makers. Included is an examination of case studies that illustrate intelligence successes and failures that have had a significant impact on national security. Also covered is the evolving unique nature that the cyber domain plays in cyber/national security issues. Differential Tuition: \$387.

NS 6223. Analytical Writing, Reporting and Briefing for the Intelligence Community. (3-0) 3 Credit Hours.

Prerequisite: NS 6003. Fundamentals of writing and reporting for intelligence community audiences. Illustrated concepts and principles include bottom line up front, topic sentences, presentation of key judgments, the descriptive use of confidence intervals, estimative language, presentation of alternative outcomes, scenario description, appropriate reading level for reports, key challenges in one time briefings, speaking truth to power, the benefits of brevity and clarity, the issue of source disclosure, the value of context, characteristics of assessments, and avoiding policy statements. Differential Tuition: \$387.

NS 6503. Intelligence Reasoning Analysis. (3-0) 3 Credit Hours.

Prerequisite: NS 6003. Analysis and analytical reasoning for intelligence analyst professionals requires adherence to analytical standards and principles that promote integrity as well as logic. The course includes, but is not limited to, topics such as transforming data to intelligence, the intelligence process, critical thinking, selected structured analytical techniques, recognizing and overcoming perceptual, cognitive and cultural biases, methods for describing the assessed validity of information or conclusions, and other components of the process, and psychology of intelligence analysis. This course provides students opportunities to apply critical thinking and analytic skills learned in class through exercises, case studies, and a capstone paper. Differential Tuition: \$387.

NS 6523. Methods in Intelligence Collection. (3-0) 3 Credit Hours.

Prerequisite: NS 6003. This course covers the fundamentals of the primary methods for intelligence collection: human intelligence (HUMINT), geospatial intelligence (GEOINT), open source intelligence (OSINT), signals intelligence (SIGINT), and measurement and signal intelligence (MASINT). Topics explored include methods used, nature of the data collected, sources of error within the data collected for each method, limitations of the data, and challenges encountered when integrating and fusing data from multiple sources and methods. Use of unclassified case studies will provide additional examples of some of the concepts and principles covered. Differential Tuition: \$387.

NS 6723. National Security and Human-Digital Technology Relationships. (3-0) 3 Credit Hours.

One of the recent key emerging areas of research is the role of psychological, social, and cultural processes in cyber conflict. Following the kill chain upstream you will find at the end a human with motivations and objectives, This course examines a number of critical elements involved in the relationship between humans and digital technology as it relates to cyber and national security, including the role that motivations for malicious online acts and how social dynamics affect the emergence of relationships between non-nation state actors and nation states, the evolving nature of social movements and communities online and the emergence of cyberterrorism as a new entrant into the cyber threat matrix. Differential Tuition: \$387.