



**Master of Business Administration  
Program Handbook  
2025-2026**

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## CONTACT INFORMATION

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MBA Faculty Directory: <http://business.fsu.edu/academics/graduate-programs/mba-faculty/>

## 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/Academics/Academic-Honor-Policy>.)

### Americans with Disabilities Act:

Students with disabilities needing academic accommodation should: (1) register with and provide documentation to the Student Disability Resource Center; and (2) bring a letter to the instructor indicating the need for accommodation and what type. This should be done during the first week of class. 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](mailto:oas@fsu.edu)  
<https://dsst.fsu.edu/oas>

### 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 coordinator. 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 Faculty Senate Student Academic Relations Committee via the Office of Faculty Development and Advancement.

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.) Good academic standing for graduate students is a 3.000 GPA. To meet graduation requirements, you must successfully complete all required courses with passing grades (C- or better) and have a 3.000 GPA or higher at the time of graduation.

# 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 coordinator 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 program coordinator 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,
- Inability to meet the expectations set forth by the program coordinator, including but not limited to professional behavior, professional communication and business casual/smart business/business professional attire,
- 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 program coordinator 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 BUSINESS ADMINISTRATION PROGRAMS

## OVERVIEW

(Program requirements are subject to change)

### Core MBA Programs

#### **Accelerated, Full-Time MBA** (39 credit hours)

Our one-year, on-campus format is designed for students who are disciplined, organized and receptive to fast-paced challenges. You will hone your professional skills and collaborate with extraordinary peers in an environment that fosters creativity and teamwork, and rewards problem-solving. You will have access to our world-renowned faculty, who are experts in their fields of research. As a professional program, it is expected that you attend classes dressed appropriately in either business casual or smart business attire. For events and speakers, it is expected that you will be dressed in business professional attire.

#### **Accelerated, Evening MBA** (39 credit hours)

Our full-time accelerated evening MBA is a four-semester program designed for students who want to build their professional skills while simultaneously gaining valuable professional experience through a required internship. Due to the strongly encouraged three-semester internship, students can immediately apply new knowledge and tools obtained in their classes to the workplace. If you are looking for a program that emphasizes a focus on a strong academic foundation, strong professional development support, and cultivates a culture of collaboration and relationship building, then the full-time evening accelerated program is the right career choice.

#### **Evening, Part-time MBA** (39 credit hours)

Our part-time evening format includes the same rigorous courses as our renowned, full-time MBA format. Offered over the course of seven semesters, it is tailored for motivated individuals who are actively employed. Our world-renowned professors are experts in their fields of research and will help you translate the knowledge gained in the classroom into a professional advantage.

#### **Online, Part-time MBA** (39 credit hours)

From the convenience of home or the office, hone your skills and collaborate with high-caliber peers in an environment that fosters creativity and rewards problem-solving. You'll take classes that are taught by the same world-renowned professors who teach on campus and who are recognized leaders in their fields of research. Our online MBA program is affordable and flexible, thus ideal for mobile military personnel and business executives on the go. Lessons learned can be immediately applied at work. The program takes seven semesters to complete.

### **Online, Part-time Alternative Investments and Finance MBA** (39 credit hours)

The Alternative Investments and Finance MBA major is a fully online MBA track that focuses on private markets and alternative asset classes, with a particular emphasis on private equity and venture capital, hedge funds and structured finance, real estate investment strategies, and risk management and insurance in alternative markets. This specialized track is designed for professionals interested in non-traditional finance sectors, providing them with the expertise needed to navigate the growing demand for alternative investment strategies.

### **Online, Part-time MBA with Real Estate Specialization** (39 credit hours)

Florida State University's Online MBA program offers a rigorous set of elective courses focused on real estate finance and analysis. Thrive in one of the largest and most successful programs in the nation and prepare yourself to effectively master the ever-changing marketplace while advancing your management skills. Consistently ranked among the nation's Top 10 programs at public institutions, Florida State's Real Estate Program is home to the Center for Real Estate Education and Research, which fosters interaction through a complement of activities, including its annual Real Estate Trends Conference, the Evan D. Jennings Executive Speaker Series, Kislak Real Estate Market Strategies Forums for senior executives, the Real Deals and Entrepreneurs Speakers Series, research symposiums and other forums in which executives and scholars can exchange ideas and share insights.

## **Joint Programs with MBA**

### **JD/MBA Joint Pathway** (30 credit hours)

Study intensively how the law governs such matters as the financing of business ventures, the responsibility of a firm's managers to its owners and the management of financial and business risk. Students in this joint degree program complete graduate courses from the College of Law and the College of Business. Graduates become business leaders or corporate counsel in cities throughout Florida and the nation. Once a student is accepted into The College of Law, he or she must then complete an application for the joint degree program. Application forms are available at the College of Law's Office of Admissions and Records to first-year law students. Admitted students typically spend their second year as an accelerated, full-time MBA student.

### **MSW/MBA Joint Degree** (33 credit hours)

This collaboration between the College of Social Work and College of Business is designed for students who wish to expand their understanding of the connection between these two fields of study and gain expertise working in social services agencies. Students must have exceptional work experience and academic qualifications to be admitted into this on-campus program. Applicants must meet the admissions requirements of both the College

of Business and the College of Social Work. Students are admitted for fall entry and spend seven semesters as an evening, part-time MBA student.

# MAJOR COURSE REQUIREMENTS FOR MASTER OF BUSINESS ADMINISTRATION

Accelerated, Full-Time MBA (39 credit hours); Evening, Part-time MBA (39 credit hours);  
Online, Part-time MBA (39 credit hours)

## Core curriculum

(30 credit hours for accelerated full-time, 27 credit hours for part-time and online)

ACG 5026 – Financial Reporting and Managerial Control (3 hrs.)  
BUL 5810 – The Legal and Ethical Environment of Business (3 hrs.)  
FIN 5425 – Problems in Financial Management (3 hrs.)  
FIN 5515 – Investment Management and Analysis (3 hrs.)  
ISM 5### – Data Analytics **or** ISM 5021 – Information and Technology Management (3hrs.)  
MAR 5125 – Marketing Strategy in the Global Environment (3 hrs.)  
MAN 5245 – Organizational Behavior (3 hrs.)  
MAN 5501 – Operations Management (3 hrs.)  
MAN 5721 – Strategy and Business Policy (3 hrs.)  
GEB 5932 – Professional Development (3 hrs. total; 1 hr. each semester, required for full-time accelerated program only.)  
GEB 5087, GEB 5088, and GEB 5089- Professional Development Internship (3 hrs. total; 1 hr. each semester, required for accelerated evening program only.)

## Elective Requirements and Specializations

(9 credit hours for accelerated full-time and accelerated evening; 12 credit hours for part-time evening and online)

Specializations are subject to program coordinator approval and appropriate student background. All courses are subject to availability. Choose from the following elective options:

BUL 5605 – Healthcare Law & Ethics (Online only – 3 hrs.)  
ISM 5123 – Systems Analysis and Design (Online only – 3 hrs.)  
ISM 5206 – Database Development and Management (3 hrs.)  
ISM 5315 – Project Management (Online only – 3 hrs.)  
ISM 5327 – Corporate Information Security (Online only – 3 hrs.)  
ISM 5404 – Business Intelligence (3 hrs.)  
ISM 5428 – Knowledge Management (3 hrs.)  
MAN 5099 – Healthcare Staffing (Online only – 3 hrs.)

MAN 5305 – Personnel/Human Resource Management (3 hrs.)  
MAN 5331 – Compensation Management (3 hrs.)  
MAN 5351 – Training and Development (3 hrs.)  
MAN 5365 – Staffing (3 hrs.)  
MAN 5375 – HR Analytics (3 hrs.)  
MAN 5716 – Business Conditions Analysis (3 hrs.)  
MAR 5409 – Business-to-Business Sales and Marketing (3 hrs.)  
MAR 5465 – Purchasing and Supply Chain Management (3 hrs.)  
MAR 5625 – Marketing Research and Analytics (Online only – 3 hrs.)  
MAR 5726 – Electronic Business in Supply Chain Marketing (3 hrs.)  
MAR 5849 – Services Marketing (3 hrs.)  
MAR 5861 – Customer Relationship Management (3 hrs.)  
MAR 5957 – Global Business Seminar (3 hrs.)  
REE 5105 – Real Estate Valuation (3 hrs.)  
REE 5205 – Real Estate Finance (3 hrs.)  
REE 5209 – Advanced Real Estate Finance and Investment (3 hrs.)  
REE 5305 – Real Estate Investment (3 hrs.)  
RMI 5007 Essentials of Risk and Insurance (Online only – 3 hrs.)  
RMI 5018 Alternative Risk Financing (Online only – 3 hrs.)  
RMI 5136 Employee Benefit Plans (Online only – 3 hrs.)  
RMI 5257 Data Analytics in Risk Management & Insurance (Online only – 3 hrs.)  
RMI 5345 Risk Management in the Business Enterprise (Online only – 3 hrs.)  
RMI 5710 Insurance Company Operations (Online only – 3 hrs.)  
RMI 5720 Insurance Accounting & Finance (Online only – 3 hrs.)  
RMI 5745 Healthcare Financing (Online only – 3 hrs.)  
RMI 5810 Personal Financial Planning (Online only – 3 hrs.)

## Specializations

Students may customize their MBA by choosing 9 credit hours (3 courses) of electives in one of the following specializations:

### **Accelerated MBA Elective Specializations**

#### **Business Analytics**

ISM 5560 – Data Management  
ISM 5206 – Database Development and Management  
ISM 5404 – Business Intelligence

#### **Finance** (finance undergraduate degree required)

FIN 5935 – Special topics courses such as Portfolio and Wealth Management, Decentralized Cryptocurrency, and Equity Valuation  
FIN 5545 – Fixed Income Analysis  
FIN 5605 – Multinational Financial Management

**Healthcare Management** (only available online)

RMI 5745 – Healthcare Financing  
BUL 5605 – Health Care Law and Ethics  
MAN 5099 – Staffing in Healthcare Organizations  
RMI 5935 – Healthcare Risk Management  
RMI 5935 – Healthcare Analytics

**Human Resources** (only available on campus) - Choose three from the following:

MAN 5305 – Personnel and Human Resource Management  
MAN 5331 – Compensation Management  
MAN 5351 – Training and Development  
MAN 5365 – Staffing  
MAN 5375 – HR Analytics

**Management Information Systems** (only available online)

ISM 5123 – Systems Analysis and Design  
ISM 5315 – Project Management  
ISM 5327 – Corporate Information Security

**Marketing** - Choose three from the following:

MAR 5675 – Marketing Analytics  
MAR 5839 – Product Innovation Management  
MAR 5849 – Services Marketing  
MAR 5668 – Big Data

**Real Estate**

REE 5205 – Real Estate Finance  
REE 5305 – Real Estate Investment  
REE 5209 – Advanced Real Estate Finance and Investment

**Supply Chain Management** (only available on campus)

MAR 5465 – Purchasing and Supply Chain Management  
MAR 5466 – Logistics and Supply Chain Management  
MAR 5726 – Electronic Business in Supply Chain Marketing

## **Part-time Evening/Online Elective Specializations**

### **Business Analytics** (only available online)

ISM 5206 – Database Development and Management.

ISM 5404 – Business Intelligence

ISM 5428 – Knowledge Management

### **Healthcare Management** (only available online)

RMI 5745 Healthcare Financing

BUL 5605 Healthcare Law and Ethics

MAN 5099 Staffing in Healthcare Organizations

RMI 5935 – Healthcare Risk Management

RMI 5935 – Healthcare Analytics

### **Management Information Systems** (only available online)

ISM 5123 – Systems Analysis and Design

ISM 5315 – Project Management

ISM 5327 – Corporate Information Security

### **Marketing** – Choose three from the following:

MAR 5409 – Business-to-Business Sales and Marketing

MAR 5625 – Marketing Research

MAR 5849 – Services Marketing

MAR 5861 – Customer Relationship Management

### **Real Estate** (available as a mix of on campus or online) – Choose three from the following:

REE 5105 – Real Estate Valuation (online only)

REE 5205 – Real Estate Finance (on campus and online)

REE 5209 – Advanced Real Estate Finance and Investment (on campus only)

REE 5305 – Real Estate Investment (online only)

### **Risk Management and Insurance** (only available online) - Choose from two track options:

#### *Life/Health Track*

RMI 5257 – Data Analytics in Risk Management & Insurance

RMI 5136 – Employee Benefit Plans

RMI 5745 – Health Care Financing

RMI 5810 – Personal Financial Planning

#### *Property/Casualty Track*

RMI 5007 – Essentials of Risk and Insurance

RMI 5257 – Data Analytics in Risk Management & Insurance

RMI 5345 – Risk Management in the Business Enterprise

RMI 5710 – Insurance Company Operations

Please note: Specializations in the specialty master's degree disciplines of Business Analytics, Finance, and Management Information Systems will require prior approval from that program's coordinator. Joint MBA pathways with the College of Law or College of Social Work do not have specializations. FSU's MBA diplomas do not note specializations, but graduates are encouraged to share their earned expertise on their resumes and digital profiles for professional networking websites such as LinkedIn.

# MAJOR COURSE REQUIREMENTS FOR MASTER OF BUSINESS ADMINISTRATION WITH A MAJOR IN ALTERNATIVE INVESTMENTS AND FINANCE

(39 credit hours)

## Core curriculum

The current core curriculum includes the following:

- ACG 5026 – Financial Reporting and Managerial Control (3 hrs.)
- BUL 5810 – The Legal and Ethical Environment of Business (3 hrs.)
- FIN 5425 – Problems in Financial Management (3 hrs.)
- FIN 5515 – Investment Management and Analysis (3 hrs.)
- FIN 5537 – Financial Derivatives and Risk Management (3 hrs.)
- FIN 5### – Alternative Investments (3 hrs.)
- FIN 5### – Private Equity (3 hrs.)
- REE 5105 – Real Estate Valuation (3 hrs.)
- REE 5205 – Real Estate Finance (3 hrs.)
- REE 5305 – Real Estate Investment (3 hrs.)
- RMI 5007 – Essentials of Risk and Insurance (3 hrs.)
- RMI 5018 – Alternative Risk Financing (3 hrs.)
- RMI 5257 – Data Analytics in Risk Management & Insurance (3 hrs.)

## COURSE DESCRIPTIONS

### CORE CLASSES

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

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. 3 credit hours

*\*In the past, we have noticed that some of our students struggle with the required Financial Reporting and Managerial Control course (ACG 5026). Therefore, our MBA Faculty have created a preparatory course called the FSU Fundamentals of Financial Accounting Tutorial, offered online by Cambridge Business Publishers. This short, online preparatory course will be a required portion of your ACG 5026 grade. It takes approximately 13.5 hours to complete and will be available starting in approximately 6 weeks prior to the start of the semester. More information will be sent out when the course is available and will have instructions for registration.*

#### **BUL 5810 The Legal and Ethical Environment of Business (The Legal 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. 3 credit hours

#### **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.) 3 credit hours

#### **FIN 5515 Investment Management and Analysis**

Analysis of financial assets with emphasis on the securities market, the valuation of individual securities, and portfolio management. (Prerequisite: FIN 5425.) 3 credit hours

#### **GEB 5932 Professional Development**

This course explores a wide range of issues related to professional development in the business setting (Accelerated, full-time program only).

#### **GEB 5087, GEB 5088, and GEB 5089 Professional Development**

These courses explore a wide range of issues related to professional development in the business setting and include an internship requirement as part of the program (Accelerated evening program only).

**ISM 5021 Information and Technology Management**

Through readings, cases, and projects, students will confront issues associated with technology strategy (what to pursue and how to pursue it) and implementation (how to make it happen). The underlying theme of this course is that effective information and technology management requires an understanding of the technology involved, the organizational and commercial environment in which it will be used, and the encompassing society's overall technology flow processes. 3 credit hours

**ISM 5### Data Analytics**

The primary objective of this course is to provide graduate students in the Master of Business Administration program with foundational concepts, tools, and techniques of business analytics. It emphasizes data-driven decision-making through statistical analysis, data visualization, and data modeling. Students will learn to use analytical tools and apply these techniques to solve real-world business problems. 3 credit hours

**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. 3 credit hours

**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. 3 credit hours

**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. 3 credit hours

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

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. 3 credit hours

## ELECTIVE COURSES

### **BUL 5605 Healthcare Law and Ethics**

This course creates an awareness of the laws and of the legal, political, and social institutions impacting business activity. The course emphasizes public law and governmental regulation, ethics and corporate governance, as well as landmark legislation and judicial decisions. 3 credit hours, online

### **FIN 5545 Fixed Income Analysis**

The goals of this course are to describe important fixed income securities and markets and develop tools for valuing fixed income securities and managing interest rate risk. The course covers traditional bonds and term structure concepts as well as fixed income derivatives and interest rate modeling. 3 credit hours, on campus

### **FIN 5605 Multinational Financial Management**

This course focuses on the environment of international markets and institutions, with emphasis on implications of international business on capital budgeting, working capital management, and capital procurement. 3 credit hours, on campus

### **GEB 5944 Graduate Internship**

This internship offers work and learning experience in the business industry. S/U grade only 3 credit hours, online

### **ISM 5123 Systems Analysis and 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. 3 credit hours, online

### **ISM 5206 Database Development and Management**

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 using case studies. 3 credit hours, online

### **ISM 5315 Project Management**

Designed to be relevant for all professionals confronting project-related tasks, with particular attention given to the information systems context. Course content includes an overview of technology, an introduction to software development approaches, facets of project management, and organizational issues related to successful project management. 3 credit hours, online

**ISM 5327 Corporate Information Security**

Examine corporate information security from several perspectives. Topics include differences in security of physical versus digital assets; sources of security threats; solutions involving technology, people, and policy; and proper responses to attacks on digital assets. 3 credit hours, online

**ISM 5404 Business Intelligence**

Explores the concepts, technologies, and skills needed to produce and interpret actionable intelligence for enhanced managerial decision making. 3 credit hours, online

**ISM 5428 Knowledge Management**

Examine knowledge management from an organizational perspective. Topics include principles; strategic issues; systems design and development; as well as knowledge creation, capture, capture, sharing, and application. 3 credit hours, online

**ISM 5560 Data Management**

This course will discuss various data-related issues in business analytics and introduce the best practices, underlying principles, and emerging technologies in data management. Specifically, the course will cover 1) foundational data management concepts, 2) best practices in managing big data, and 3) unstructured data management. 3 credit hours, on campus

**MAN 5099 Staffing in Healthcare Organizations**

Healthcare is a growing area of most economies today. However, with growth comes challenges associated with acquiring and retaining key talent. In addition to heavy regulation, hyper competition, labor shortages and the unpredictability of the marketplace are placing demands on talent managers and executives to keep their organizations running. This course focuses on key issues associated with staffing healthcare organizations. The main objectives of the course are (a) to help students better understand the relevance of staffing to today's organizations, and (b) to help prepare you to deal with employee staffing issues in healthcare settings. This course covers 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 related to staffing specific to healthcare organizations. Our discussion of these areas will be framed in the context of an evidence-based approach to workforce planning and talent management. 3 credit hours, online

**MAN 5305 Personnel/Human Resource Management**

Survey course covering strategic practices and problems in human resource management. Topics include job analysis, selection, training, compensation, and other employee rights. 3 credit hours, on campus

### **MAN 5331 Compensation Management**

This course exposes students to the conceptual elements, application of, and nature of organizational compensation programs. Students learn how compensation programs are designed and administered. Students gain practical knowledge of and skills in the field as well as an understanding of how discipline connects to the broader field of organizational management. 3 credit hours, on campus

### **MAN 5351 Training and Development**

This course focuses on the important role that training and development plays in today's organizations. The course will explore numerous strategies and methods used by organizations in a variety of industries and sectors to improve employee and organizational performance. 3 credit hours, on campus

### **MAN 5365 Staffing**

The course focuses on key issues in staffing employees in organizations. Students will gain an understanding of the relevance of staffing to today's organizations. The course covers theoretical and practical issues in areas such as job analysis, applicant recruitment/assessment/selection, and legal issues related to staffing. 3 credit hours, on campus

### **MAN 5375 HR Analytics**

The course focuses on the analysis and application of a company's HR data to uncover insights that inform HR strategies, process changes, and investments – with the goal of improving organizational performance (i.e., driving business outcomes). Students will learn about theory and research regarding drivers of employee performance, retention, and engagement, as well as the critical HR metrics that are important for business outcomes. 3 credit hours, on campus

### **MAN 5716 Economics and Business Conditions**

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. 3 credit hours, on campus

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

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. 3 credit hours, online

### **MAR 5465 Purchasing and Supply Chain Management**

Provides 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. Covers the importance of developing sourcing strategies through a global supply base. Specific concepts covered include supplier selection and development; management of a strategic supply base; electronic commerce applications; logistics and inventory issues. 3 credit hours, on campus and online

### **MAR 5625 Marketing Research and Analytics**

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. 3 credit hours, online

### **MAR 5726 Electronic Business in Supply Chain Management**

Focuses on information technology and how it affects marketing within the supply chain. These include logistical issues and the flow of goods, services, and funds within the supply chain to the final consumer. Specific elements covered include electronic commerce, internet, intranets, extranets, marketing information systems and logistics information systems. 3 credit hours, on campus.

### **MAR 5839 Product Innovation Management**

This course is a structured way of thinking about product and process development. Students are provided with an up-to-date toolbox for developing and managing new products and processes. The course will focus on hands-on individual assignments, creating an aura to stimulate consumer awareness, and a group project to simulate the development process of new and original products or services. In addition, students will work with an existing company to consult them on ways to be more innovative in their product development to meet consumer needs or develop processes that create efficiencies, thus lowering costs and increasing profits. 3 credit hours, on campus

### **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. 3 credit hours, on campus and online

### **MAR 5861 Customer Relationship Management**

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. 3 credit hours, online

### **MAR 5668 Big Data**

This course examines the abundance and diversity of data available to firms for understanding their target markets, such as freeform text gathered from social media, transactional data in CRM systems, and location data. It exposes students to data sets featuring vastly different forms of data. The course demonstrates techniques for identifying interesting research questions based on the available data, managing large sets of both qualitative and quantitative data, and analyzing these data sets to inform important customer-focused research questions, such as capturing customer sentiment, market segmentation, targeting, and positioning. The course involves a combination of hands-on data analysis, cases, and readings. 3 credit hours, on campus

### **MAR 5957 Global Business Seminar**

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. Seminar course typically offered in spring. 3 credit hours

### **QMB 5755 Quantitative Methods in Business Analytics I**

The primary objective of this course is for the graduate student to be able to understand and implement deterministic optimization methods for prescriptive analytics. This involves formulating, solving, and analyzing linear, integer, nonlinear, and dynamic program models. Deterministic network flow problems will also be analyzed in detail. 3 credit hours, on campus

### **QMB 5616 Probabilistic Optimization for Analytics**

This course teaches students techniques to address problems in regression, discriminant analysis, principal component analysis, logistic regression, SEM, etc. Students will utilize methods such as calculus and linear algebra. 3 credit hours, on campus

### **REE 5105 Real Estate Valuation**

Provides 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. 3 credit hours, online

**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. 3 credit hours, on campus and online

**REE 5209 Advanced Real Estate Finance and Investment**

This course addresses advanced topics in real estate finance and investment. Attention is given to the role of institutional investors, advisors, and real estate investment trusts (REITs). The course provides an in-depth treatment of financing income-producing properties, including coverage of the commercial mortgage underwriting process. Students are introduced to real estate investment analysis at the property portfolio level. The topics covered are of importance to real estate analysts, lenders, asset managers, appraisers, and brokers involved with income-producing real estate. 3 credit hours, on campus

**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. 3 credit hours, on campus and online

**RMI 5007 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. 3 credit hours, online

**RMI 5018 Alternative Risk Financing**

Evaluates how corporations and insurance companies finance risk. It covers the basic financial tools that are used in risk financing, the traditional and alternative risk financing techniques corporations use, and the unique risk financing techniques used by insurance companies. 3 credit hours, online

**RMI 5136 Employee Benefit Plans**

Managerial approach to employee benefit plans such as group insurance and pensions with in-depth consideration given to funding instruments and variety among plans. 3 credit hours, online

**RMI 5257 Data Analytics in Risk Management & Insurance**

This course focuses on the use of data and analytical tools in the insurance industry. Students develop tools for analyzing the types of data used by insurers across various functions including loss estimation, loss reserving, underwriting, and claims. 3 credit hours, online

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

Application of the risk management process, including risk control and risk financing techniques, to business risk management problems. 3 credit hours, online

**RMI 5710 Insurance Company Operations**

This course covers the fundamentals of risk, the management of pure risk, insurance mechanisms, insurance operations, and the evolution of risk management. 3 credit hours, online

**RMI 5720 Insurance Accounting & Finance**

A survey of accounting and finance, financial statement analysis, and statutory requirements for insurance companies. The course also includes important elements of finance such as coverage of present value and incorporating coverage of expected values and expected rates of return for both individual securities and portfolios of securities. (Prereq: RMI 5710) 3 credit hours, online

**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. 3 credit hours, online

**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. 3 credit hours, online

## FINANCIAL AID AND FUNDING

The College of Business awards a number of assistantships, fellowships, and scholarships to applicants with strong academic credentials. No duties are associated with the fellowships and scholarships other than the requirement to remain an enrolled student (no fewer than six credit hours) in good standing in the MBA program. Assistantships are a combination of biweekly pay and semesterly in-state tuition waivers and require the student to work 10 hours per week as a graduate research or teaching assistant. Assignments are made as research assistants or teaching assistants according to the current needs of the College of Business.

Financial awards for the MBA program are normally awarded before students begin the one-year program. Applicants interested in assistantship should respond in the affirmative on the application question that asks if financial assistance is requested. All such applicants will be reviewed for assistantships and offers will be made before the beginning of the first term.

Students interested in scholarships and fellowships should complete the FSU College of Business Graduate Scholarship through FSU4U, which opens annually on January 15th annually and runs until April 1.

## UFF-GAU

The FSU UFF-GAU Collective Bargaining Agreement and subsequent Memoranda of Agreement set forth the terms and conditions that affect the employment of students who are supported on graduate assistantships. These documents can be found on the FSU Graduate School website:

[http://gradschool.fsu.edu/content/download/299150/2094937/2015-2018FSU-BOT\\_GAU\\_CBA.pdf](http://gradschool.fsu.edu/content/download/299150/2094937/2015-2018FSU-BOT_GAU_CBA.pdf).