

SORRELL COLLEGE OF BUSINESS

Sorrell College of Business

Degree Program	Troy	Phenix City	Atlantic Region	Pacific Region	International Region	Southeast Region	Western Region	Dothan	Montgomery
Master of Business Administration.	X*	X	X	X	X	X	X	X	X
Executive MBA	X		X		X	X	X		
Master of Science in Management.	X*		X			X	X		X***
MS in Human Resource Management.	X*		X			X	X	X**	X

*Courses are also offered through eCampus

Ft. Rucker *Maxwell AB

MASTER OF BUSINESS ADMINISTRATION (MBA)

The purpose of the Master of Business Administration program is to offer students an opportunity to acquire proficiency in general business management and decision-making skills which will enable them to carry out managerial responsibilities in both the private and public sectors. As a result of successfully completing the MBA program, graduates should improve their ability to apply strong problem-solving skills to the strategic planning process in organizations and to use written and verbal communication skills effectively to communicate the results of their problem-solving analyses and recommendations. Concentrations offered in accounting and information systems provide additional specialized study related to the strategic management process in organizations.

- Economics
- Statistics
- Global Business Issues
- Information Systems (or documented completion of an MS Office workshop/certification, minimally in Word and Excel)

2. If the foundation course requirement is not satisfied by either paragraphs 1.a or 1.b above, to include the restrictions related to currency (i.e., within eight years of initial enrollment in the MBA program) and specialized accreditation, then unless specifically waived by the MBA Program Director based upon relevancy of professional business experience subsequent to the award of a four-year business degree, the following MBA foundation courses must be successfully completed with a “B” grade or better through Troy prior to enrolling in 6000-level courses for which they are identified as prerequisite courses.

MBA 5502	3	Fundamentals of Accounting and Finance
MBA 5503	3	Fundamentals of Economic Analysis and Business Law
MBA 5504	3	Fundamentals of Management and Marketing
MBA 5505	3	Fundamentals of Information Systems and Quantitative Methods

3. If the content of the MBA foundation course work has been completed and, (1) the content is more than eight years old, or (2) the content of the foundation courses was completed at a school without ACBSP or AACSB specialized accreditation for its business degree programs, the student may attempt to qualify for a waiver of these two requirements by achieving a satisfactory score on the Educational Testing Service Major Field Test in Business (Undergraduate). A satisfactory score is defined as no less than one-half standard error of the mean below the national average reported at the time the exam is attempted. For this catalog year a score of 146 is acceptable.
4. Along with the MBA foundation courses above, students entering the accounting option must have completed a degree in accounting or, minimally, the following courses based on accounting standards, auditing standards, and tax laws that are prevalent in the United States:

Accreditation

The TROY MBA degree is accredited by the Association of Collegiate Business Schools and Programs (ACBSP).

Business Foundation Requirements for the MBA

1. The foundation course requirements to enter the MBA degree program ensure that students have acquired a common body of knowledge in business administration.
 - a. Candidates for admission to the MBA degree program must have earned an undergraduate degree in business administration or accounting from a school holding ACBSP or AACSB specialized accreditation for its business degree program within eight years of enrolling in the MBA program.

OR

 - b. Before attempting 6000-level course work, the student will have successfully completed, within eight years of enrolling in the MBA program, all courses or their equivalent in the following subject areas from a school holding ACBSP or AACSB specialized accreditation for its degree program:
 - Principles of Management
 - Principles of Marketing
 - Managerial Finance
 - Accounting (principles of financial and managerial accounting or their equivalent)
 - Legal Environment

ACT 3391	3	Intermediate Accounting I
ACT 3392	3	Intermediate Accounting II
ACT 3394	3	Governmental Accounting
ACT 4494	3	Income Tax Accounting I
ACT 4495	3	Income Tax Accounting II
ACT 4497	3	Auditing

Admission Requirements for the Master of Business Administration

Unconditional Admission

1. Students applying for admission must provide official transcripts from all universities attended.
2. Applicants who have completed a master's or higher degree from a regionally accredited university may be admitted unconditionally. (No graduate admission test scores are required.) Official transcripts from all universities attended must be submitted, to include an official transcript showing completion of a master's or higher degree.
3. A bachelor's degree from a regionally accredited college or university is required. (Students with a baccalaureate degree from an unaccredited or otherwise accredited institution should see Unaccredited or Otherwise Accredited Student Admissions.)
4. Applicants must have achieved at least a 2.5 GPA in all undergraduate work or at least a 3.0 GPA in the last 30 semester hours.
5. Official graduate admission exam results (GMAT, GRE [verbal and quantitative]), must be on file (except for applicants with a previous master's or higher degree; see #2 above).
6. A letter of recommendation is required with all applications for the MBA program. The individual's potential for success in the MBA program, his/her professional, managerial or administrative experience, as well as his/her written and oral communication skills must be addressed.

Conditional Admission

Students not satisfying the minimum graduate admission test score and GPA requirements for unconditional admission may be conditionally admitted to the program. After the student completes the first three graduate (5000 or 6000 level) courses with a "B" or better average, the student will be granted unconditional admission. Students not satisfying conditional admission requirements will be dropped from the program for one calendar year, after which time the student must petition for readmission. A letter of recommendation is required with all applications for the MBA program. The letter should address the individual's potential for success in the MBA program as well as his/her written and oral communication skills.

Curriculum

All courses offer three semester hours credit except ACT 6625, 6626, 6627, ECD 6625, 6626,6627, FIN 6625, 6626,6627, IS 6625, 6626,6627 and MBA 6625, 6626, and 6627, which may vary from one to three semester hours each.

Transfer Credit

A maximum of two courses (6 semester hours) taken at an-

other regionally accredited institution, each with a "B" grade or better, can be applied toward the degree. Note that the capstone course MBA 6611 Business Strategy must be taken with Troy University and will not be accepted as transfer credit from another institution. Credit accepted for transfer into the MBA core, or to satisfy specified concentration courses, is limited to institutions holding ACBSP or AACSB specialized accreditation for their business programs. Exceptions to the "specialized accreditation" condition may be granted by the Dean based upon a review of the institution and the course content. These courses must be comparable in catalog description, level, and content to Troy courses and must be approved by the appropriate Troy dean/department chair. No more than two courses (six semester hours) may be transferred in from a completed master's degree program. Professional military education courses are not accepted for credit in the MBA program.

Requirements for Admission to Candidacy

To be admitted to candidacy, students must have a 3.0 GPA on all work attempted. Unconditionally admitted graduate students must apply for admission to candidacy within the first eighteen semester hours of graduate coursework and complete any additional requirements outlined for the specific degree program. If not completed within the first eighteen hours, a hold will be placed on the student's registration until Degree Plan/Admission to Candidacy process is completed.

Degree Requirements

Successful completion of the courses listed below with an overall grade point average of 3.0 (A = 4.0) is necessary to fulfill requirements for the degree. If the student makes a "D" or "F" in a core course, the course must be retaken. If the student earns a "D" or "F" in an elective course, the course may be retaken, or another elective taken in its place. The student can satisfy the research component requirement by successfully completing MBA 6610, IS 6674, or ACT 6695 with a grade of "B" or better. The capstone course, MBA 6611, must be completed with a grade of "B" or better.

The MBA degree offers four, 36-semester-hour options: accounting, information systems, finance, and general management. All options require six core courses and six option courses as follows:

Required Core Courses

ACT	6691	3	Managerial Accounting
MBA	6611	3	Business Strategy
MBA	6631	3	Managerial Finance
MBA	6640	3	Quantitative Analysis for Managers
			or
MBA	6641	3	Decision Theory
MBA	6651	3	Managerial Economics
MBA	6661	3	Strategic Marketing Management

Accounting Option Courses

ACT	6692	3	Advanced Accounting Problems
ACT	6694	3	Income Tax Research
			or
ACT	6696	3	Accounting Information Systems

ACT	6695	3	Accounting Research and Communication
ACT	6698	3	Advanced Auditing
ACT	6699	3	Contemporary Issues in Accounting
LAW	6600	3	Business Law for Accountants

ECD	6680	3	Field Research in International Economic Development
ECD	6699	3	Seminar in International Economic Development
ECO	6654	3	Labor Economics
ECO	6657	3	International Trade and Economics
FIN	6632	3	Investment Management and Analysis
FIN	6633	3	International Finance
FIN	6634	3	Derivative Securities
FIN	6651	3	Financial Institutions
FIN	6652	3	Problems in Financial Management
FIN	6653	3	Finance Research
FIN	6656	3	Analysis of Financial Data
FIN	6657	3	Corporate Risk Management
FIN	6658	3	Special Topics in Finance
HRM	6601	3	Legal Environment of Employment Decisions

Information Systems Option Courses

IS	6672	3	Information Systems and Business Strategy
IS	6674	3	Information Systems Management
IS	6676	3	E-Commerce for Global Business
IS	6679	3	Management Information Systems

(Two approved electives)

Finance Option Courses

FIN	6632	3	Investment Management and Analysis
FIN	6651	3	Financial Institutions
FIN	6652	3	Problems in Financial Management
FIN	6653	3	Finance Research

Select two of the following courses:

FIN	6633	3	International Finance
FIN	6634	3	Derivative Securities
FIN	6656	3	Analysis of Financial Data
FIN	6657	3	Corporate Risk Management
FIN	6658	3	Special Topics in Finance

General Management MBA Option Courses

MBA	6610	3	Business Research Design
MBA	6671	3	Organizational Behavior
MBA	6673	3	Operations Management

(Three approved electives)

International Economic Development Option Courses

ECD	6660	3	Theories of International Economic Development
ECD	6661	3	Economic Development Finance
ECD	6680	3	Field Research in International Economic Development
ECD	6699	3	Seminar in International Economic Development

Select two of the following courses:

ECD	6662	3	Applied Spatial Analysis for International Economic Development
ECO	6657	3	International Trade and Economics
IS	6676	3	E-Commerce for Global Business
MBA	6601	3	Business and Professional Communication
MBA	6633	3	International Finance

For options other than the accounting and finance options, electives may be selected from the approved list of electives:

BUS	6612	3	Applied Business Research
ECD	6660	3	Theories of International Economic Development
ECD	6661	3	Economic Development Finance
ECD	6662	3	Applied Spatial Analysis for International Economic Development

HRM	6603	3	Human Resource Management (recommended for MBA-GM)
HRM	6604	3	Labor Law
HRM	6619	3	Seminar in Human Resource Administration
HRM	6622	3	Human Resource Staffing
HRM	6623	3	Training and Development of Human Resources
HRM	6632	3	Compensation Management
HRM	6645	3	International HRM
HSA	6680	3	Health Services Administration and Policy
HSA	6681	3	Legal and Social Issues in Health Administration
HSA	6682	3	Healthcare Planning and Management
HSA	6683	3	Healthcare Economics
HSA	6684	3	Managed Healthcare
IS	6672	3	Information Systems and Business Strategy
IS	6674	3	Information Systems Management
IS	6676	3	E-Commerce for Global Business
IS	6679	3	Management Information Systems
MBA	6605	3	Business and Professional Communication
MBA	6608,		
	6609	3	Thesis
MBA	6613	3	Seminar in Business
MBA	6625,		
	6626,		
	6627	1-3	Specialized Study in the Area Of Business Administration
MBA	6652	3	Macroeconomics and Forecasting
MGT	6670	3	Seminar in International Management
MGT	6674	3	Ethics in Business
MGT	6677	3	Systems Management
MGT	6681	3	Organizational Development and Change
MGT	6682	3	Leadership and Motivation
MBA	6640	3	Quantitative Analysis for Managers
MBA	6641	3	Decision Theory

There are no cross-listings with other Troy graduate degree programs for this program. All transfer credits must be processed through normal academic approval procedures. All authorizations for MBA students to be a transient student at another institution must be approved before the course is attempted. Professional military education courses are not accepted for credit in the MBA program.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)

The purpose of the Executive Master of Business Administration program is to provide an advanced level of general business education to graduates of baccalaureate programs who meet a stipulated professional experience prerequisite. This opportunity enables these students to be successful in management positions in both the private and public sectors. The program is organized to support specific and general needs of professionally diverse groups of students by providing advanced study in business administration to students who have acquired a common body of knowledge through education and professional experience. Minor modifications in curriculum allow the EMBA program to meet specific corporate or other organizational needs in contractual programs. As a result of successfully completing the EMBA program, graduates should improve their ability to apply problem-solving skills to the strategic planning process in organizations and to use written and verbal communication skills effectively to communicate the results of their problem-solving analyses and recommendations.

Admission Requirements

Unconditional Admission

1. For concentrations other than those listed in (a) and (b) below, a minimum of five years professional, post-baccalaureate experience (unless modified in a contractual corporate program); or a minimum of five years managerial experience beyond first line supervision, and
 - a. for the Accounting concentration, a baccalaureate degree in Accounting or successful completion of all Accounting course prerequisites; and
 - b. for the Healthcare concentration, a baccalaureate degree in healthcare-related field and five years of healthcare-related professional work.
2. Students applying for admission must provide official transcripts from all universities attended.
3. Applicants who have completed a master's or higher degree from a regionally accredited university may be admitted unconditionally. (No graduate admission test scores are required.) Official transcripts from all universities attended must be submitted, to include an official transcript showing completion of a master's or higher degree.
4. A bachelor's degree from a regionally accredited college or university is required. (Students with a baccalaureate degree from an unaccredited or otherwise accredited institution should see Unaccredited or Otherwise Accredited Student Admissions.)
5. Applicants must have achieved at least 2.5 GPA in all undergraduate work or at least 3.0 GPA in the last 30 semester hours.

6. Official graduate admission exam results on the GMAT (except as modified by contractual agreement with a partnering organization) must be on file (except for applicants with a previous master's or higher degree; see #2 above).
7. A letter of recommendation using the online Professional Reference form is required with all applications for the EMBA program. The letter must address the individual's potential for success in the EMBA program as well as his/her written and oral communication skills.

Conditional Admission

Students not satisfying the minimum graduate admission test score and GPA requirements for unconditional admission may be conditionally admitted to the program. After the student completes the first three graduate (6000 level) courses with a "B" or better average, the student will be granted unconditional admission. Students not satisfying conditional admission requirements will be dropped from the program for one calendar year, after which time the student must petition for readmission. A letter of recommendation is required with all applications for the MBA program. The individual's potential for success in the MBA program as well as his/her written and oral communication skills should be addressed.

For the Accounting concentration, students with a B.S. Degree in a field other than accounting must have completed the following courses or their equivalent. The prerequisite Accounting courses must be based on accounting standards, auditing standards, and tax laws that are prevalent in the United States.

ACT 3391	3	Intermediate Accounting I
ACT 3392	3	Intermediate Accounting II
ACT 3394	3	Governmental Accounting
ACT 4494	3	Income Tax Accounting I
ACT 4495	3	Income Tax Accounting II
ACT 4497	3	Auditing

Curriculum

All courses offer three semester hours credit except ACT 6625, 6626, 6627 and IS 6625, 6626 and 6627 which can vary from one to three semester hours each .

Transfer Credit

A maximum of two courses (six semester hours) taken at another regionally accredited institution, each with a grade of "B" or better can be applied toward the degree. Note that the capstone course EMBA 6611 Business Strategy must be taken with Troy University and will not be accepted as transfer credit from another institution. (This policy may be modified for contractual programs.) These courses must be comparable in catalog description to Troy courses in the EMBA program and must be approved by the appropriate Troy dean/associate dean/departments chair. As the capstone course serves as a component of the degree requirements, it may not be transferred in to the EMBA program.

Requirements for Admission to Candidacy

To be admitted to candidacy, students must have a 3.0 GPA on all work attempted. Unconditionally admitted graduate students must apply for admission to candidacy within the first eighteen semester hours of graduate coursework and complete any additional requirements outlined for the specific degree program. If not completed within the first eighteen hours, a hold will be placed on the student's registration until Degree Plan/Admission to Candidacy process is completed.

Degree Requirements

Successful completion of the courses listed below with an overall grade point average of 3.0 (A=4.0) is necessary to fulfill requirements for the degree. The student can fulfill the research component requirement by successfully completing EMBA 6625 or ACT 6695 (or another designated course in concentrations not requiring these courses) with a grade of "B" or better. Successful completion of the capstone course (EMBA 6611) and presentation of the applied research project are required to fulfill requirements for the degree. If a "D" or "F" is made in a core course or a restricted elective course, the course must be retaken.

The EMBA degree offers several 36-semester hour concentration options:

- Accounting
- Criminal Justice
- General Management
- Healthcare Management
- Information Systems

Required Prerequisite Course

EMBA	5501	3	Survey of Business Concepts
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Required Core Courses

ACT	6691	3	Managerial Accounting
EMBA	6611	3	Business Strategy
EMBA	6631	3	Managerial Finance
EMBA	6661	3	Strategic Marketing Management
EMBA	6671	3	Organizational Behavior
EMBA	6674	3	Ethics in Business

Required in all concentrations other than Accounting

EMBA	6640	3	Quantitative Analysis for Managers OR
EMBA	6641	3	Decision Theory
EMBA	6651	3	Managerial Economics
IS	6679	3	Management Information Systems

Professional Concentrations

Accounting Concentration

ACT	6692	3	Advanced Accounting Problems
ACT	6694	3	Income Tax Research
ACT	6695	3	Accounting Research and Communication
ACT	6698	3	Advanced Auditing
ACT	6699	3	Advanced Accounting Theory
LAW	6600	3	Business Law for Accountants

Criminal Justice Concentration

CJ	6620	3	Current Trends In Criminal Law
CJ	6624	3	Court Administration
CJ	6625	3	Specialized Study (in the Admini- stration of Criminal Justice)

General Management Concentration

EMBA	6603	3	Human Resource Management
EMBA	6625	3	Specialized Study in Business (with a Management focus)
EMBA	6673	3	Operations Management

Healthcare Management Concentration

EMBA	6603	3	Human Resource Management
EMBA	6625	3	Specialized Study in Business (with a Healthcare Management focus)
HSA	6880	3	Health Services Administration and Policy

Information Systems Concentration

IS	6672	3	Information Systems and Business Strategy
IS	6674	3	Information Systems Management
IS	6676	3	E-Commerce For Global Business

There are no cross-listings with other Troy graduate degree programs for this program. All transfer credits must go through normal academic approval procedures. All authorizations for EMBA students to be a transient student at another institution must be approved before the course is attempted. Professional military education courses are not accepted for credit in the EMBA program.

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT (MSHRM)

The Master of Science in Human Resource Management (MSHRM) is a specialized professional program designed to offer the student an opportunity to obtain proficiency in contemporary human resource management concepts, activities, and skills, particularly as they are applied to developing and executing human resource management systems in support of strategic organizational objectives. As a result of successfully completing the MSHRM program, graduates should improve their ability to apply

problem-solving skills to designing human resource management systems that fit the strategic objectives of organizations and to use written and verbal communication skills effectively to communicate the results of their problem-solving analyses and recommendations.

Prerequisite Requirements

Candidates for admission must have a baccalaureate degree in any subject area from a regionally accredited college or university. The MSHRM degree program requires no prerequisite courses; however, MGT 6600, Advanced Concepts and Topics in Management, must be taken for graduate credit if the student does not have an undergraduate major in business. If the student has an undergraduate major in business, an elective course may be substituted.

Admission Requirements for the Master of Science in Human Resource Management

Unconditional Admission

1. Students applying for admission must provide official transcripts from all universities attended.
2. Applicants who have completed a master’s or higher degree from a regionally accredited university may be admitted unconditionally. (No graduate admission test scores are required.) Official transcripts from all universities attended must be submitted, to include an official transcript showing completion of a master’s or higher degree.
3. A bachelor’s degree from a regionally accredited college or university is required. (Students with a baccalaureate degree from an unaccredited or otherwise accredited institution should see Unaccredited or Otherwise Accredited Student Admissions.)
4. Applicants must have achieved at least 2.5 GPA on all undergraduate work or at least 3.0 GPA on the last 30 semester hours.
5. Official graduate admission exam results (GMAT, GRE [verbal and quantitative],) must be on file (except for applicants with a previous master’s or higher degree; see #2 above).
6. A letter of recommendation is required with all applications for the MSHRM program. The letter should address the individual’s potential for success in the MSHRM program, his/her professional, managerial or administrative experience, as well as his/her written and oral communication skills.

Conditional Admission

Students not satisfying the minimum graduate admission test score and GPA requirements for unconditional admission may be conditionally admitted to the program. After the student completes the first three graduate (6000 level) courses with a ‘B’ or better average, the student will be granted unconditional admission. Students not satisfying conditional admission requirements will be dropped from the program for one calendar year, after which time the student must petition for readmission. A letter of recommendation is required with all applications for the MSHRM program. The individual’s potential for success in the MSHRM program as well as his/her written and oral communication skills should be addressed.

Transfer Credit

A maximum of two courses (6 semester hours) taken at another regionally accredited institution, each with a grade of "B" or better, can be applied toward the degree. Note that the capstone

course HRM 6698 Strategic Human Resource Management must be taken with Troy University and will not be accepted as transfer credit from another institution. These courses must be comparable in catalog description to Troy courses and approved by the appropriate dean/ associate dean /department chair.

Requirements for Admission to Candidacy

To be admitted to candidacy, students must have a 3.0 GPA on all work attempted. Unconditionally admitted graduate students must apply for admission to candidacy within the first eighteen semester hours of graduate coursework and complete any additional requirements outlined for the specific degree program. If not completed within the first eighteen hours, a hold will be placed on the student’s registration until Degree Plan/Admission to Candidacy process is completed.

Degree Requirements

All graduates from the MSHRM program must successfully complete a nine-course core including Business Research Design, Legal Environment of Employment Decisions, Staffing, Advanced Concepts and Topics in Management, Training and Development, Strategic Human Resource Management, Organizational Behavior, Human Resource Management, and Compensation and Benefits Management, and three additional courses suitable to the individual student’s academic and employment background and specific career objectives. If the student makes a "D" or "F" in a core course, the course must be retaken. If the student makes a "D" or "F" in an elective course, the course may be retaken or another elective taken in its place. The program will thus provide students the opportunity to gain an understanding of the subject matter that will enhance their career opportunities. (Total credit hour and course requirements: 36 semester hours / 12 courses).

The MSHRM degree program is a non-research-oriented professional master’s degree program that requires an understanding of the accepted professional practices in the field of human resource management.

Curriculum

All courses offer three semester hours credit except HRM 6625, 6626, and 6627. Students graduating with the HRM degree will have completed the following 36-semester-hour curriculum:

Required core courses

BUS	6610	3	Business Research Design (A grade of “B” or better is required.)
HRM	6601	3	Legal Environment of Employment Decisions
HRM	6603	3	Human Resource Management
HRM	6622	3	Human Resource Staffing
HRM	6623	3	Training and Development of Human Resources Management
HRM	6632	3	Compensation and Benefits
HRM	6698	3	Strategic Human Resource Management (capstone course)
MGT	6600	3	Advanced Concepts and Topics in Management (May be waived if the student has an undergraduate major in business. An elective course will be substituted.)
MGT	6671	3	Organizational Behavior

Elective Courses*(Select Three)*

ECO	6654	3	Labor Economics
ECO	6655	3	Managerial Economics
HRM	6604	3	Labor Law
HRM	6619	3	Seminar in Human Resource Administration
HRM	6625, 6626, 6627	1-5	Independent Study in the Area of Human Resource Management
HRM	6645	3	International Human Resource Management
HRM	6689	3	HRM Internship
HSA	66XX	3	Any HSA-prefixed course
IS	6679	3	Management Information Systems
MGT	66XX	3	Any MGT-prefixed course other than MGT 6600

Other business electives

The elective may be selected from any appropriate graduate business administration/management, MSM, Troy-approved PME course, HRM, Specialized Study completed with a Troy faculty member, or selected pre-approved MPA courses (i.e., PA 6603, 6630, 6631, 6645, 6647, 6648, 6649, 6650). All authorizations for MSHRM students to be a transient student at another institution must be approved before the course is attempted.

Cross-listing for this program only will be permitted as follows:

IS	6679	PA 6679
MGT	6671	PA 6646
MGT	6675	PA 6620

Completion of a capstone course (HRM 6698) with a grade of "B" or higher is required for graduation. In this course students will be extensively examined on the ability to synthesize the content of the core courses through the administration of a comprehensive case analysis final examination.

MASTER OF SCIENCE IN MANAGEMENT (MSM)

The purpose of the Master of Science in Management program is to provide a specialized professional program for the student who wants to acquire proficiency in management skills, including decision making, which will enable the graduate to carry out responsibilities in both general and specialized managerial roles. Concentrations in Human Resource Management, Information Systems, Leadership and Organizational Effectiveness, International Management, and Healthcare Management further develop managerial problem-solving skills in specific areas of applied management. As a result of successfully completing the MSM program, graduates should improve their ability to apply problem-solving skills to operational and strategic planning processes and to use written and verbal communication skills effectively to communicate the results of their problem-solving analyses and recommendations.

Prerequisite Requirements

Candidates for admission must have a baccalaureate degree in any subject area from a regionally accredited college or university. The MSM degree program requires no prerequisite courses; however, MGT 6600, Advanced Concepts and Topics in Management, must be taken for graduate credit if the student does not have an undergraduate major in business. If the student has an undergraduate major in business, an elective course will be substituted.

Admission Requirements for the Master of Science in Management**Unconditional Admission**

1. Students applying for admission must provide official transcripts from all universities attended.
2. Applicants who have completed a master's or higher degree from a regionally accredited university may be admitted unconditionally. (No graduate admission test scores are required.) Official transcripts from all universities attended must be submitted, to include an official transcript showing completion of a master's or higher degree.
3. A bachelor's degree from a regionally accredited college or university is required. (Students with a baccalaureate degree from an unaccredited or otherwise accredited institution should see Unaccredited or Otherwise Accredited Student Admissions.)
4. Applicants must have achieved at least 2.5 GPA on all undergraduate work or at least 3.0 GPA on the last 30 semester hours.
5. Official graduate admission exam results (GMAT, GRE [verbal and quantitative],) must be on file (except for applicants with a previous master's or higher degree; see #2 above).
6. A letter of recommendation is required with all applications for the MSM program. The letter should address the individual's potential for success in the MSM program, professional, managerial or administrative experience, as well as his/her written and oral communication skills.

Conditional Admission

Students not satisfying the minimum graduate admission test score and GPA requirements for unconditional admission may be conditionally admitted to the program. After the student completes the first three graduate (6000 level) courses with a "B" or better average, the student will be granted unconditional admission. Students not satisfying conditional admission requirements will be dropped from the program for one calendar year, after which time the student must petition for readmission. A letter of recommendation is required with all applications for the MSM program. The individual's potential for success in the MSM program as well as his/her written and oral communication skills should be addressed.

Curriculum

All courses offer three semester hours credit except MGT 6625, 6626, and 6627, HSA 6625, 6626 and 6627, IS 6625, 6626 and 6627, IHM 6625, 6626 and 6627 which may vary from one to three semester hours each.

Transfer Credit

A maximum of two courses (6 semester hours) taken at another regionally accredited institution, each with a “B” grade or better, can be applied toward the degree. Note that the capstone course MGT 6685 Management Strategy must be taken with Troy University and will not be accepted as transfer credit from another institution. These courses must be comparable in catalog description to Troy courses and must be approved by the appropriate dean/associate dean/department chair. Note that in the Applied Management concentration, no transfer credit is permitted.

Admission to Candidacy

To be admitted to candidacy, students must have a 3.0 GPA on all work attempted. Unconditionally admitted graduate students must apply for admission to candidacy within the first eighteen semester hours of graduate coursework and complete any additional requirements outlined for the specific degree program. If not completed within the first eighteen hours, a hold will be placed on the student’s registration until Degree Plan/Admission to Candidacy process is completed.

Degree Requirements

Students graduating with the MSM degree will have successfully completed the following curriculum:

General Program Course Requirements

- a. 30 semester hours for the applied management concentration offered to contractual cohort groups, with successful completion of a comprehensive examination administered in the Capstone Course

OR

- b. 36 semester hours for all other concentrations, with no comprehensive examination administered in the Capstone Course. Students must achieve an overall grade point average of 3.0 (A=4.0) to fulfill requirements for the degree.

If a "D" or "F" is made in a core course or a restricted elective course, the course must be retaken. If the student makes a "D" or "F" in an elective course, the course may be retaken or another elective taken in its place.

The MSM degree offers eight, 36-semester hour options: Human Resource Management, Leadership and Organizational Effectiveness, Information Systems, International Management, and Healthcare Management. The MSM degree also offers 30-semester-hour options for contractual, cohort groups of students in Applied Management and in Public Management. All options require six core courses, four concentration courses and two elective courses (except for the Applied Management and Public Management concentrations) as follows:

Required MSM Core (6 courses)

BUS	6610	3	Business Research Design (A grade of “B” or better is required)
MGT	6600	3	Advanced Concepts and Topics in Management (May be waived if the student has an undergraduate major in business, in which case, an elective course will be substituted. This course should be taken

			within the first 12 semester hours of the degree program.)
MGT	6627	3	Specialized Study in Management (Focus on concentration selected by the student; serves as the Research Component for the degree. The core course requirements should be completed. Typically taken as the last, or concurrently with the last, concentration course. IHM 6689 will be completed in lieu of MGT 6627 for IHM students. A grade of “B” or better is required.)
MGT	6671	3	Organizational Behavior
MGT	6685	3	Management Strategy ("B" grade or better required in 36-semester-hour concentrations)
MGT	6696	3	Financial Analysis

Four additional courses from one concentration

- Area A: Human Resource Management
- Area B: Leadership and Organizational Effectiveness
- Area C: International Management
- Area D: Healthcare Management
- Area E: Information Systems
- Area F: Applied Management (Contractual Cohort Groups Only)
- Area G: Public Management (Contractual Cohort Groups Only)
- Area H: International Hospitality Management

Elective (2 courses)

The elective may be selected from any appropriate graduate management, MSM, Troy-approved PME course, HRM, specialized study completed with a Troy faculty member, or selected pre-approved MPA courses (i.e., PA 6603, 6630, 6631, 6645, 6647, 6648, 6649, 6650, 6687, or 6688).

Concentration Areas (Select 12 Semester Hours)

Area A: Human Resource Management

HRM	6601	3	Legal Environment of Employment Decisions
HRM	6603	3	Human Resource Management (Required)
HRM	6604	3	Labor Law
HRM	6619	3	Seminar in Human Resource Administration
HRM	6622	3	Human Resource Staffing
HRM	6623	3	Training and Development of Human Resources
HRM	6632	3	Compensation Management
HRM	6645	3	International Human Resource Management

Area B: Leadership and Organizational Effectiveness

IS	6679	3	Management Information Systems
MGT	6674	3	Business Ethics
MGT	6681	3	Organization Development and Change (Required)
MGT	6682	3	Leadership and Motivation

Area C: International Management

ECO	6657	3	International Trade and Economics
HRM	6645	3	International Human Resource Management
MGT	6670	3	Seminar In International Management (Required)
IR	5552	3	International Law
IR	6631	3	Intercultural Relations
IR	6656	3	International Power and Influence

Area D: Healthcare Management

HSA	6680	3	Health Services Administration and Policy
HSA	6681	3	Legal and Social Issues in Health Administration
HSA	6682	3	Healthcare Planning and Management (Required)
HSA	6683	3	Healthcare Economics
HSA	6684	3	Managed Care: Origins, Organizations, and Operations

Area E: Information Systems

IS	6672	3	Information Systems and Business Strategy
IS	6674	3	Information Systems Management
IS	6676	3	E-Commerce for Global Business
IS	6679	3	Management Information Systems

Area F: Applied Management (Limited to site-specific cohorts/contract programs)

HRM	6603	3	Human Resource Management
MGT	6645	3	Quantitative Methods in Management
MGT	6681	3	Organization Development and Change

Management Elective Selected for Cohort

Area G: Public Management (Limited to Maxwell/Gunter/contract programs)

PA	6610	3	Foundations of Public Administration
PA	6624	3	Public Human Resources Management
PA	6644	3	Administrative Law
PA	6650	3	Governmental Budgeting

Area H: International Hospitality Management

(Complete the specified 15 semester hours)

IHM	6680	3	Global Marketing Strategy for Hospitality Executives
IHM	6681	3	Managing Financial Systems in the Hospitality Industry
IHM	6682	3	International Hospitality Legal Issues
IHM	6683	3	International Hospitality Operations
IHM	6689	3	International Hospitality Management Internship (For the International Hospitality Management concentration only, a consulting-type internship of at least 120 hours will be completed in place of the core MGT 6627 requirement, and

will be accomplished with a hospitality industry firm (hotel, lodging, or restaurant chain or tourism board) after completing no fewer than 21 semester hours in the program, including 9 semester hours in the IHM concentration. Required in the IHM concentration.)

Other Business Electives

Elective courses may be selected from any appropriate graduate management curriculum, to include the Troy MSM, Troy MSHRM, Troy approved PME course, specialized study completed with a Troy faculty member, or selected pre-approved MPA courses (i.e., PA 6603, 6630, 6631, 6645, 6647, 6648, 6649, 6650) and an MSIR course, IR 6641. All authorizations for MSM students to be a transient student at another institution must be approved before the course is attempted.

Cross-listings for this program only:

BUS	6610	PA	6601
MGT	6671	PA	6646
MGT	6674	PA	6674
MGT	6675	PA	6620
ECO	6657	IR	6620
IS	6679	PA	6679

Effective Fall 2006

TROY UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
 Graduate Degree Plan and Progress Record / Application for Admission to Candidacy
 36-Semester-Hour Program

Name _____ Student ID # _____ Campus _____

Address: _____ E-mail: _____

Copy of transcript must be attached. May not use "Student Academic Credits" or "Academic Evaluation" report.

DEGREE REQUIREMENTS:

- | | |
|---|--|
| 1. GRE, or equivalent exam, test scores submitted | 7. Overall GPA of 3.0 |
| 2. Official transcript of all academic work | 8. Completion of research requirement with a "B" or better (See Catalog) |
| 3. Unconditional Admission | 9. All credit earned within 8 years of graduation |
| 4. 36 semester hours of graduate credit | 10. Admission to Candidacy |
| 5. Meet residency requirements | 11. Completion of capstone with a grade of "B" or better |
| 6. No more than two grades below "B" | 12. "Intent to Graduate" notice filed |

REQUIRED CORE COURSES (18 Semester Hours):

COURSE NO	TITLE	HRS	GRADE	TERM/YR	TRANSFER CREDIT
ACT 6691	Managerial Accounting	3			
MBA 6611	Business Strategy (Capstone Course)	3			
MBA 6631	Managerial Finance	3			
MBA 6642	Quantitative Methods for Business	3			
MBA 6651	Managerial Economics	3			
MBA 6661	Strategic Marketing Management	3			

CONCENTRATION: 18 Semester Hours

Options: Accounting, Information Systems, General Management, or Finance (Circle One)—See Catalog for Approved Courses.

		3			
		3			
		3			
		3			
		3			
		3			

ITEMS TO BE DISCUSSED:

- _____ 1. One-term limit to have transcripts and test scores on file
- _____ 2. Temporary, conditional, and unconditional admission
- _____ 3. Availability of faculty for academic advising
- _____ 4. Petition for transfer credit once unconditionally admitted
- _____ 5. Class attendance
- _____ 6. Drop and withdrawal procedures, deadline, and consequences
- _____ 7. Petition for an Incomplete grade
- _____ 8. Student participation in course and program evaluation
- _____ 9. Other _____

ADMISSION STATUS		
Type	Date	Initials
Conditional		
Unconditional		
Residency		
Test Score		

STUDENT ACKNOWLEDGEMENT (at time of initial enrollment and faculty advisement):

I have read the current year's Graduate Catalog and acknowledge the contents and requirements of the above program. I have received academic advising from my Faculty Advisor.

 Student's Signature Date

 Faculty Advisor Date

STUDENT ACKNOWLEDGEMENT (at time of application for admission to candidacy):

I hereby apply for Admission to Candidacy.

 Student's Signature Date

APPROVED: _____
 Chair / Dean Date

 Advisor Date

CANDIDACY APPROVED: _____
 Dean, Graduate School Date

Distribution: Gold --- Student
 Pink --- Campus/Branch file
 All other (Green, Yellow) -UC
 Original --- Official File

Effective Fall 2006

TROY UNIVERSITY
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
 Graduate Degree Plan and Progress Record / Application for Admission to Candidacy
 36-Semester-Hour Program

Name _____ Student ID # _____ Campus _____

Address: _____ E-mail: _____

Copy of transcript must be attached. May not use "Student Academic Credits" or "Academic Evaluation" report.

DEGREE REQUIREMENTS:

- | | |
|---|--|
| 1. GRE, or equivalent exam, test scores submitted | 7. Overall GPA of 3.0 |
| 2. Official transcript of all academic work | 8. Completion of research requirement with a "B" or better |
| 3. Unconditional Admission | 9. All credit earned within 8 years of graduation |
| 4. 36 semester hours of graduate credit | 10. Admission to Candidacy |
| 5. Meet residency requirements | 11. Completion of capstone with a grade of "B" or better |
| 6. No more than two grades below "B" | 12. "Intent to Graduate" notice filed |

REQUIRED PREREQUISITE COURSE:

EMBA 5501	Survey of Business Concepts (Prerequisite: Pass/Fail)	3			
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REQUIRED CORE COURSES (18 Semester Hours):

COURSE NO	TITLE	HRS	GRADE	TERM/YR	TRANSFER CREDIT
ACT 6691	Managerial Accounting	3			
EMBA 6611	Business Strategy (Capstone Course)	3			
EMBA 6631	Managerial Finance	3			
EMBA 6661	Strategic Marketing Management	3			
EMBA 6671	Organizational Behavior	3			
EMBA 6674	Ethics in Business	3			

REQUIRED IN CONCENTRATIONS OTHER THAN ACCOUNTING (9 Semester Hours):

EMBA 6642	Quantitative Methods for Business				
EMBA 6651	Managerial Economics				
IS 6679	Management Information Systems				

PROFESSIONAL CONCENTRATION: Accounting, C.J. Gen. Mgt, HR Mgt, Into Systems (9-18 Semester Hours -- See Catalog):

ITEMS TO BE DISCUSSED:

- _____ 1. One-term limit to have transcripts and test scores on file
- _____ 2. Temporary, conditional, and unconditional admission
- _____ 3. Availability of faculty for academic advising
- _____ 4. Petition for transfer credit once unconditionally admitted
- _____ 5. Class attendance
- _____ 6. Drop and withdrawal procedures, deadline, and consequences
- _____ 7. Petition for an Incomplete grade
- _____ 8. Student participation in course and program evaluation
- _____ 9. Other _____

ADMISSION STATUS		
Type	Date	Initials
Conditional		
Unconditional		
Residency		
Test Score		

STUDENT ACKNOWLEDGEMENT (at time of initial enrollment and faculty advisement):

I have read the current year's Graduate Catalog and acknowledge the contents and requirements of the above program. I have received academic advising from my Faculty Advisor.

Student's Signature _____ Date _____ Faculty Advisor _____ Date _____

STUDENT ACKNOWLEDGEMENT (at time of application for admission to candidacy):

I hereby apply for Admission to Candidacy.

Student's Signature _____ Date _____ APPROVED: _____ Date _____
 Chair / Dean

Advisor _____ Date _____ CANDIDACY APPROVED: _____ Date _____
 Dean, Graduate School

Effective Fall 2006

TROY UNIVERSITY
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT
 Graduate Degree Plan and Progress Record / Application for Admission to Candidacy
 36-Semester-Hour Program

Name _____ Student ID # _____ Campus _____

Address: _____ E-mail: _____

Copy of transcript must be attached. May not use "Student Academic Credits" or "Academic Evaluation" report.

DEGREE REQUIREMENTS:

- | | |
|---|--|
| 1. GRE, or equivalent exam, test scores submitted | 7. Overall GPA of 3.0 |
| 2. Official transcript of all academic work | 8. Completion of research requirement with a "B" or better |
| 3. Unconditional Admission | 9. All credit earned within 8 years of graduation |
| 4. 36 semester hours of graduate credit | 10. Admission to Candidacy |
| 5. Meet residency requirements | 11. Completion of capstone with a grade of "B" or better |
| 6. No more than two grades below "B" | 12. "Intent to Graduate" notice filed |

REQUIRED CORE COURSES (27 Semester Hours):

COURSE NO	TITLE	HRS	GRADE	TERM/YR	TRANSFER CREDIT
BUS 6610	Business Research Design (Research Requirement)	3			
HRM 6601	Legal Environment of Employment Decisions	3			
HRM 6603	Human Resource Management	3			
HRM 6622	Human Resource Staffing	3			
HRM 6623	Training and Development of Human Resources Management	3			
HRM 6632	Compensation and Benefits	3			
HRM 6698	Strategic Human Resource Management (Capstone Course)	3			
MGT 6600	Advanced Concept and Topics in Management (See Catalog)	3			
MGT 6671	Organizational Behavior	3			

SELECT THREE APPROVED ELECTIVES: (9 Semester Hours)

		3			
		3			
		3			

ITEMS TO BE DISCUSSED:

- _____ 1. One-term limit to have transcripts and test scores on file
- _____ 2. Temporary, conditional, and unconditional admission
- _____ 3. Availability of faculty for academic advising
- _____ 4. Petition for transfer credit once unconditionally admitted
- _____ 5. Class attendance
- _____ 6. Drop and withdrawal procedures, deadline, and consequences
- _____ 7. Petition for an Incomplete grade
- _____ 8. Student participation in course and program evaluation
- _____ 9. Other _____

ADMISSION STATUS		
Type	Date	Initials
Conditional		
Unconditional		
Residency		
Test Score		

STUDENT ACKNOWLEDGEMENT (at time of initial enrollment and faculty advisement):

I have read the current year's Graduate Catalog and acknowledge the contents and requirements of the above program. I have received academic advising from my Faculty Advisor.

Student's Signature _____ Date _____ Faculty Advisor _____ Date _____

STUDENT ACKNOWLEDGEMENT (at time of application for admission to candidacy):

I hereby apply for Admission to Candidacy.

Student's Signature _____ Date _____ APPROVED: _____ Date _____
 Chair / Dean

Advisor _____ Date _____ CANDIDACY APPROVED: _____ Date _____
 Dean, Graduate School

- Distribution: Gold---Student
 Pink ---Campus/Branch file
 All other (Green, Yellow)--UC
 Original --- Official File

Effective Fall 2006

TROY UNIVERSITY
MASTER OF SCIENCE IN MANAGEMENT
 Graduate Degree Plan and Progress Record / Application for Admission to Candidacy
 30- or 36-Semester-Hour Program

Name _____ Student ID # _____ Campus _____

Address: _____ E-mail: _____

Copy of transcript must be attached. May not use "Student Academic Credits" or "Academic Evaluation" report.

DEGREE REQUIREMENTS:

- | | |
|---|--|
| 1. GRE, or equivalent exam, test scores submitted | 7. Overall GPA of 3.0 |
| 2. Official transcript of all academic work | 8. Completion of research requirement with a "B" or better |
| 3. Unconditional Admission | 9. All credit earned within 8 years of graduation |
| 4. 36 semester hours of credit for all concentrations except Area F (30 SH) | 10. Admission to Candidacy |
| 5. Meet residency requirements | 11. Completion of capstone with a grade of "B" or better |
| 6. No more than two grades below "B" | 12. "Intent to Graduate" notice filed |

REQUIRED CORE COURSES (18 Semester Hours):

COURSE NO	TITLE	HRS	GRADE	TERM/YR	TRANSFER CREDIT
BUS 6610	Business Research Design (Research Requirement)	3			
MGT 6600	Advanced Concept and Topics in Management (See Catalog)	3			
MGT 6627	Specialized Study in Management	3			
MGT 6671	Organizational Behavior	3			
MGT 6685	Management Strategy (Capstone Course)	3			
MGT 6696	Financial Analysis	3			

CONCENTRATION: 12 Semester Hours

Area A—Human Resource Management; Area B—Leadership and Organizational Effectiveness; Area C—International Management; Area D—Healthcare Management; Area E—Information Systems; Area F—Applied Management (Contractual Cohorts Only); Area G—Public Management (Contractual Cohorts at Maxwell/Gunter AB Only); Area H—International Hospitality Management.

		3			
		3			
		3			
		3			

APPROVED ELECTIVES: 6 Semester Hours (Not required for the Applied Management Concentration)

		3			
		3			

ITEMS TO BE DISCUSSED:

- _____ 1. One-term limit to have transcripts and test scores on file
- _____ 2. Temporary, conditional, and unconditional admission
- _____ 3. Availability of faculty for academic advising
- _____ 4. Petition for transfer credit once unconditionally admitted
- _____ 5. Class attendance
- _____ 6. Drop and withdrawal procedures, deadline, and consequences
- _____ 7. Petition for an Incomplete grade
- _____ 8. Student participation in course and program evaluation
- _____ 9. Other _____

ADMISSION STATUS		
Type	Date	Initials
Conditional		
Unconditional		
Residency		
Test Score		

STUDENT ACKNOWLEDGEMENT (at time of initial enrollment and faculty advisement):

I have read the current year's Graduate Catalog and acknowledge the contents and requirements of the above program. I have received academic advising from my Faculty Advisor.

Student's Signature _____ Date _____ Faculty Advisor _____ Date _____

STUDENT ACKNOWLEDGEMENT (at time of application for admission to candidacy):

I hereby apply for Admission to Candidacy.

Student's Signature _____ Date _____ APPROVED: _____ Date _____
 Chair / Dean

Advisor _____ Date _____ CANDIDACY APPROVED: _____ Date _____
 Dean, Graduate School

Distribution: Gold --- Student
 Pink --- Campus/Branch file
 All other (Green, Yellow)---UC
 Original --- Official File