



FLORIDA STATE UNIVERSITY  
COLLEGE OF BUSINESS  
*Graduate Programs Office*

**Master of Science in  
Management Information Systems**

**Program Handbook  
2023-2024**

**TABLE OF CONTENTS**

<b>DEAN’S OFFICE, DEPARTMENT, AND GRADUATE PROGRAMS CONTACT INFORMATION</b>	<b>1</b>
<i>Dean’s Office – RBA 314</i>	
<i>BAISSC Department Office – RBB 325</i>	
<i>Graduate Programs Office – RBB 336</i>	
<b>GENERAL GRADUATE POLICIES AT FSU</b>	<b>2</b>
<i>University Attendance Policy</i>	
<i>Academic Honor Policy</i>	
<i>Americans with Disabilities Act</i>	
<b>GRADUATE ACADEMIC CREDIT</b>	<b>4</b>
<i>Transfer Credit</i>	
<i>Grade Appeals System</i>	
<i>Incomplete Grade Policy</i>	
<i>Recency of Work</i>	
<b>GRADUATE ACADEMIC RETENTION</b>	<b>6</b>
<i>Performance Standards</i>	
<i>Review Procedure</i>	
<i>Readmission Procedure</i>	
<b>MIS PROGRAM OVERVIEW</b>	<b>8</b>
<b>MAJOR COURSE REQUIREMENTS FOR MIS DEGREES</b>	<b>9</b>
<b>COURSE DESCRIPTIONS</b>	<b>10</b>
<b>FINANCIAL AID AND FUNDING</b>	<b>14</b>

## CONTACT INFORMATION

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**MIS Faculty Directory:** <https://business.fsu.edu/departments/baissc/directory>

## GENERAL GRADUATE POLICIES

### **University Attendance Policy**

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

### **Academic Honor Policy**

The Florida State University Academic Honor Policy outlines the University's expectations for the integrity of students' academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading the Academic Honor Policy and for living up to their pledge to "...be honest and truthful and...[to] strive for personal and institutional integrity at Florida State University." (Florida State University Academic Honor Policy, found at <http://fda.fsu.edu/academic-resources/academic-integrity-and-grievances/academic-honor-policy>)

### **Americans with Disabilities Act**

Florida State University (FSU) values diversity and inclusion; we are committed to a climate of mutual respect and full participation. Our goal is to create learning environments that are usable, equitable, inclusive, and welcoming. FSU is committed to providing reasonable accommodations for all persons with disabilities in a manner that is consistent with academic standards of the course while empowering the student to meet integral requirements of the course.

To receive academic accommodations, a student:

- (1) must register with and provide documentation to the Office of Accessibility Services (OAS);
- (2) must provide a letter from OAS to the instructor indicating the need for accommodation and what type; and,
- (3) should communicate with the instructor, as needed, to discuss recommended accommodations. A request for a meeting may be initiated by the student or the instructor.

Please note that instructors are not allowed to provide classroom accommodations to a student until appropriate verification from the Office of Accessibility Services has been provided.

This syllabus and other class materials are available in alternative format upon request.

For more information about services available to FSU students with disabilities, contact the

Office of Accessibility Services  
874 Traditions Way  
108 Student Services Building  
Florida State University  
Tallahassee, FL 32306-4167

(850) 644-9566 (voice)  
(850) 644-8504 (TDD)  
oas@fsu.edu  
<https://dsst.fsu.edu/oas>

### **Academic Success**

Your academic success is a top priority for Florida State University. University resources to help you succeed include tutoring centers, computer labs, counseling and health services, and services for designated groups, such as veterans and students with disabilities. The following information is not exhaustive, so please check with your advisor or the Department of Student Support and Transitions to learn more.

## **GRADUATE ACADEMIC CREDIT**

### Policies and Procedures

#### **Transfer Credit**

Transfer of courses not counted toward a previous degree from another AACSB accredited graduate school is limited to six semester hours. Courses used for transfer credit must be equivalent to another course within the graduate program and approved by the faculty program director. All transfer credit must: 1) be recommended by the major department; 2) be evaluated as graduate work by the evaluation section of the Office of Admissions of Florida State University; and 3) have been completed with grades of 3.0 (“B”) or better.

Grades earned at another institution cannot be used to improve a grade point average or eliminate a quality point deficiency at Florida State University.

The University does not accept experiential learning, or award credit for experiential learning. Transfer credit based on experiential learning from another institution will not be accepted.

#### **Grade Appeals System**

The purpose of the grade appeals system is to afford an opportunity for a student to appeal a final course grade under certain circumstances. Faculty judgment of students’ academic performance is inherent in the grading process and hence should not be overturned except when the student can show that the grade awarded represents a gross violation of the instructor’s own specified evaluation (grading) statement and therefore was awarded in an arbitrary, capricious, or discriminatory manner.

The evaluation (grading) statement utilized during the grade appeals process is the one contained in the instructor’s syllabus at the beginning of the semester. This system does not apply to preliminary or comprehensive exams or to thesis or dissertation defenses; these issues are reviewed by the Student Academic Relations Committee via the Dean of the Faculties.

The entire policy is found in the *Academic Regulations and Procedures* section of the *Florida State University General Bulletin* (<http://registrar.fsu.edu/bulletin/undergrad/apdefault.htm>) and on the Office of Faculty Development and Advancement’s website: (<https://fda.fsu.edu/academic-resources/academic-integrity-and-grievances/grade-appeals-system>).

#### **Incomplete Grade Policy**

Incomplete (“I”) grades should be recorded only in exceptional cases when a student, who has completed a substantial portion of the course and who is otherwise passing, is unable to complete a well-defined portion of a course for reasons beyond the student’s control. Students in these circumstances must petition the instructor and should be prepared to present documentation that substantiates their case. Incompletes should not be granted in order to allow students to do extra coursework in an effort to increase their grades.

Even under these circumstances, the authority for determining whether to grant an incomplete rests solely with the instructor. A Graduate Teaching Assistant must have approval from a supervising faculty member to grant an incomplete.

In order to assign an incomplete, an instructor is required to indicate on the grade roster the time frame for resolution of the grade and the default grade (default grade of incomplete is not allowable) to be assigned if the student does not complete the remaining academic work. Some departments also require that an incomplete be documented with an "Incomplete Grade Agreement." It is the student's responsibility to complete the remaining academic work within the agreed-upon time frame.

Under University policy, an incomplete grade automatically reverts to the predetermined default grade at the end of the semester that has been specified by the faculty member as the time frame for resolution, unless one of two conditions is met:

1. Upon completion of the agreed-upon work, the instructor submits a grade-change (online) that replaces the "I" with the final grade for the course.
2. The instructor submits a separate "Incomplete Extension of Time" form to the Evaluation and Posting Section of Admissions and Records before the end of the semester in which the "I" is set to expire.

In cases where no default grade or instructor-determined expiration semester exists, incomplete grades will expire to an IE at the end of the next term of enrollment unless the instructor submits a grade change prior to the official grade-posting deadline. No grade changes will be made to default grades or unresolved "I" grades after the degree has been granted.

### **Recency of Work**

The work for the master's degree must be completed within seven years from the time the student first registers for graduate credit. Any graduate work transferred from another institution must have commenced not more than seven years prior to completion of the degree for the credits to be applicable to the master's degree. If the master's degree is not completed within seven years from the time the student first registers for graduate credit, and the program and/or Department Chair does not choose to approve an Extension of Time (EOT), then the student may no longer be enrolled in that program or at Florida State University.

### **Minimum Course Grades for Graduate Credit**

Credit for graduate courses will only be given for courses that are passed with a grade of C- or higher. Courses in which grades of D or F are earned will not count for graduate credit in business programs. In addition, please note that all courses required to fulfill program requirements must be taken for a grade and cannot be taken on a Satisfactory/Unsatisfactory basis unless the required course is only offered on a Satisfactory/Unsatisfactory grading basis (such as Internship.)

## GRADUATE ACADEMIC RETENTION

### GPA Dismissal

A graduate student whose cumulative GPA in the program falls below 3.0 at the end of a term will be considered not in good standing by the University and will be placed on academic probation. If a 3.0 cumulative GPA is not attained by the end of the next term of enrollment, the student will be placed on academic dismissal.

While your university GPA is calculated based on all graduate work at the university, the College of Business calculates your average GPA separately for each program in which you are enrolled. Academic status in your College of Business degree program is based upon your program GPA, not your university overall graduate GPA.

Students on dismissal will not be permitted to register for graduate study. However, at the time of dismissal, the program director may petition the academic dean for consideration of special circumstances that will constitute justification for an exception to this regulation. Students who are subsequently reinstated for graduate enrollment are considered to be on "Dismissal Probation" and may have one term to increase their GPA to 3.0 or above. Under no circumstances will a student be allowed more than one additional term of probation after reinstatement.

### Review Process for GPA Dismissal

The review procedure will be initiated by the Assistant Dean for Graduate Programs at the end of each semester. The action taken will be based on the extent of the deficiency:

1. **Dean's Hold** – Once a student has been dismissed due to GPA deficiency, they will no longer be permitted to register for classes. In the event that the student is approved by the faculty director and Associate Dean for a one-time reinstatement, a Dean's Hold will be placed upon their registration after the advisor has assisted them in enrolling for one last term (called the "dismissal probation term".)
2. **Dismissal Reinstatement Agreement** – Students who have been approved for a one-time reinstatement must sign the Dismissal Reinstatement Agreement that will be provided to them by their advisor. The form contains the courses the student will take in the subsequent term, as well as the grades that must be earned to remediate the GPA and be returned to good academic standing. **Students whose GPA is still below 3.0 after the dismissal probation term are permanently dismissed from the university.**

### Program Termination

Program terminations (dismissal for a reason other than GPA) are processed at the academic program/departmental level and may occur for a number of different reasons, including but not limited to:

- Inability to conduct research in a fashion appropriate with the accepted norms of a discipline,



- Inability to function within a team environment to the degree that it negatively affects the learning, practice and/or research of fellow graduate students,
- Demonstration of behavior that is not acceptable with the general community in which the student would be practicing should he or she graduate (typically clinical or school settings),
- Failure meeting one or more major milestone requirements.

### **Review Process for Program Termination**

**Step 1:** A graduate student is identified by his/her academic program/department as not making sufficient progress towards the degree, failing to complete the degree within the specified time-period, or whose academic performance is substandard, regardless of GPA.

**Step 2:** The graduate student meets with his/her major professor and/or program director to develop a remediation plan for the incomplete degree requirement or scholarly/behavioral objectives.

- The department will provide a written remediation plan or written academic “warning” to the student.
- The remediation plan/academic warning will be developed by the department/program for the individual student and documented accordingly.
- The academic dean, or appropriate designee, will also be notified of the situation, the deficiencies, and the remediation steps presented to the student.

**Step 3:** A written letter must be sent to the graduate student being dismissed which specifies the following information:

- The termination reasons,
- Benchmarks missed,
- The fact that an academic hold will be placed on registration on registration and effective date/semester,
- Dismissal from the program constitutes dismissal from the University,
- Any limitations on future enrollment in courses offered by the department/college, should the student reapply to the university in a different program,
- Alternatives a student could request, e.g., graduating with a master’s instead of Ph.D. (assuming coursework and degree requirements are met),
- Timeline to complete specific coursework, if any,
- Notification of the right to appeal and information about how to do so, and
- A deadline for any appeal submittal.

### **Faculty Academic Judgment**

Successful completion of coursework constituting the student’s program of studies, comprehensive exam, master’s project, or thesis does not guarantee continuance in a master’s degree program or award of the master’s degree. Faculty judgment of the academic performance of the student is inherent in the educational process in determining whether the student should continue to be enrolled or be awarded the master’s degree, or whether admission into a higher-level degree program is warranted.

## **MASTER OF SCIENCE IN MANAGEMENT INFORMATION SYSTEMS (MS-MIS) PROGRAM OVERVIEW**

**We're bridging the worlds of technology and management.**

The Florida State University College of Business' online Master of Management Information Systems (MIS) degree enables you to bolster your management, technical and analytical skills with the benefit of Florida State's world-renowned faculty, individual instruction and cutting-edge curriculum - all from the convenience of your home or office.

Designed with the input of IT and MIS professionals, the online MS in MIS consists of eleven three-hour courses that will update your technical skills and business knowledge. All students complete a set of MIS core classes that covers topics such as project management, management of technology, knowledge management and business intelligence, systems analysis and design, and database management. The remaining four courses are selected from MIS courses that may be offered or from the MBA curriculum.

Admission into the MS in MIS program occurs each semester. The program is designed so that a typical student can complete the degree in 24 months by taking two online courses each semester.

**MAJOR COURSE REQUIREMENTS FOR  
MASTER OF SCIENCE IN MANAGEMENT INFORMATION SYSTEMS DEGREES**  
*(Program requirements are subject to change)*

**Curriculum**

The Master of Science in Management Information Systems (MS-MIS) program consists of 33 credit hours. The core curriculum includes the following 21 credit hours:

ISM 5021 - Management of Information Technology (3 hrs)  
ISM 5123 – Systems Analysis & Design (3 hrs)  
ISM 5206 – Database Development & Management (3 hrs)  
ISM 5315 - Project Management (3 hrs)  
ISM 5327 - Corporate Information Security (3 hrs)  
ISM 5404 – Business Intelligence (3 hrs)  
ISM 5428 - Knowledge Management (3 hrs)

Students complete the program by selecting 12 credit hours (four courses) from the list of approved electives from MBA and specialty master's programs. Students may use three of their four elective courses (9 credit hours) to complete a specialization in one of the following disciplines:

- Business Administration
- Healthcare Management
- Marketing
- Real Estate
- Risk Management and Insurance

\*Instead of choosing a specialization, students may select their own slate of four elective courses based on their interest and course availability provided each semester by their academic advisor.

**Prerequisites**

All MS-MIS applicants must have either (a) 2 years of technology-related work experience OR (b) an undergraduate degree in information technology, computer science or related field plus 2 years of general work experience.

Work experience is considered technology-related if an applicant uses specialized technologies (such as ERP systems, analytical systems, etc.) or manages technologies to achieve strategic goals. All applicants should have a basic understanding of programming languages, database concepts, and software analysis and design.

## COURSE DESCRIPTIONS

### Core Courses

#### **ISM 5021 Information & Technology Management**

Examines a range of topics that present managerial challenges unique to technology-oriented environments. Topics include new technology convergence, the management of technology that disrupts existing industries, measuring new technology impacts, and business continuity planning, among others.

#### **ISM 5123 Systems Analysis & Design**

In this course, students learn about the particular MIS perspective on systems development and its life cycle, from the birth of a new information system to its death and replacement. In addition, students learn about the tools, techniques, and methodologies used by systems analysts to develop information systems in organizations.

#### **ISM 5206 Database Development & Management**

This course is designed to provide a comprehensive overview of the major issues underlying the organizational utilization of databases and database management systems. Theoretical, conceptual and practical concerns in the design and implementation of database systems are discussed. Organizational concerns in database use are highlighted through the use of case studies.

#### **ISM 5315 Project Management**

Designed to be relevant for all professions confronting project-related tasks, with particular attention given to the information systems context. Course content includes an overview of the foundation and supporting knowledge areas of project management, with emphasis on the systemic nature of project management.

#### **ISM 5327 Corporate Information Security**

This course examines corporate information security from several perspectives. Differences in security of physical versus digital assets are considered. Sources of security threats are identified. Solutions involving technology, people, and policy are examined, as well as proper responses to attacks on digital assets.

#### **ISM 5404 Business Intelligence**

Advances in computing technologies have greatly enhanced our ability to collect and store large amounts of data, i.e. big data. Yet, corporations today are said to be data rich but knowledge poor. This course will introduce state of the art Business Intelligence and Analytics techniques to discover knowledge from massive data sets using a hands-on approach. Students will have a chance to apply such techniques on real-world data sets in various domains, including finance, healthcare, commerce and sports in order to produce actionable intelligence for enhanced managerial decision making.

#### **ISM 5428 Knowledge Management**

Overview of knowledge management concepts and use of technology to provide business intelligence necessary for organizations to function effectively in dynamic business environments.

## Electives

### **ACG 5026 Financial Reporting and Managerial Control**

This course provides a basic understanding of accounting systems and the financial statements to lay a foundation for financial statement analysis. The course also provides a basic understanding of cost systems and controls to lay a foundation for organizational control. **(Take before FIN 5425)**

### **BUL 5609 Healthcare Law and Ethics**

This course exposes students to the basic concepts of law as applied to health care. The focus is on the application and analysis of legal and ethical principles.

### **BUL 5810 The Legal & Ethical Environment of Business**

An introduction to the legal, political and social institutions which affect business activity, with an emphasis on public law and governmental regulation. Landmark legislation and judicial decisions will be examined.

### **FIN 5425 Problems in Financial Management**

An advanced case course including an in-depth study into selected topics such as valuation theory and the investment, financing, and dividend decisions of the firm. **(Prerequisite: ACG 5026)**

### **FIN 5515 Investment Management & Analysis**

Analysis of financial assets with emphasis on the securities market, the valuation of individual securities, and portfolio management. **(Prerequisite: FIN 5425)**

### **MAN 5099 Staffing in Healthcare Organizations**

This course focuses on key issues associated with staffing healthcare organizations, including theoretical and practical issues in areas such as workforce planning, job analysis, clinical and non-clinical recruitment/assessment/selection, succession and career planning, and legal issues specific to healthcare organizations. Discussion of these areas will be framed in the context of an evidence-based approach to workforce planning and talent management.

### **MAN 5245 Organizational Behavior**

A dynamic examination of managerial concepts of human behavior in work organizations. Topics include motivation, leadership, reward systems, training, recruiting, selection, and job design.

### **MAN 5501 Production and Operations Management**

Develops a conceptual framework which is useful in describing the nature of the operations function, with emphasis on identifying basic problems in managing the operations of an organization.

### **MAN 5716 Business Conditions Analysis**

A combination of statistics and managerial economics designed to illustrate statistical methods and techniques by applying them to basic managerial issues using elementary calculus and basic statistical programs (Excel and SAS) for regressions, testing hypotheses, and applying other statistical methods to important issues in managerial economics. Also, problems of managing the firm in relation to the changing economic environment; analysis of major business fluctuations and development of forecasting techniques.

**MAN 5721 Strategy and Business Policy**

The relation between theories and practices of management, utilizing theories in policy decision making and including a methodology for policy decision making.

**MAR 5125 Marketing Strategy in the Global Environment**

This course examines the business- level marketing strategy in the context of global markets and uses the marketing-planning process as a framework for understanding how global environments, markets, and institutions affect the strategic marketing operations of the global business enterprise.

**MAR 5409 Business-to-Business Sales and Marketing**

This course focuses on building and managing relationships with business customers. It will cover business-to-business management issues, with an emphasis on topics at the mid-to-upper management level. Specific strategic marketing issues include problems and opportunities that leverage an understanding of the entire supply chain. Sales will deal primarily with complex, large/key account management and customer relations. Sales management issues will concentrate on managing a sales force focused on complex accounts.

**MAR 5465 Purchasing and Supply Chain Management**

The purpose of this course is to provide an understanding of the ideas and concepts of Purchasing and Supply Chain Management function in organizational settings. Focus is placed on the development and management of relationships with world class suppliers in an e-business environment. The course will cover the importance of developing sourcing strategies through a global supply base. Specific concepts covered include: supplier selection & development; management of a strategic supply base; electronic commerce applications; logistics and inventory issues.

**MAR 5625 Marketing Research**

This course focuses on the tools, techniques, and procedures involved in the marketing research process, as well as the critical thinking skills necessary to interpret marketing research findings. In addition, the course covers major analytical techniques that are used in a variety of research settings in both marketing and general business.

**MAR 5849 Services Marketing**

In this class, you will be exposed to a new way of thinking about marketing. No longer are manufacturing processes, defects per one-thousand, or logistics paramount. Services are different. We will discuss how they are different, why they are different, and what strategies result from these distinctions. We will cover why people are essential to service success, why expectations are important to service consumers, how the physical environment influences service delivery, and how services firms should recover from failure. You will also learn how quality is evaluated in service firms, why value is an essential deliverable, and what role loyalty has on the bottom line.

**MAR 5861 Customer Relationship Management**

This course focuses on strategies to develop and maintain continuing customer relationships. Customers are arguably the single most important stakeholder of any modern corporation. Firms must employ strategies to create, promote and retain customers over the long term. Customer relationships also are key to any corporation's overall reputation and must be managed in concert with other key stakeholder relationships.

**MAR 5957 Global Business Seminar**

This course consists of on-campus class meetings and an international trip to an overseas destination. On campus meetings help students understand the related international business theories as well as the inhibiting and opportunity-offering roles of local cultures in international business. The international trip is to gain access to the best business practices of world-class multinational firms in the destination city. May be repeated to a maximum of six semester hours. Duplicate registration allowed within the same term.

**REE 5105 Real Estate Valuation**

This course provides an advanced treatment of real estate valuation analysis. This includes a description of valuation procedures, identification of highest and best use, application of real property valuation methods, and emerging topics of special interest.

**REE 5205 Topics in Real Estate Finance**

Covers topics related to the mortgage capital markets, including the primary and secondary mortgage markets, market operations, mortgage instruments and mortgage-related securities.

**REE 5305 Real Estate Investment**

Focused on the topic of real estate investment analysis primarily from the private investor's (equity) perspective, this course introduces students to the analytical tools and procedures used to evaluate real estate investment opportunities.

**RMI 5XXX Essentials of Risk and Insurance**

Explores concepts such as time value of money, statistical analysis, management of risk exposures and risk transfer through insurance contracts. Topics include the essentials of risk management as well as an overview and analysis of common insurance contracts utilized by business entities.

**RMI 5136 Employee Benefit Plans**

Prerequisite: RMI 5017 Managerial approach to employee benefit plans such as group insurance and pensions with in-depth consideration given to funding instruments and variety among plans.

**RMI 5225C Property/Liability Insurance Contract Analysis**

This course analyzes basic commercial property and liability insurance contracts, including commercial property, commercial general liability, crime, inland marine, boiler and machinery, commercial auto and farm policies.

**RMI 5345 Risk Management in the Business Enterprise**

Prerequisite: RMI 5017. Application of the risk management process, including risk control and risk financing techniques, to business risk management problems.

**RMI 5745 Healthcare Financing**

An introduction to public and private health insurance and benefits plans. Students will learn about private insurance plans and federal and state financing programs (e.g., Medicare Medicaid/SCHIP, FEHBP). The course will cover forms of employer-sponsored coverage, including self-funded and fully insured, managed care plans, and understanding the implications of private vs. public forms of insurance coverage. Topics include payer and provider incentives for cost management, access to care, health plan strategies, regulatory and legal considerations pertaining to eligibility and coverage, the use of cost-containment mechanisms, case management, and quality and accountability.

**RMI 5810 Personal Financial Planning**

Analyzes loss exposures facing individuals and families, basic personal-lines property-liability insurance (auto and homeowners), individual life, health and disability insurance, and individual/family financial planning.

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**FINANCIAL AID AND FUNDING**

The College of Business awards a number of fellowships to applicants with strong academic credentials. No duties are associated with these fellowships other than the requirement to remain an enrolled student (no fewer than six credit hours) in good standing in the MS-MIS program.

Students interested in scholarships and fellowships should complete the [FSU College of Business Graduate Scholarship](#), which opens annually on January 15<sup>th</sup> annually and runs until March 1.