Kogod School of Business

- Administration and Faculty
- Undergraduate Programs
- Graduate Programs

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Global Learning Programs  Kari Lininger (Director)
Kogod Leadership and Applied Business  Allison Holcomb (Director), Tracy Dodge
Kogod Center for Career Development  Arlene Hill (Director), Andrea Carpenter, Jacques Domenge, Corinne Foggie, Annie Matanin, Jennifer Murphy, John O'Neill
Kogod Center for Business Communication  Bonnie Auslander (Director), Nancy Sachs

Full-Time Faculty
University Professor Emeritus  H.E. Striner
University Professor  H.K. Baker
Instructor  S. Mady, K. Majid

Mission
At American University's Kogod School of Business, our mission is to:
- Prepare students to develop rewarding careers and become active global citizens who value integrity and who respect diverse view points and cultures.
- Produce highly-engaged and well-prepared graduates to lead private, public, and non-profit organizations.
- Conduct and publish high-quality scholarship for academic and professional audiences.

Vision
Kogod identifies, develops, and delivers high-quality, market drive programs to fulfill the needs of our stakeholders, and is recognized as the school of choice for interdisciplinary education.

For more information:  www.kogod.american.edu
At Kogod, the belief is that education should extend beyond the classroom to include experiential learning that will enhance students’ intellectual development, leadership ability, communication skills, and professional self-confidence. To that end, a “lab” was created for business students, where activities that allow students to learn valuable skills in real-world settings are developed and supported. Information on programs as well as student clubs and organizations is available at:

www.american.edu/kogod/klab/

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K-LAB (Kogod Leadership and Applied Business)

The Department of International Business offers a variety of international courses that cover all of the business disciplines, including marketing, human resources management, finance, accounting, and trade. The Department of Information Technology provides instruction in information technology, with particular emphasis on the global dimensions of technology, as well as production/operations management, statistics, strategies for information technology development and use, and management of information technology resources. The Management Department provides instruction in the areas of human resources, organizational behavior, entrepreneurship, strategy, business and corporate ethics, and global business citizenship. The Department of Marketing teaches courses in consumer behavior, research, advertising and promotion, marketing strategy development, and technology-based marketing.

The Center for Information Technology and the Global Economy is a leader in the area of business issues at the intersection of information technology and globalization. This is accomplished by supporting scholarly research and dialogue with the practitioner community.

Kogod Center for Career Development (KCCD)

Given the unique professional development needs of business students, Kogod has its own career center which provides comprehensive career services to all Kogod students. The KCCD hosts a wide range of employers for on-campus recruiting and coordinates NYC industry trips each fall (Finance/Real Estate) and spring (Marketing/Communication). Through cutting edge online resources and a knowledgeable staff, KCCD provides students 24/7 career support ranging from identifying an area of interest to identifying potential employers. Professional and student staff provide customized one-on-one advising, workshops, and mock interviews to ensure students are successful not only in their initial internship and job searches, but in their lifelong career management as well. Throughout the year, KCCD hosts Industry Days that bring working professionals, hiring managers, alumni and students together for educational and hiring purposes. These Industry Days include Accounting/Finance, Consulting, IT, Marketing, International Business, the Business of Entertainment as well as The Kogod Network. More information about KCCD is available at:

www.american.edu/kogod/career/index.cfm

Undergraduate Student Organizations

Accounting Club
Alpha Kappa Psi (AKPsi)
Consulting Club
Entrepreneurs Club
Financial Management Association (FMA)
Kogod Finance Group (KFG)
Hispanic Business Association (HBA)
International Business Club
Kogod Private Equity & Venture Capital Club
Kogod Marketing Association (KMA)
Music Business Club
Real Estate Club
Social Media Club
Toastmasters
Undergraduate Business Association (UBA)

Programs

The Case Competition is one of the premier annual events hosted by the Kogod School of Business for graduate and undergraduate students. Case competitions are an excellent opportunity for students to sharpen their communication skills, case analysis, presentation style, and problem-solving techniques. Students work in teams to analyze a business case and present their findings to area business leaders and alumni who serve as judges.

The 1955 Club provides undergraduate students with meaningful opportunities to develop leadership skills through an annual leadership retreat. The organization emphasizes personal responsibility, integrity, and professional development. The 1955 Club has two groups: Kogod Envoys serve as program ambassadors, and Peer Mentors provide support to first-year student programming.

The Washington Initiative is a service learning program that provides Kogod undergraduates with volunteer opportunities to work on substantial business projects at local non-profits and charitable agencies while earning academic credit. The program challenges students to examine their beliefs and values about business, ethics, and civic responsibility by applying business practices to the community’s needs.

The Road Scholars program exposes undergraduate students to the study of business and industry through organized study and travel to a different destination each year. Through site visits, networking events, and workshops, students experience diverse industries firsthand.

The Making a Difference is Our Business program coordinates projects each semester to provide graduate students with the opportunity to work with fellow students on service projects.

Global Learning Programs

One of Kogod’s core philosophies is that students who have spent time in diverse locations are better prepared to manage and communicate in cross-cultural settings and compete in a global environment. To complete this critical piece of their business education, students can choose from programs of vari-
Undergraduate Programs

The undergraduate business program provides students with a sound understanding of the major functional areas of business while focusing on the communication, teamwork, and real world problem solving skills needed for successful professional careers. KSB undergraduate programs include the Bachelor of Science in Accounting (B.S.A.), Bachelor of Science in Business Administration (B.S.B.A.), the Bachelor of Science in Business, Language & Culture Studies (B.L.C.), and the Bachelor of Science in Business and Music (B.A.M.), as well as minors in accounting, business administration, finance, information systems and technology, international business, marketing, and real estate.

The first two years of study focus on the five curricular areas of the General Education Program and additional course work to develop the necessary background knowledge, skills, and competency that apply to the study of business. The foundation work includes courses in college writing, mathematics (applied calculus and statistics), economics, and cross cultural communication. The business core courses emphasize broad business functions, global perspectives on commerce, and the essential role of technology in the marketplace. It also provides background in the production and marketing of goods, the financing of products and organizations, and the management of people and enterprises. During the first semester, freshmen take the Kogod gateway course, KSB-100 Business 1.0., which provides a unique, hands-on, and fun introduction to the study of business. Business 1.0 uses a variety of different learning tools including small group discussions, team presentations, and lectures. In later semesters, students study accounting concepts along with the legal and ethical dimensions of decision-making that impact contemporary organizations. The program also features coursework in organizational behavior, business finance, international business, operations management, and business strategy.

The undergraduate business programs have a liberal arts-based curriculum with a business core that provides a broad knowledge of business functions while emphasizing the global business environment. In addition to the business core, Kogod students have the option to choose a specialization and/or design a double major, minor, or interdisciplinary curriculum.

The objectives of the business core are:

- develop students’ intellectual curiosity and the ability to think creatively, reason logically and respect diverse ideas and people;
- a global perspective on business operations and economics;
- an understanding of how goods and services are produced and marketed;
- a foundation in the concepts and applications of accounting, financial analysis, and business finance;
- an understanding of basic management theory and organizational dynamics of the contemporary business enterprise;
- an appreciation of the legal, ethical, and societal dimensions of business decision-making; and,
- an ability to integrate learning across academic disciplines and to develop strategic decision-making skills.

In addition, each student is expected to:

- demonstrate professional competence in oral, written, and interpersonal communication skills in a business setting;
- understand how to use technology and analytical tools to improve efficiency, productivity, problem solving, and communication; and,
- understand the nature of group dynamics and how teams of diverse individuals work together to analyze and solve business problems.

Several features of the program are important to these goals and distinguish it, including:

- an emphasis on the development of an individual career strategy and the development of professional skill sets;
- an integrated set of courses and co-curricular activities that develop managerial decision making skills;
- extensive opportunities for study abroad, internships (domestic and international), and interaction with international and national agencies that affect domestic and international business practices; and,
- a learning environment composed of skilled faculty and students from all over the world.
Internship Program

Qualified business majors are encouraged to participate in the Internship Program, which provides field experience in jobs related to their academic programs and career goals. The program enables students to make career decisions and prepare for the professional job market while earning degree credit. Positions may be with businesses, local, state, or federal governments or community, social service, or not-for-profit organizations. To earn academic credit, undergraduate students must have completed 12 credit hours in business including the 300-level core course in the relevant Kogod department. The credit earned in an internship course can be used only for a free business elective course, and cannot replace a core or area of specialization course. Students who have not met the credit requirement are eligible for a .25 credit field experience.

Bachelor of Science in Accounting (B.S.A.)

The Bachelor of Science in Accounting program meets the needs of students pursuing professional accounting careers in public accounting or in industrial, financial, governmental, not-for-profit, and consulting organizations. Requirements include university writing, mathematics, and General Education courses, the Kogod School of Business (KSB) undergraduate business core, advanced-level accounting courses, and sufficient electives to permit students to pursue a minor or other area of interest. Students successfully completing the requirements for the B.S. in Accounting should be well prepared to sit for the Uniform CPA Examination and for additional study required for professional licensure.

Admission to the Program

Freshman applicants should have demonstrated above average performance in their college preparatory courses in secondary school. Scores on the SAT or ACT should indicate that the applicant has the potential for success in a rigorous university degree program. Due to the quantitative emphasis of the business administration curriculum, it is strongly recommended that applicants take the SAT II Math test for placement purposes.

In addition to university requirements for transfer admission, transfer applicants to KSB should have a minimum grade point average of 2.50 (on a 4.00 scale). This also applies to students transferring from nondegree status at American University. All B.S.A. transfer students are required to take MGMT-458 and at least 18 upper-level credit hours toward their major requirements in residence. Transfer credits for 300-level and above business courses are subject to validation by the appropriate department chair and may be conditional on successful completion of a more advanced course at American University.

University Requirements

- A total of 120 credit hours
- 6 credit hours of college writing
- 3 credit hours of college mathematics or the equivalent by examination

General Education Requirements

- A total of ten courses, consisting of one foundation course and one second-level course in an approved sequence from each of the five curricular areas
- No more than two courses may be taken in the same discipline
- Curricular Area 4 should be fulfilled by ECON-100 Macroeconomics and ECON-200 Microeconomics.

Major Requirements

- A total of 120 credit hours with a cumulative grade point average of 2.00 or higher
- Students must complete at least 50 percent of their course work (60 credit hours) outside of KSB. Student may take more than 60 credit hours of business courses as long as 50 percent of their total credit hours are earned in non-business course work.
- IBUS-200 and FIN-200 are considered business courses and may not count toward the non-business course requirement even if they are taken for General Education credit.
- At least 50 percent of the business credit hours required for the B.S.A. must be earned at American University
- Students must maintain a minimum cumulative grade point average of 2.0 to be eligible to enroll in business courses
- A total of 83 credit hours with grades of C or better for the major requirements
- Business core courses: 33 credit hours with grades of C or better (pass/fail grades are not permitted)
- Business law requirement: 3 credit hours in ACCT-301 with grade of C or better (pass/fail grades are not permitted)
- Advanced accounting requirements: 21 credit hours with grades of C or better (pass/fail grades are not permitted)
- Math requirement: 8 credit hours in MATH-211 and STAT-202 with grades of C or better (pass/fail grades are not permitted)
- Non-business electives: 9 credit hours taken outside of KSB, may include study abroad courses and internships
- Free electives: 9 credit hours, may include accounting, business, non-business, study abroad courses, and internships

Course Requirements

The sequencing of courses is particularly important in the case of the BS in Accounting. For this reason, students are responsible for consulting with advisors in the KSB Office of Academic Programs as they plan their overall programs and semester class schedules.

Math Requirement (8 credit hours)

- MATH-211 Applied Calculus I (4)
- STAT-202 Basic Statistics (4)

Business Core Courses (33 credit hours)

- ACCT-240 Principles of Financial Accounting (3)
- ACCT-241 Principles of Managerial Accounting (AT) (3)
FIN-365 Business Finance (AT) (3)
IBUS-300 Fundamentals of International Business (C/W) (3)
ITEC-200 The Edge of Information Technology (AT) (3)
ITEC-355 Production/Operations Management (AT/C) (3)
KSB-100 Business 1.0 (3)
(students not taking KSB-100 in their freshman year take a 300- or 400-level business course in its place)
MGMT-201 Global Corporate Citizenship (O) (3)
MGMT-353 Management and Organizational Behavior (T) (3)
MGMT-458 Business Policy and Strategy (C/O/T/W) (3)
MKTG-300 Principles of Marketing (W) (3)
AT = analytical tool emphasis; provides a strong foundation in business analytical software
C = case analysis emphasis; provides growth opportunities for students to evaluate cases
O = oral communication emphasis; assists in the development of oral presentation skills
T = teamwork emphasis; focuses on teamwork and the importance of interpersonal relationships and communication
W = written communication emphasis; develops business writing skills, written assignments account for a significant part of the course grade

Business Law (3 credit hours)
• ACCT-301 Introduction to Business Law (3)

Advanced Accounting Courses (21 credit hours)
• ACCT-340 Intermediate Accounting I (3)
• ACCT-341 Intermediate Accounting II (3)
• ACCT-345 Cost Accounting and Strategic Cost Management (3)
• ACCT-443 Federal Income Taxation of Individuals and Businesses (3)
• ACCT-549 Contemporary Assurance and Audit Services (3)
• Two courses from the following:
  ACCT-547 Advanced Financial Reporting (3)
  ACCT-550 Accounting Information Systems (3)
  ACCT-560 Governmental and Not-for-Profit Accounting (3)

Non-business Electives (9 credit hours)
• 9 credit hours in approved courses taken outside of KSB, may include study abroad courses and internships

Free Electives (9 credit hours)
• 9 credit hours in approved courses, may include accounting, business, non-business, study abroad courses, and internships

University Honors Program
To graduate with University Honors, students must be admitted to the University Honors Program, maintain a minimum cumulative GPA of 3.50, and receive grades of B or better in all University Honors course work. There are three levels of University Honors course requirements: Level I (100-200-level); Level II (300-level and above); and Level III (Honors Capstone Project). The department Honors coordinator advises students in the University Honors Program regarding requirements for graduating with University Honors in the major.

Combined Bachelor’s and Master’s Degrees
American University offers students the opportunity to earn both undergraduate and graduate degrees through its accelerated bachelor’s/master’s programs. Undergraduate students may complete up to 3 credits for every 9 credits required for the graduate degree that may be applied to the requirements for both degree programs. The department that oversees the graduate program the student enters will determine if the courses the undergraduate student completes will satisfy master’s degree requirements.

Bachelor’s/master’s students must complete at least 18 in-residence credit hours at the graduate level after the bachelor’s degree is earned and maintain continuous, sequential enrollment in the two programs. Students must finish the master’s degree requirements within three years from the date of first enrollment in the master’s program.

Students interested in combining the B.S. in Accounting with either the M.S. in Accounting or the M.S. in Taxation should consult with the respective program director.

Bachelor of Science in Business Administration (B.S.B.A.)

Admission to the Program
Freshman applicants should have demonstrated above average performance in their college preparatory courses in secondary school. Scores on the SAT or ACT should indicate that the applicant has the potential for success in a rigorous university degree program. Due to the quantitative emphasis of the business administration curriculum, it is strongly recommended that applicants take the SAT II Math test for placement purposes.

In addition to university requirements for transfer admission, transfer applicants to KSB should have a minimum grade point average of 2.50 (on a 4.00 scale). This also applies to students transferring from nondegree status at American University. All B.S.B.A. transfer students are required to take MKTG-458 and at least 18 upper-level credit hours toward their major requirements in residence. Transfer credits for 300-level and above business courses are subject to validation by the appropriate department chair and may be conditional on successful completion of a more advanced course at American University.

University Requirements
• A total of 120 credit hours
• 6 credit hours of college writing
• 3 credit hours of college mathematics or the equivalent by examination
General Education Requirements
- A total of ten courses, consisting of one foundation course and one second-level course in an approved sequence from each of the five curricular areas
- No more than two courses may be taken in the same discipline
  Curricular Area 4 should be fulfilled by ECON-100 Macroeconomics and ECON-200 Microeconomics.

Major Requirements
- A total of 120 credit hours with a cumulative grade point average of 2.00 or higher
  Students must ensure that no more than 66 of the 120 credit hour graduation requirement are taken within the Kogod School of Business.
  IBUS-200 and FIN-200 are considered business courses and may not count toward the non-business course requirement even if they are taken for General Education credit.
- Business core courses: 33 credit hours with grades of C or better (pass/fail grades are not permitted)
- Students must maintain a minimum cumulative grade point average of 2.0 to be eligible to enroll in business courses
- Area of specialization: a minimum of 12 credit hours with grades of C or better (pass/fail grades are not permitted)
  Students should declare an area of specialization before the end of their junior year. All areas of specialization must be approved in advance by the Office of Academic Programs.
  Students must meet the following minimum standards of performance prior to approval:
    minimum grade of C in MATH-211 Applied Calculus I and STAT-202 Basic Statistics
    minimum grade of C in ECON-100 Macroeconomics and ECON-200 Microeconomics
- Free electives: 24 credit hours
- At least 50 percent of the business credit hours required for the B.S.B.A. must be earned at American University

Course Requirements
Students are responsible for fulfilling university and school requirements following a prescribed sequence. The academic advisors in the Kogod School’s Office of Academic Programs must be consulted for counseling and advice when preparing class schedules. However, it is the student’s responsibility to consult course descriptions to identify course prerequisites and when courses are offered.

Non-Business Requirements
- ECON-100 Macroeconomics 4:1 (3)
- ECON-200 Microeconomics 4:2 (3)
- MATH-211 Applied Calculus I (4)
  or MATH-221 Calculus I (4)
Students needing to strengthen their quantitative skills should begin with MATH-170 Precalculus Mathematics
- STAT-202 Basic Statistics (4)
- 6 credit hours in foreign language or approved international or cross-cultural courses from the following:
  Courses from the School of International Service (SIS)
  Courses from the Department of Language and Foreign Studies, College of Arts and Sciences (CAS)
  Curricular Area 3 (Global and Multicultural Perspectives) courses may be used to meet this requirement, but the 6 credit hours must be in addition to those taken to fulfill the General Education Requirement
  AU Abroad courses (if not used to fulfill another requirement), international internships, or other approved study abroad programs

Business Core Courses (33 credit hours)
- ACCT-240 Principles of Financial Accounting (3)
- ACCT-241 Principles of Managerial Accounting (AT) (3)
- FIN-365 Business Finance (AT) (3)
- IBUS-300 Fundamentals of International Business (C/W) (3)
- ITEC-200 The Edge of Information Technology (AT) (3)
- ITEC-355 Production/Operations Management (AT/C) (3)
- KSB-100 Business 1.0 (3)
  (students not taking KSB-100 in their freshman year take a 300- or 400-level business course in its place)
- MGMT-201 Global Corporate Citizenship (O) (3)
- MGMT-353 Management and Organizational Behavior (T) (3)
- MKTG-300 Principles of Marketing (W) (3)

At = analytical tool emphasis; provides a strong foundation in business analytical software
C = case analysis emphasis; provides growth opportunities for students to evaluate cases
O = oral communication emphasis; assists in the development of oral presentation skills
T = teamwork emphasis; focuses on teamwork and the importance of interpersonal relationships and communication
W = written communication emphasis; develops business writing skills, written assignments account for a significant part of the course grade

Area of Specialization
Kogod students select an area of specialization from the approved programs below or design a custom specialization with the assistance and approval of their academic advisor. Specializations are 12 credit hours, with the exception of finance, which requires 15 credit hours. Students who choose to pursue two specializations must complete a minimum of 12 credit hours (or 15 credit hours for finance) for each specialization.
Students who choose a specialization in International Business, International Finance, International Management, or In-
International Marketing must satisfy a global experience requirement. This can be met either through completion of an approved study abroad program, an international internship, or successful completion of a comparable American University global immersion course. Exceptions to this requirement may be granted on a case by case basis by the Department of International Business. International students are exempt from this requirement.

**Accounting (12 credit hours)**
- ACCT-340 Intermediate Accounting I (3)
- ACCT-341 Intermediate Accounting II (3)
- ACCT-345 Cost Accounting and Strategic Cost Management (3)
- ACCT-443 Federal Income Taxation of Individuals and Businesses (3)

**Entrepreneurship (12 credit hours)**
- MGMT-382 Entrepreneurship and Innovation (3)
- MGMT-383 Entrepreneurship Business Plans: Creating, Building, and Managing Ventures (3)
- 6 credit hours from the following:
  - MGMT-360 Nonprofit and Social Entrepreneurship (3)
  - MGMT-361 Global Entrepreneurship and Micro Enterprises (3)
  - MGMT-385 Entrepreneurship Financing and Legal Strategies (3)
  - MGMT-409 Leading High Performance Teams (3) or MGMT-465 Negotiation (3)

**Finance (15 credit hours)**
- FIN-468 Intermediate Corporate Finance (3)
- FIN-469 Investment Analysis (3)
- 6 credit hours from the following:
  - FIN-460 Financial Modeling (3)
  - FIN-462 Private Wealth Management (3)
  - FIN/IBUS-463 International Finance (3)
  - FIN-464 Financial Markets and Institutions (3)
  - FIN-465 Derivative Securities (3)
  - FIN/REAL-467 Real Estate Finance and Economics (3)
  - FIN-471 Quantitative Methods in Finance (3)
  - FIN-472 Fixed Income (3)
- 3 additional credit hours from the courses above or from the following:
  - ACCT-340 Intermediate Accounting I (3)
  - ECON-301 Intermediate Macroeconomics (3)
  - ECON-322 Introduction to Econometrics (4)
  - ECON-341 Public Economics (3)
  - ECON-345 Introduction to Game Theory (3)
  - ECON-346 Competition, Regulation, and Business Strategies (3)
  - ECON-523 Applied Econometrics I (3)
  - FIN/REAL-475 Real Estate Management and Development (3)

**Information Systems and Technology (12 credit hours)**
- ITEC-455 Business Process and Requirements Analysis (3)
- ITEC-470 Databases, Data Mining, and Knowledge Management (3)
- 6 credit hours from the following:
  - ITEC-333 Topics in Information Technology (3)
  - ITEC-334 Online Application Development (3)
  - ITEC-350 Digital Leadership and Strategy (3)
  - ITEC-454 Fundamentals of Electronic Commerce (3)

**International Business (12 credit hours)**
- IBUS-301 International Marketing (3)
- IBUS-402 International Human Resources Management (3)
- IBUS/FIN-463 International Finance (3)
- 6 credit hours from the following:
  - IBUS-303 Learning from Global Enterprise Failure (3)
  - IBUS-408 Export-Import Management (3)
  - IBUS-404 International Accounting and Financial Consulting (3)

**International Finance (12 credit hours)**
- FIN/IBUS-463 International Finance (3)
- FIN-464 Financial Markets and Institutions (3)
- FIN-468 Intermediate Corporate Finance (3)
- IBUS-404 International Accounting and Financial Consulting (3)

**International Management (12 credit hours)**
- IBUS-401 Cultural Environment of International Business (3)
- IBUS-402 International Human Resource Management (3)
- 6 credit hours from the following:
  - IBUS-303 Learning from Global Enterprise Failure (3)
  - IBUS-454 Fundamentals of Electronic Commerce (3)
  - MGMT-382 Entrepreneurship and Innovation (3)

**International Marketing (12 credit hours)**
- IBUS-301 International Marketing (3)
- IBUS-408 Export/Import Management (3)
- MKTG-301 Consumer Behavior (3)
- MKTG-302 Marketing Research (3)

**Management (12 credit hours)**
- MGMT-381 Managing Human Capital (3)
- MGMT-409 Leading High Performance Teams (3)
- 6 credit hours from the following:
  - IBUS-402 International Human Resource Management (3)
  - MGMT-382 Entrepreneurship and Innovation (3) or MGMT-360 Nonprofit and Social Entrepreneurship (3)
  - MGMT-465 Negotiation (3)
  - MGMT-484 Consulting and Project Management (3)
Marketing (12 credit hours)
- MKTG-301 Consumer Behavior (3)
- MKTG-302 Marketing Research (3)
- 6 credit hours from the following:
  - IBUS-301 International Marketing (3)
  - MKTG-311 Internet Marketing (3)
  - MKTG-402 Marketing Strategy (3)
  - MKTG-411 Advertising and Marketing Communications Management (3)
  - MKTG-412 Advertising and Promotion Campaigns (3)
  - MKTG-421 Brand Management (3)
  - MKTG-431 Direct Response Marketing (3)
  - MKTG-441 Sports Marketing Management (3)

Real Estate (12 credit hours)
- 6 credit hours from the following:
  - REAL-373 Real Estate Principles and Transactions (3)
  - REAL-474 Real Estate Finance and Economics (3)
  - REAL-475 Real Estate Management and Development (3)
- 6 credit hours from the following:
  - FIN-464 Financial Markets and Institutions (3)
  - FIN-465 Derivative Securities (3)
  - FIN-469 Investment Analysis (3)

University Honors Program
To graduate with University Honors, students must be admitted to the University Honors Program, maintain a minimum cumulative GPA of 3.50, and receive grades of B or better in all University Honors course work. There are three levels of University Honors course requirements: Level I (100-200-level); Level II (300-level and above); and Level III (Honors Capstone Project). The department Honors coordinator advises students in the University Honors Program regarding requirements for graduating with University Honors in the major.

Combined Bachelor’s and Master’s Degrees
American University offers students the opportunity to earn both undergraduate and graduate degrees through its accelerated bachelor’s/master’s programs. Undergraduate students may complete up to 3 credits for every 9 credits required for the graduate degree that may be applied to the requirements for both degree programs. The department that oversees the graduate program the student enters will determine if the courses the undergraduate student completes will satisfy master’s degree requirements.

Bachelor’s/master’s students must complete at least 18 in-residence credit hours at the graduate level after the bachelor’s degree is earned and maintain continuous, sequential enrollment in the two programs. Students must finish the master’s degree requirements within three years from the date of first enrollment in the master’s program.

Bachelor of Science in Business, Language & Culture Studies (B.L.C.)
The B. S. in Business, Language & Culture Studies (B.L.C.) is designed for students with a passion for business and a complementary enthusiasm for a foreign language. Students choose a language track (Arabic, French, German, Russian, or Spanish) when entering the program, complete the business core, and spend one semester abroad taking courses in their language track. Upon completion of this interdisciplinary program, students will be prepared to take the American Council on the Teaching of a Foreign Language (ACTFL) oral proficiency interview and qualify for a regional fluency certificate (i.e. French Chamber of Commerce Certificate). Students with a solid academic foundation in business and a strong proficiency in a foreign language will be highly competitive in the global marketplace.

Admission to the Program
Freshman applicants should have demonstrated above-average performance in their college preparatory courses in secondary school. Scores on the SAT or ACT should indicate that the applicant has the potential for success in a rigorous university degree program. Due to the quantitative emphasis of the business administration curriculum, it is strongly recommended that applicants take the SATII Math test for placement purposes.

In addition to university requirements for transfer admission, transfer applicants to KSB should have a minimum grade point average of 2.50 (on a 4.00 scale). This also applies to students transferring from nondegree status at American University. All B.L.C. transfer students are required to take MGMT-458 and at least 18 upper-level credit hours toward their major requirements in residence. Transfer credits for 300-level and above business courses are subject to validation by the appropriate department chair and may be conditional on successful completion of a more advanced course at American University.

Due to language proficiency expectations, it is strongly recommended that students enter the program at the intermediate level of language study.

University Requirements
- A total of 120 credit hours
- 6 credit hours of college writing
- 3 credit hours of college mathematics or the equivalent by examination

General Education Requirements
- A total of ten courses, consisting of one foundation course and one second-level course in an approved sequence from each of the five curricular areas
- No more than two courses may be taken in the same discipline

Curricular Area 1 should be fulfilled by ANTH-225 Language and Human Experience with grades of C or better (pass/fail grades are not permitted) and an appropriately corresponding foundation course.
Curricular Area 4 should be fulfilled by ECON-100 Macroeconomics and ECON-200 Microeconomics with grades of C or better (pass/fail grades are not permitted).

Language Tracks
Arabic, French, German, Russian, or Spanish

Major Requirements

- A total of 120 credit hours with a cumulative grade point average of 2.00 or higher
- IBUS-200 and FIN-200 are considered business courses and may not count toward the non-business course requirement even if they are taken for General Education credit.
- Students must complete 45 of the last 60 credit hours on campus, with a minimum of 15 credit hours of upper-level courses
- A total of 74-80 credit hours with grades of C or better for the major requirements
- Business core courses: 33 credit hours with grades of C or better (pass/fail grades are not permitted)
- Students declare a language track (Arabic, French, German, Spanish or Russian) upon entering the program: 24 credit hours in French, German, Spanish or Russian at the 300 level or above with grades of C or better (pass/fail grades are not permitted)
- At least 12 credits must be taken abroad in the foreign language
- At least 6 credits taken at AU or abroad must be business topics in the foreign language (all business courses in a language must be taken at an AACSB institution or Kogod approved institution)
- Students must maintain a minimum cumulative grade point average of 2.0 to be eligible to enroll in business or language courses
- At least 50 percent of the business credit hours required for the B.L.C must be earned at American University
- Study Abroad Requirement: every B.L.C. student must study abroad and take a minimum of 12 credits in their language track. Students should consult the AU Abroad website and work closely with their advisor to identify suitable options and timelines for their abroad experience.

Course Requirements

- Students are responsible for fulfilling university and school requirements following a prescribed sequence. Students work closely with their academic advisor in Kogod and their faculty advisor in the Department of Language and Foreign Studies in the College of Arts and Sciences to ensure appropriate course sequencing. However, it is the student's responsibility to consult course descriptions to identify course prerequisites and when courses are offered.

General Requirements (17 credit hours)
- Students must complete the following courses with a grade of C or better:
  - ANTH-225 Language and Human Experience (3)
  - ECON-100 Macroeconomics (3)
  - ECON-200 Microeconomics (3)
  - MATH-211 Applied Calculus I (4)
  - MATH 221 Calculus I (4)
  - STAT-202 Basic Statistics (4)

Business Core Courses (33 credit hours)
- ACCT-240 Principles of Financial Accounting (3)
- ACCT-241 Principles of Managerial Accounting (AT) (3)
- FIN-365 Business Finance (AT) (3)
- IBUS-300 Principles of International Business (C/W) (3)
- ITEC-200 The Edge of Information Technology (AT) (3)
- ITEC-355 Production/Operations Management (AT/C) (3)
- KSB-100 Business 1.0 (3)
  (students not taking KSB-100 in their freshman year take a 300- or 400-level course in its place)
- MGMT-201 Global Corporate Citizenship (O) (3)
- MGMT-353 Management and Organizational Behavior (T) (3)
- MGMT-458 Business Policy and Strategy (C/O/T/W) (3)
- MKTG-300 Principles of Marketing (W) (3)
  AT = analytical tool emphasis; provides a strong foundation in business analytical software
  C = case analysis emphasis; provides growth opportunities for students to evaluate cases
  O = oral communication emphasis; assists in the development of oral presentation skills
  T = teamwork emphasis; focuses on teamwork and the importance of interpersonal relationships and communication
  W = written communication emphasis; develops business writing skills, written assignments account for a significant part of the course grade

Language Core Requirements (24-30 credit hours)
French, German, Russian, or Spanish
- 24 credit hours in the major language at the 300 level or above with grades of C or better (pass/fail grades are not permitted)
- At least 12 credits must be taken abroad in the foreign language
- At least 6 credits taken at AU or abroad must be business topics in the foreign language (all business courses in a language must be taken at an AACSB institution or Kogod approved institution).


**Arabic**

- 30 credit hours in Arabic at the 300 level or above with grades of C or better (pass/fail grades are not permitted)
- At least 12 credits must be taken abroad in the foreign language
- At least 6 credits taken at AU or abroad must be business topics in the foreign language (all business courses in a language must be taken at an AASCB institution or Kogod approved institution).
- Required international immersion program during summer between junior and senior year

**University Honors Program**

To graduate with University Honors, students must be admitted to the University Honors Program, maintain a minimum cumulative GPA of 3.50, and receive grades of B or better in all University Honors course work. There are three levels of University Honors course requirements: Level I (100-200-level); Level II (300-level and above); and Level III (Honors Capstone Project). The department Honors coordinator advises students in the University Honors Program regarding requirements for graduating with University Honors in the major.

**Combined Bachelor's and Master's Degrees**

American University offers students the opportunity to earn both undergraduate and graduate degrees through its accelerated bachelor's/master's programs. Undergraduate students may complete up to 3 credits for every 9 credits required for the graduate degree that may be applied to the requirements for both degree programs. The department that oversees the graduate program the student enters will determine if the courses the undergraduate student completes will satisfy master’s degree requirements.

Bachelor’s/master’s students must complete at least 18 in-residence credit hours at the graduate level after the bachelor’s degree is earned and maintain continuous, sequential enrollment in the two programs. Students must finish the master’s degree requirements within three years from the date of first enrollment in the master’s program.

**Bachelor of Science in Business and Music (B.A.M.)**

The B. S. in Business and Music (B.A.M.) is designed for students with a passion for music and a complementary enthusiasm for business. Students complete the AACSB-accredited core business program together with the NASM-accredited core music program under the guidance of Department of Performing Arts faculty in the College of Arts and Sciences. Students leverage their academic experience in a series of internships and on completion of the program are candidates for positions in the for-profit music industry.

**Admission to the Program**

Freshman applicants should have demonstrated above average performance in their college preparatory courses in secondary school. Scores on the SAT or ACT should indicate that the applicant has the potential for success in a rigorous university degree program. Due to the quantitative emphasis of the business administration curriculum, it is strongly recommended that applicants take the SATII Math test for placement purposes.

In addition to university requirements for transfer admission, transfer applicants to KSB should have a minimum grade point average of 2.50 (on a 4.00 scale). This also applies to students transferring from nondegree status at American University. All B.A.M. transfer students are required to take MGMT-458 and at least 18 upper-level credit hours toward their major requirements in residence. Transfer credits for 300-level and above business courses are subject to validation by the appropriate department chair and may be conditional on successful completion of a more advanced course at American University.

**University Requirements**

- A total of 120 credit hours
- 6 credit hours of college writing
- 3 credit hours of college mathematics or the equivalent by examination

**General Education Requirements**

- A total of ten courses, consisting of one foundation course and one second-level course in an approved sequence from each of the five curricular areas
- No more than two courses may be taken in the same discipline

Curricular Area 1 should be fulfilled by PERF-110 Understanding Music and either PERF-205 Masterpieces of Music or PERF-210 Greatness in Music with grades of C or better (pass/fail grades are not permitted).

Curricular Area 4 should be fulfilled by ECON-100 Macroeconomics and ECON-200 Microeconomics with grades of C or better (pass/fail grades are not permitted).

**Major Requirements**

- A total of 120 credit hours with a cumulative grade point average of 2.00 or higher
- Students must ensure that no more than 66 of the 120 credit hour graduation requirement are taken within the Kogod School of Business. IBUS-200 and FIN-200 are considered business courses and may not count toward the non-business course requirement even if they are taken for General Education credit.
- Students must complete 45 of the last 60 credit hours on campus, with a minimum of 15 credit hours of upper-level courses

- A total of 86 credit hours with grades of C or better for the major requirements
- 36 credit hours in business with grades of C or better (pass/fail grades are not permitted) including 33 business core courses and 3 credit hours of career development (KSB-200) and internship (MGMT-391)
- 36 credit hours in music with grades of C or better (pass/fail grades are not permitted)
Students must maintain a minimum cumulative grade point average of 2.0 to be eligible to enroll in business or music courses.

At least 50 percent of the business credit hours required for the B.A.M must be earned at American University.

Course Requirements

Students are responsible for fulfilling university and school requirements following a prescribed sequence. Students work closely with their academic advisor in Kogod and their Music Program faculty advisor in the Department of Performing Arts to ensure appropriate course sequencing. However, it is the student's responsibility to consult course descriptions to identify course prerequisites and when courses are offered.

General Requirements (14 credit hours)

Students must complete the following courses with a grade of C or better:

- ECON-100 Macroeconomics (3)
- ECON-200 Microeconomics (3)
- MATH-211 Applied Calculus I (4)
or
- MATH 221 Calculus I (4)
- STAT-202 Basic Statistics (4)

Business Core Courses (36 credit hours)

- ACCT-240 Principles of Financial Accounting (3)
- ACCT-241 Principles of Managerial Accounting (AT) (3)
- FIN-365 Business Finance (AT) (3)
- IBUS-300 Fundamentals of International Business (C/W) (3)
- ITEC-200 The Edge of Information Technology (AT) (3)
- ITEC-355 Production/Operations Management (AT/C) (3)
- KSB-100 Business 1.0 (3)
  (students not taking KSB-100 in their freshman year take a 300- or 400-level course in its place)
- KSB-200 Basic Career Exploration and Development (1)
- MGMT-201 Global Corporate Citizenship (O) (3)
- MGMT-353 Management and Organizational Behavior (T) (3)
- MGMT-458 Business Policy and Strategy (C/O/T/W) (3)
- MKTG-391 Internship (2)
- MKTG-300 Principles of Marketing (W) (3)

AT = analytical tool emphasis; provides a strong foundation in business analytical software
C = case analysis emphasis; provides growth opportunities for students to evaluate cases
O = oral communication emphasis; assists in the development of oral presentation skills
T = teamwork emphasis; focuses on teamwork and the importance of interpersonal relationships and communication

W = written communication emphasis; develops business writing skills, written assignments account for a significant part of the course grade

Music Core Requirements (36 credit hours)

- PERF-124 Harmony I (3)
- PERF-125 Harmony II (3)
- PERF-227 Musicianship I (3)
- PERF-228 Musicianship II (3)
- PERF-322 History of Music I: From Antiquity to 1700 (3)
- PERF-323 History of Music II: From 1700 to the Present (3)
- PERF-444 Business and Music Capstone (2)
- PERF-491 Internship (1)
- 6 credit hours of approved PERF music courses at the 300 level or above
- 9 credit hours in approved applied music and ensemble courses

University Honors Program

To graduate with University Honors, students must be admitted to the University Honors Program, maintain a minimum cumulative GPA of 3.50, and receive grades of B or better in all University Honors course work. There are three levels of University Honors course requirements: Level I (100-200-level); Level II (300-level and above); and Level III (Honors Capstone Project). The department Honors coordinator advises students in the University Honors Program regarding requirements for graduating with University Honors in the major.

Combined Bachelor’s and Master’s Degrees

American University offers students the opportunity to earn both undergraduate and graduate degrees through its accelerated bachelor’s/master’s programs. Undergraduate students may complete up to 3 credits for every 9 credits required for the graduate degree that may be applied to the requirements for both degree programs. The department that oversees the graduate program the student enters will determine if the courses the undergraduate student completes will satisfy master’s degree requirements.

Bachelor’s/master’s students must complete at least 18 in-residence credit hours at the graduate level after the bachelor’s degree is earned and maintain continuous, sequential enrollment in the two programs. Students must finish the master’s degree requirements within three years from the date of first enrollment in the master’s program.

Minor in Accounting

The minor in accounting provides non-business students with a thorough grounding in financial and management accounting and an introduction to an advanced area of accounting. This minor is especially appropriate for students who will use accounting knowledge extensively in their work and for those interested in preparing for a professional accounting career. Students who earn an undergraduate minor and the M.S. in Accounting or M.S. in Taxation will be well prepared for the Uni-
form CPA Exam and meet the educational requirements for professional licensure in most states.

**Minor Requirements**

- 18 credit hours with grades of C or better, a minimum of 12 credit hours at the 300-level or above, and at least 12 credit hours unique to the minor

**Course Requirements**

- ACCT-240 Principles of Financial Accounting (3)
- ACCT-241 Principles of Managerial Accounting (3)
- ACCT-340 Intermediate Accounting I (3)
- ACCT-341 Intermediate Accounting II (3)
- ACCT-345 Cost Accounting and Strategic Cost Management (3)
- 3 credit hours from the following:
  - ACCT-443 Federal Income Taxation of Individuals and Businesses (3)
  - ACCT-549 Contemporary Assurance and Audit Services (3)
  - ACCT-550 Accounting Information Systems (3)
  - ACCT-560 Governmental and Not-for-Profit Accounting (3)

**Minor in Business Administration**

The minor is designed to provide coverage of the common body of knowledge in business administration for non-business majors.

**Minor Requirements**

- 18 credit hours with grades of C or better, a minimum of 9 credit hours at the 300-level or above, and at least 12 credit hours unique to the minor

**Course Requirements**

- ACCT-240 Principles of Financial Accounting (3)
- FIN-365 Business Finance (3) (prerequisite: ACCT-240, ECON-200 Microeconomics and STAT-202 Basic Statistics)
- MKTG-250 Fundamentals of Marketing and Business for Communications (3)
  
  or

- MKTG-300 Principles of Marketing (3) (prerequisite: ECON-200 Microeconomics)
- 6 credit hours from the following:
  - ACCT-241 Principles of Managerial Accounting (3)
  - IBUS-300 Fundamentals of International Business (3)
  - ITEC-355 Production/Operations Management (3)
  
  or

- ACCT-241, ECON-200 Microeconomics, MATH-211 Applied Calculus I or MATH-221 Calculus I, and STAT-202 Basic Statistics
  - MGMT-201 Global Corporate Citizenship (3)

**Minor in Finance**

The minor in finance provides non-business majors with an understanding of key finance concepts. Through case studies and company projects, students learn how to apply these concepts to real-life situations. Students also gain insight on financial markets and their wide-ranging impacts.

**Minor Requirements**

- 19–22 credit hours with grades of C or better, a minimum of 9 credit hours at the 300-level or above, and at least 12 credit hours unique to the minor

**Course Requirements**

- ACCT-240 Principles of Financial Accounting (3)
- ECON-100 Macroeconomics 4:1 (3) and ECON-200 Microeconomics 4:2 (3)
  
  or

- an approved economics course covering the fundamentals of business economics (3)
- FIN-365 Business Finance (3)
- STAT-202 Basic Statistics (4)
- 6 credit hours from the following:
  - FIN/IBUS-463 International Finance (3)
  - FIN-464 Financial Markets and Institutions (3)
  - FIN-465 Derivative Securities (3)
  - FIN-469 Investment Analysis (3)

**Minor in Information Systems and Technology**

This minor provides students with the necessary knowledge and skills to align a business with the information systems and technology (IS&T) that support it. The knowledge areas typically covered in the minor include business process analysis, IS project management, business requirements analysis, database, information risk management, IS and strategy, and on-line business development. This minor is ideal for students interested in consulting, technology management, and technology sales career paths. Given that all businesses are information intensive, the minor is also recommended as a complement to most business majors.

**Minor Requirements**

- 18 credit hours with grades of C or better, a minimum of 9 credit hours at the 300-level or above, and at least 12 credit hours unique to the minor

**Course Requirements**

- 18 credit hours from the following:
  - ITEC-200 The Edge of Information Technology (3)
  - ITEC-333 Topics in Information Technology (3)
  - ITEC-334 Online Application Development (3)
  - ITEC-350 Digital Leadership and Strategy (3)
  - ITEC-454 Fundamentals of Electronic Commerce (3)
  - ITEC-455 Business Process and Requirements Analysis (3)
The minor in international business provides non-business majors with an understanding of the fundamental issues associated with cross-border transactions, including trade, foreign direct investment, and other forms of market entry. Students choosing the minor will develop a greater appreciation of the relevance of differences in political economy and culture across countries and regions to the globalization initiatives of the multinational enterprise.

**Minor Requirements**
- 18 credit hours with grades of C or better, a minimum of 9 credit hours at the 300-level or above, and at least 12 credit hours unique to the minor

**Course Requirements**
- IBUS-300 Fundamentals of International Business (3)
- IBUS-401 Cultural Environment of International Business (3)
- MKTG-250 Fundamentals of Marketing and Business for Communications (3)
  - or
  - MKTG-300 Principles of Marketing (3)
- 6 credit hours from the following:
  - ECON-361 Economic Development (3)
  - ECON-370 International Economics (3)
  - IBUS-244 International Management Practices (1-3)
  - IBUS-301 International Marketing (3)
  - IBUS-303 Learning from Global Enterprise Failure (3)
  - IBUS-402 International Human Resource Management (3)
  - IBUS-404 International Accounting and Financial Consulting (3)
  - IBUS-408 Export/Import Management (3)
  - IBUS/FIN-463 International Finance (3)
- 3 credit hours from the following:
  - SIS-321 International Law (3)
  - SIS-325 International Organization (3)
  - SIS-337 International Development (3)
  - SIS-338 Environment and Development (3)

The minor in marketing provides non-business majors with a thorough understanding of the fundamental concepts of marketing and how to apply these concepts through case studies and company and non-profit organization projects. Students also gain an understanding of consumer behavior, along with the knowledge and tools needed to coordinate marketing elements into integrated campaigns.

**Minor Requirements**
- 18 credit hours with grades of C or better, a minimum of 9 credit hours at the 300-level or above, and at least 12 credit hours unique to the minor

**Course Requirements**
- MKTG-250 Fundamentals of Marketing and Business for Communications (3)
  - or
  - MKTG-300 Principles of Marketing (3)
- 15 credit hours from the following:
  - MKTG-301 Consumer Behavior (3)
  - MKTG-302 Marketing Research (3)
  - MKTG-311 Internet Marketing (3)
  - MKTG-391 Internship in Marketing (3)
  - MKTG-411 Advertising and Marketing Communications Management (3)
  - MKTG-412 Advertising and Promotion Campaigns (3)
  - MKTG-421 Brand Management (3)
  - MKTG-431 Direct Response Marketing (3)
  - MKTG-441 Sports Marketing Management (3)

The real estate minor is designed to provide non-business majors with a thorough understanding of real estate principles and enable them to apply them to actual circumstances using case studies and company projects, as well as to understand real estate markets and the factors influencing their behavior.

**Minor Requirements**
- 18 credit hours with grades of C or better, a minimum of 9 credit hours at the 300-level or above, and at least 12 credit hours unique to the minor

**Course Requirements**
- ACCT-240 Principles of Financial Accounting (3)
- ECON-100 Macroeconomics 4:1 (3)
  - or
  - ECON-200 Microeconomics 4:2 (3)
- FIN-365 Business Finance (3)
- 6 credit hours from the following:
  - REAL-373 Real Estate Principles and Transactions (3)
  - REAL-474 Real Estate Finance and Economics (3)
  - REAL-475 Real Estate Management and Development (3)
- 3 credit hours from the following:
  - FIN-464 Financial Markets and Institutions (3)
  - FIN-465 Derivative Securities (3)
  - FIN-469 Investment Analysis (3)
Graduate Programs

Internship for Credit Program
Graduate students may earn elective credit for internships that are related to their academic program and their career goals. These positions are full or part time and are usually with businesses, state or federal governments, or not-for-profit organizations. Students who elect to do an internship for credit will be assigned a faculty member who will guide and evaluate the students’ learning process.

To be eligible for an internship for credit, students must be in good academic standing (at least a 3.0 GPA) and have completed 12 credit hours of the required core course work. Before students apply they must obtain appropriate signatures from their faculty and academic advisor (international students also need approval from International Student & Scholar Services), and provide a position description from the employer. Students are required to demonstrate what they have learned through written papers or reports. Specific requirements are set by the faculty in the syllabus. Students doing an internship for credit must work a minimum of 10 hours per week for at least 12 weeks. Students register after they are selected for a position by an employer and have all the necessary forms completed. A maximum of 3 internship credit hours, taken as elective credit, may be applied toward a student’s degree program requirements. Students will be graded on a pass/fail basis.

Master of Business Administration (M.B.A.)

The goal of the M.B.A. program is to develop practical business managers able to succeed in the complex arena of global organizations. Specifically, students will:

• Develop a solid foundation in each of the functional areas of business, including accounting and financial analysis, production and marketing of goods and services, management of people and organizations, and information and technology management.
• Understand critical interrelationships and linkages necessary for developing global business strategy, including strategies and operational issues, functional disciplines, and "hard" and "soft" skills.
• Appreciate the environment in which business operates, including economic, legal, ethical, and societal dimensions.

In addition, each student is expected to:
• demonstrate professional competence in oral, written, and interpersonal communication skills
• develop competency in the use of productivity tools and software to improve the quality and efficiency of decision making
• understand the nature of group dynamics and lead diverse work teams

The M.B.A. program contains within its required curriculum the business perspectives and core areas required by AACSB. The M.B.A. is a broad, general management program with the opportunity for greater depth in a business discipline or functional area.

Admission to the Program
In addition to meeting the minimum university requirements for graduate study, applicants must have earned a satisfactory score on the Graduate Management Admission Test (GMAT) and a satisfactory grade point average for the last 60 hours of academic work from a Council on Postsecondary Accreditation (COPA) regionally-accredited institution.

Applicants whose first language is not English are also required to take the TOEFL (Test of English as a Foreign Language) and demonstrate English language proficiency.

Students are admitted to the full-time M.B.A. program in the fall semester only. Full-time students generally take between 12 and 15 credit hours per semester, which allows for completion of the degree in four semesters. Part-time students generally take 6 credit hours per semester, which allows for completion of the degree in nine consecutive semesters.

Degree Requirements
• 54 credit hours of approved graduate course work including 36 credits of core courses and 18 credits in a concentration and/or electives.
A minimum of 30 credits taken in residence from the Kogod School of Business is required for the M.B.A. M.B.A. students may take a maximum of 6 credit hours in 500-level courses or graduate courses which meet concurrently with undergraduate courses. M.B.A. students may take a maximum of 6 credits with a pass/fail grade. For courses taken as pass/fail, a pass grade is equivalent to a B or higher; a fail grade is equivalent to a B- or lower. MBA core credit-bearing courses may not be taken as a pass/fail.
• Intensive writing requirement: To fulfill the graduate intensive writing requirement, the following courses must be taken in residence at Kogod and earned with a grade of B or higher: KSB-613 and one of the following: IBUS-618, MGMT-609, and MKTG-612.
• Orientation requirement: All MBA students are required to participate in the MBA Orientation prior to the start of the program.

Course Requirements
Core (36 credit hours)
• ACCT-601 Legal Aspects of Business and Governance (1.5)
• ACCT-607 Financial Accounting (3)
• ACCT-609 Management Accounting (1.5)
• FIN-605 Managerial Economics (3)
• FIN-614 Financial Management (3)
• IBUS-618 Manager in the International Economy (3)
• ITEC-601 IT Tools for Managers (1.5)
• ITEC-610 Applied Managerial Statistics (3)
ITEC-616 Management Information Systems (3)  
ITEC-618 Applied Production and Operations Management (1.5)  
KSB-071, 072, 073, and 074 Career Management I, II, IV (0) (Full-time MBA only)

or
KSB-075 and 076 Career Management I, 2 (0)  
(KSB-081, 082, 083, and 084 Business Communications 1, 2, 3, 4 (0)

KSB-610 Strategic Thinking (1.5)  
KSB-613 Strategic Decision Making (3)  
MGMT-609 Management of Organizations and Human Capital (3)  
MGMT-635 Ethics, Social Responsibility, and Governance (1.5)  
KSB-081, 082, 083, and 084 Business Communications 1, 2, 3, 4 (0)

Concentrations and Electives (18 credit hours)  
Accounting (12 credit hours)  
The concentration in Accounting provides students with a thorough grounding in financial and management accounting that will contribute to careers in finance, consulting, information systems, and general management. Students completing this concentration will possess a basic conceptual knowledge of accounting and an understanding of the nature, limitations, interpretations, and uses of financial information by investors and managers.

ACCT-611 Cost Accounting (3)  
ACCT-641 Corporate Financial Reporting (3)  
6 credits from the following:  
ACCT-547 Advanced Financial Reporting (3)  
ACCT-549 Contemporary Assurance and Audit Services (3)  
ACCT-550 Accounting Information Systems (3)  
ACCT-560 Governmental and Not-for Profit Accounting (3)  
ACCT-596 Selected Topics: Non-recurring (1-6)  
ACCT-604 Tax Planning for Individuals and Business Enterprises (3)  
ACCT-670 International Accounting (3)  
ACCT/FIN-677 Financial Statement Analysis (3)  
ACCT-725 Modern Management Control Systems (3)  
Consulting (12 credit hours)  
The concentration in Consulting provides some of the fundamental training that is often offered in the first months while employed at a consulting company. Students will learn the frameworks and techniques used by leading information systems consulting firms to analyze and provide solutions to business problems, and will have the opportunity to work on real-world projects as part of the classroom experience.

MGMT-626 Management Consulting Practices and Methodologies (3)  
ITEC-643 Project Management and Business Process (3)  
ITEC-630 Business Analysis (3)  
3 credit hours from ITEC 600- or 700-level courses, excluding ITEC-601, ITEC-610, ITEC-616, ITEC-618, ITEC-677, and ITEC-691

Management Consulting  
This track provides students with opportunities to learn critical management consulting practice areas such as managing change, strategic alliances, merger and acquisition strategies, and corporate governance. Students can further develop their skill sets as potential management consultants. Students will have an opportunity to work on real-world projects and learn from and network with guest speakers.

Entrepreneurship (12 credit hours)  
The concentration in entrepreneurship provides students with the entrepreneurial mind-sets, skills, and tools for multiple contexts, including starting a business and/or being an entrepreneur in corporations, non-profit organizations, government, or international organizations. Students learn how to how to identify and assess opportunities, identify and assess opportunities, develop a new venture business plan, and practice entrepreneurship in multiple contexts. This concentration offers the opportunity to learn how to think and behave like an entrepreneur, whether leading one's own new venture, working in a corporation, or starting or growing a non-profit or socially-focused ventures or organizations.

Entrepreneurship and Innovation (3)  
Entrepreneurship Practicum: New Venture Business Plan (3)  
6 credit hours from the following:  
MGMT-663 Managing Private and Family Businesses (1.5)  
MGMT-666 Strategic Alliances, Mergers and Acquisitions (3)  
MGMT-667 Corporate Entrepreneurship: Creating High Potential Ventures (1.5)
Finance (12 credit hours)

The concentration in finance provides students an opportunity to obtain finance training that leads to careers in general management, corporate finance functions (M&A, treasury, internal controls, governance), investment finance specialties (investment banking, mutual funds, asset trading, risk management, etc.) and international finance opportunities (international arbitrage, foreign exchange markets, etc.).

- FIN-671 Advanced Financial Management (3)
- FIN-673 Corporate Valuation and Financial Strategy (3)
- FIN-672 Investment Analysis and Portfolio Management (3)
- 6 credit hours from the following:
  - FIN-575 CFA Level I Intensive Review (3)
  - FIN-660 Financial Modeling (3)
  - FIN-665 Quantitative Methods in Finance I (3)
  - FIN-666 Quantitative Methods in Finance II (3)
  - FIN-671 Advanced Financial Management (3) (if not used to fulfill requirement above)
  - FIN-673 Corporate Valuation and Financial Strategy (3) (if not used to fulfill requirement above)
  - FIN-674 Derivatives and Risk Management (3)
  - FIN/ACCT-677 Financial Statement Analysis (3)
  - FIN-683 Financial Institutions Management (3)
  - FIN-684 Fixed Income Analysis (3)
  - FIN-685 Topics in Finance (1.5-3) (maximum of 3 credits)
  - FIN/MBGT-687 Corporate Governance (3)
  - FIN/IBUS-700 International Finance (3)

Note: With the approval of the department chair and course instructor, students who have taken the equivalent of FIN-671, FIN-672, or FIN-673 with grades of B or better in the prior five years may substitute other finance courses.

Global Emerging Markets (12 credit hours)

The concentration in global emerging markets is designed to develop competencies in the practice of cross-border business transactions. The concentration focuses on doing business in emerging markets given the opportunities therein and the strategic importance of these markets in the global economy. This concentration allows students the flexibility to tailor coursework to pursue career interests in multinational enterprises, governments, and non-governmental organizations.

- IBUS-744 International Dimensions in Management: Study Abroad (2-3)
- IBUS-747 Doing Business in Different National and Cultural Environments (1.5)
management, sales promotion, media planning, and marketing research.

- MKTG-765 Brand Strategy (3)
- MKTG-767 Research for Marketing Decisions (3)
- 6 credit hours from the following:
  - MKTG-696 Selected Topics: Non-recurring (1-6)
  - MKTG-754 Database Marketing (1.5)
  - MKTG-755 Applied Market Segmentation (1.5)
  - MKTG-761 Buyer Behavior (1.5)
  - MKTG-762 Integrated Marketing Communication (3)

Real Estate (12 credit hours)

The concentration in real estate provides students with skills to actively manage commercial and residential real estate properties. The concentration also focuses on understanding the financing needs for purchasing and managing real estate properties and students gain exposure to local professional associations including the Washington, D.C. Association of Realtors, the Appraisal Institute, and within the secondary mortgage market.

- 12 credit hours from the following:
  - ACCT-746 Taxation of Real Estate Transactions (3)
  - REAL-730 Real Estate Principles and Investments (3)
  - REAL-731 Real Property and Asset Management (3)
  - REAL-734 Real Estate Development (3)
  - REAL-735 Real Estate Transactions and Contracts (3)
  - REAL-736 Urban Planning and Sustainability (3)
  - REAL-737 Real Estate Finance and Mortgage Markets (3)

Master of Business Administration and J.D.

Admission to the Program

Applicants must satisfy the admission requirements of both the Kogod School of Business and Washington College of Law before being admitted to the program. However, students who have been admitted to Washington College of Law will not be required to take the GMAT.

M.B.A. Degree Requirements

- 54 credit hours of approved graduate course work including 33 credits of integrated core courses and 21 credits in concentration and advanced electives.

A minimum of 30 credits taken in residence from the Kogod School of Business is required for the M.B.A. M.B.A. students may take a maximum of 6 credit hours in 500-level courses or graduate courses which meet concurrently with undergraduate courses. M.B.A. students may take a maximum of 6 credits with a pass/fail grade. For courses taken as pass/fail, a pass grade is equivalent to a B or higher; a fail grade is equivalent to a B- or lower. MBA core credit-bearing courses may not be taken as a pass/fail.

JD/MBA dual degree policy requires students to defer taking 15 credit hours of M.B.A. course work, depending on the number of M.B.A. courses waived, until completion of the JD degree.

- Intensive writing requirement:
  To fulfill the graduate intensive writing requirement, the following courses must be taken in residence at Kogod and earned with a grade of B or higher: KSB-613 and one of the following: IBUS-618, MGMT-609, and MKTG-612.

- Orientation requirement: All MBA students are required to participate in the MBA Orientation prior to the start of the program.

Course Requirements

Core (33 credit hours)

- ACCT-607 Financial Accounting (3)
- ACCT-609 Management Accounting (1.5)
- FIN-605 Managerial Economics (3)
- FIN-614 Financial Management (3)
- IBUS-618 Manager in the International Economy (3)
- ITEC-601 IT Tools for Managers (1.5)
- ITEC-610 Applied Managerial Statistics (3)
- ITEC-616 Management Information Systems (3)
- ITEC-618 Applied Production and Operations Management (1.5)
- KSB-610 Strategic Thinking (1.5)
- KSB-613 Strategic Decision Making (3)
- MGMT-609 Management of Organizations and Human Capital (3)
- MKTG-612 Marketing Management (3)

Concentrations and Electives (21 credit hours)

- 12 credit hours in a M.B.A. concentration
- 9 credit hours in a law concentration from J.D. course work.

A maximum of 3 credit hours may be taken in an internship for elective credit.

J.D. Degree Requirements

- 86 credit hours

The Washington College of Law may give up to a maximum of 6 credit hours toward the J.D. for courses taken at the Kogod School, provided they are approved by the Joint Washington College of Law-Kogod School of Business Committee.

Master of Business Administration and Master of Laws in International Legal Studies (L.L.M.)

Graduates receive an M.B.A. from the Kogod School of Business (KSB) and an L.L.M. from the Washington College of Law (WCL). Neither degree will be awarded until all requirements for both degrees are completed.

Admission to the Program

Applicants must satisfy the admission requirements of both the Kogod School of Business and Washington College of Law before being admitted to the program. Students must have completed their law degree at a U.S. law school accredited by the
American Bar Association or at a foreign law school with equivalent standards. Admission to the M.B.A. requires an interview, a separate personal statement, additional letters of recommendation, and a GMAT score.

Students in the M.B.A./L.L.M. dual degree program pay tuition and fees according to the WCL schedule.

Degree Requirements
- 58 credit hours including 42 credit hours of approved graduate course work from KSB and 16 credit hours of approved WCL course work.
- The first semester in the program must be spent as a full-time L.L.M. student.
- Intensive writing requirement: To fulfill the graduate intensive writing requirement, the following courses must be taken in residence at Kogod and earned with a grade of B or higher: KSB-613 and one of the following: IBUS-618, MGMT-609, and MKTG-612.
- Orientation requirement: All MBA students are required to participate in the MBA Orientation prior to the start of the program.

M.B.A. Degree Requirements
- 42 credit hours of approved graduate course work including 33 credit hours of required MBA courses, and 9 credit hours of business electives.

Course Requirements
- Core (33 credit hours)
  - ACCT-607 Financial Accounting (3)
  - ACCT-609 Management Accounting (1.5)
  - FIN-605 Managerial Economics (3)
  - FIN-614 Financial Management (3)
  - IBUS-618 Manager in the International Economy (3)
  - ITEC-601 IT Tools for Managers (1.5)
  - ITEC-610 Applied Managerial Statistics (3)
  - ITEC-616 Management Information Systems (3)
  - ITEC-618 Applied Production and Operations Management (1.5)
  - KSB-610 Strategic Thinking (1.5)
  - KSB-613 Strategic Decision Making (3)
  - MGMT-609 Management of Organizations and Human Capital (3)
  - MKTG-612 Marketing Management (3)
  - Electives (9 credit hours)
- 9 credit hours in approved course work.
- A maximum of 3 credit hours may be taken in an internship for elective credit.

L.L.M. Degree Requirements
- 16 credit hours including two research papers; LAW-580 Introduction to American Legal Institutions (for students with civil law backgrounds); English for Lawyers (for students who need extra practice with English); no internship credit may be applied toward the L.L.M.

M.S. in Accounting
The M.S. in Accounting (M.S.A.) program provides advanced study for students with undergraduate accounting degrees who seek a fifth year of professional education to satisfy 150-hour CPA licensure requirements. The program is also sufficiently flexible to prepare both students with non-accounting undergraduate business degrees and those with non-business undergraduate degrees for accounting careers in a variety of organizational settings. The program may be completed on a full- or part-time basis.

Admission to the Program
Applicants must meet university requirements for graduate study, must have earned a satisfactory score on the Graduate Management Admission Test (GMAT) and a satisfactory grade point average for the last 60 hours of academic work from a Council on Postsecondary Accreditation regionally accredited institution. The School will waive the GMAT requirement for applicants who have completed an accounting specialization in the Kogod BSBA program with a 3.5 GPA in their accounting course work. Applicants whose first language is not English are also required to take the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Degree Requirements
- 30-37.5 graduate credit hours depending on the student’s prior education, including a minimum 15 credit hours in graduate accounting courses and 15 credit hours in graduate business, accounting, or other elective courses
- Students entering the program with an undergraduate accounting degree ordinarily satisfy the degree requirements by completing a minimum of 15 credit hours in graduate accounting course work and 15 credit hours in graduate elective courses that can be used to develop complementary expertise in a related field, or specialized expertise in taxation or in financial accounting and assurance.
- Students with non-accounting undergraduate degrees may be required to complete both additional accounting courses and foundation courses in economics, finance, and applied statistics, up to a maximum of 37.5 credit hours.
- Academic advising and individualized program planning are critical steps in ensuring that students get the most from the M.S.A. program. On admission to the program, students will consult with the program director to design an approved program of study that meets both program goals and individual academic and professional objectives.

Course Requirements
- Foundation Courses
  - Across bachelor's and M.S.A. degrees combined, student must complete the following. Students with undergraduate degrees from AACSB-accredited business programs are presumed to have satisfied this requirement. All or part of this requirement may be waived for other students who have com-
completed comparable courses in accounting, economics, finance, and/or statistics.
- ACCT-607 Financial Accounting (3)
- ACCT-609 Management Accounting (1.5)
- FIN-605 Managerial Economics (3)
- FIN-614 Financial Management (3)
- ITEC-610 Applied Managerial Statistics (3)

### Accounting Courses

Across bachelor's and M.S.A. degrees combined, students must complete a minimum of 27 credit hours in accounting courses including the following or the equivalent. All students must complete a minimum of 15 credit hours in graduate accounting courses.
- ACCT-549 Contemporary Assurance and Audit Services (3)
- ACCT-604 Tax Planning for Individuals and Business Enterprises (3)
- ACCT-611 Cost Accounting for Strategic Management (3)
- ACCT-623 Business Law (3)
- ACCT-641 Corporate Financial Reporting (3)
- ACCT-780 Seminar in Accounting Theory (3)
- 9 credit hours of additional approved accounting courses, which may include up to 3 credit hours from foundation accounting courses

### Elective and Specialization Courses

- 0-15 credit hours in graduate business, accounting, or other elective courses. Elective courses can be used to develop expertise in a related field, or specialized expertise in taxation or in financial reporting and assurance.

### M. S. in Finance

The M.S. in Finance (M.S.F.) program provides students an opportunity to obtain focused training in finance that will prepare them for professionally-oriented careers in finance.

#### Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must have earned an undergraduate bachelor's degree from an accredited institution with a satisfactory grade point average and a satisfactory score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) in an appropriate area, and must have earned a satisfactory grade point average for the last 60 credit hours of academic work from a Council of Postsecondary Accreditation (COPA) regionally-accredited institution. Applicants whose first language is not English must have a satisfactory score on the Test of English as a Foreign Language (TOEFL). Applicants must also have earned satisfactory grades in introductory economics, basic statistics, and accounting courses before formally entering the program. Deficiencies in these prerequisite courses may be completed at American University or at other schools.

### Degree Requirements

- 30-33 credit hours including 18 credit hours of core and 15 credit hours of elective course work

#### Course Requirements

##### Prerequisite Courses

All prerequisites must be satisfied, either at the undergraduate or graduate levels, prior to enrollment in the M.S.F.
- 6 undergraduate credit hours of micro and macroeconomics or 3 graduate credit hours in economics
- 3 credit hours of statistics
- 6 undergraduate credit hours of financial accounting or 3 graduate credit hours in accounting

### Core Courses (18 credit hours)

- FIN-614 Financial Management (3) (may be waived without substitution for students who have taken an equivalent course with a grade of B- or better)
- FIN-660 Financial Modeling (3)
- FIN-665 Quantitative Methods in Finance I (3)
- FIN-666 Quantitative Methods in Finance II (3)
- FIN-674 Derivatives & Risk Management (3)
- FIN-684 Fixed Income Analysis (3)

### Elective Courses (15 credit hours)

- 15 credit hours from the following with up to 6 credit hours from graduate-level accounting, economics, statistics or other courses approved by the program director:
  - FIN-575 CFA Level I Intensive Review (3)
  - FIN-596 Selected Topics: Non-recurring (1-6)
  - FIN-671 Advanced Financial Management (3)
  - FIN-672 Investment Analysis and Portfolio Management (3)
  - FIN-673 Corporate Valuation and Financial Strategy (3)
  - FIN-677 Financial Statement Analysis (3)
  - FIN-680 Investment Banking (1.5)
  - FIN-681 Financial Intermediation in Emerging Markets (1.5)
  - FIN-683 Financial Institutions Management (3)
  - FIN-685 Topics in Finance (1.5-3)
  - FIN/IBUS-700 International Finance (3)

### M. S. in Real Estate

The M.S. in Real Estate program provides students an opportunity to obtain focused training in real estate that will prepare them for professionally-oriented careers in areas such as mortgage markets and property management.

#### Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must have earned an undergraduate bachelor's degree from an accredited institution with a satisfactory grade point average and a satisfactory score on the Graduate Management Admission Test (GMAT), and must have earned a satisfactory grade point average for the last 60 credit hours of academic work from a Council of
Postsecondary Accreditation (COPA) regionally-accredited institution. Applicants whose first language is not English must have a satisfactory score on the Test of English as a Foreign Language (TOEFL).

Degree Requirements
- 30 credit hours including 18 credit hours of core and 12 credit hours of elective courses
  A finance track of 12 credit hours may be chosen from the electives.

Course Requirements
- Core Courses (18 credit hours)
  - REAL-730 Real Estate Principles and Investments (3)
  - REAL-731 Real Property and Asset Management (3)
  - REAL-734 Real Estate Development (3)
  - REAL-735 Real Estate Transactions and Contracts (3)
  - REAL-736 Urban Planning and Sustainability (3)
  - REAL-737 Real Estate Finance and Mortgage Markets (3)
- Elective Courses (12 credit hours)
  - 12 credit hours from the following; a maximum of 3 credit hours in topics courses (FIN-685 or MGMT-68) may be counted toward degree requirements and a maximum of 3 credit hours of FIN-690 Independent Study Project may be counted toward degree requirements:
    - ACCT-746 Taxation of Real Estate Transactions (3)
    - ACCT-747 Taxation of Pass-Through Entities (3)
    - CSC-610 Introduction to Geographic Information Systems (3)
    - FIN-614 Financial Management (3)
    - FIN-660 Financial Modeling (3)
    - FIN-665 Quantitative Methods in Finance I (3)
    - FIN-666 Quantitative Methods in Finance II (3)
    - FIN-672 Investment Analysis and Portfolio Management (3)
    - FIN-673 Corporate Valuation and Financial Strategy (3)
    - FIN-674 Derivatives and Risk Management (3)
    - FIN/ACCT-677 Financial Statement Analysis (3)
    - FIN-684 Fixed Income Analysis (3)
    - FIN-685 Topics in Finance (1.5-3)
    - FIN/MGMT-687 Corporate Governance (3)
    - FIN-690 Independent Study Project (1-6)
    - MGMT-660 Entrepreneurship and Innovation (3)
    - MGMT-661 Entrepreneurship Practicum: New Venture Business Plan (3)
    - MGMT-665 Negotiations (3)
    - MGMT-685 Topics in Management (1.5–3)
    - MKTG-632 Fundamentals of Marketing (3)
    - SIS-620 Studies in Global Environmental Politics: Sustainable Design and LEED Training (3)
    - SIS-660 Environment and Politics (3)
    - STAT-514 Statistical Methods (3)

M.S. in Taxation
- The M.S. in Taxation provides a professionally-oriented specialty master’s degree focusing on federal income taxation. It is designed to advance students’ careers and broaden their options with skills in specialized areas and comprehensive expertise in the field of taxation. This convenient yet demanding program facilitates opportunities with the largest professional service organizations in the world, enhances flexible career paths, and creates opportunities for starting businesses.

Admission to the Program
- In addition to meeting the minimum university requirements for graduate study, applicants must have earned an undergraduate bachelor’s degree in business administration from a Council on Post Secondary Accreditation (COPA) regionally-accredited institution with a satisfactory grade point average for the last 60 credit hours and a satisfactory score on the Graduate Management Admission Test (GMAT). A GMAT waiver may be considered for students who have successfully completed the CPA examination or have two years relevant work experience, or have completed the Kogod BA in Accounting or the BS in Business Administration area of specialization in accounting with a minimum 3.5 GPA in accounting coursework.

  Applicants must demonstrate satisfactory completion of course work equivalent to the Common Body of Knowledge for undergraduate business education as currently defined by AACSB International, the Association to Advance Collegiate Schools of Business. In addition, applicants must have satisfied prerequisite knowledge through undergraduate or graduate coursework in accounting, business law, and federal income taxation. Any deficiencies in these prerequisite courses must be completed at the graduate level at American University after admission to the program, in addition to other program requirements.

Degree Requirements
- 30 credit hours with a minimum of 21 hours in taxation including two required core courses (6 credit hours) that include research components and five elective courses (15 credit hours). The remaining 9 credit hours must consist of additional tax courses or, with the permission of the program director, non-tax courses necessary to meet state CPA licensure requirements.

Course Requirements
- Core Tax Courses (6 credit hours)
  - ACCT-630 Legislative and Judicial Foundations of Income Tax (3)
  - ACCT-631 Tax Research and Procedure (3)
- Elective Courses (24 credit hours)
  - 24 credit hours with at least 15 credit hours from the following courses. The remaining 9 credit hours must consist of additional tax courses or, with the permission of the program director, non-tax courses necessary to meet state CPA licensure requirements.
M.S. in Sustainability Management

Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must have earned an undergraduate bachelor's degree from an accredited institution with a satisfactory grade point average and a satisfactory score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE), and must have earned a satisfactory grade point average for the last 60 credit hours of academic work from a Council of Postsecondary Accreditation (COPA) regionally-accredited institution. Applicants whose first language is not English must have a satisfactory score on the Test of English as a Foreign Language (TOEFL). Students are admitted to the program starting in August only. Full-time students generally take 9-12 credit hours per semester, which allows for completion of the program in four semesters.

Degree Requirements

- 36 credit hours of approved graduate course work including 27 credit hours of core and 9 credit hours in specialization courses.
  
  A minimum of 24 credits taken in residence at American University is required.
  
  Up to 9 credit hours of core course work may be waived if students have taken equivalent course work at the undergraduate level in the past four years, received grades of B or better, and pass an examination for each course waived. Any waived courses must be replaced with a more advanced course in the same area.
  
  Up to 6 credit hours of core course work earned at another institution may be transferred and applied to degree requirements. Credit for business course work may only be transferred if earned at an AACSB-accredited institution. Credit for courses in other areas may only be transferred with approval of the appropriate teaching unit.
  
  - Intensive writing requirement: MGMT-617 and MGMT-618 with a grades of B or higher.
  
  - Orientation requirement: All students are required to participate in the graduate orientation program during the week prior to the start of classes in August.

Course Requirements

Core (27 credit hours)

- ENVS-580 Environmental Science I: A Quantitative Approach (3)
- ENVS-581 Environmental Science II: A Quantitative Approach (3)
- FIN-630 Financial Analysis: Concepts and Applications (3)
- MGMT-617 Sustainable Systems (3)
- MGMT-627 Sustainable Strategy and Management (3)
- MKTG-632 Fundamentals of Marketing (3)
- PUAD-603 Policy Process (3)
  or
  PUAD-606 Foundations of Policy Analysis (3)
  or
  SIS-660 Environment and Politics (3)

Specialization (9 credit hours)

- 9 credit hours in one of the following

Business

COMM-589 Science, the Environment, and the Media (3)
  or
  KSB-656 Management Communications for Social Responsibility (3)
ECON-579 Environmental Economics (3)
KSB-688 Applied Business Practicum (3)
MGMT-611 Leading and Managing Change (3)

Approved business topics courses

Science

BIO-561 Biogeography (3)
BIO-562 Field Methods (3)
ENVS-505 Energy (3)
ENVS-572 Topics in Conservation Biology (3)
ENVS-575 Environmental Risk Assessment (3)
ENVS-675 Water Resources (3)

Policy

GOVT-527 Government Regulation and Deregulation (3)
GOVT-528 Corporate Power in American Politics (3)
JLS-603 The Rule of Law and Due Process (3)
JLS-615 Law and Human Rights (3)
PUAD-603 Policy Process (3) (if not used to fulfill core requirement)
PUAD-606 Foundations of Policy Analysis (3) (if not used to fulfill core requirement)
PUAD-685 Topics in Policy Analysis and Management (1-3) (approved topic)
SIS-621 International Law and the Legal Order (3)
SIS-649 Environment and Development (3)
SIS-650 Global Economy and Sustainable Development (3)

Graduate Certificate in Entrepreneurship

Designed for individuals seeking to start his or her own business, take over a family business, or grow a small business
Admission to the Program
Open to students with a bachelor’s degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements
- 15 credit hours of approved course work with grades of B or better.
  Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Course Requirements
- MGMT-660 Entrepreneurship and Innovation (3)
- MGMT-661 Entrepreneurship Practicum: New Venture Business Plan (3)
- 9 credit hours from the following:
  MGMT-663 Managing Private and Family Businesses (1.5)
  MGMT-666 Strategic Alliances, Mergers and Acquisitions (3)
  MGMT-667 Corporate Entrepreneurship: Creating High Potential Ventures (1.5)
  MGMT-668 Global Entrepreneurship and Micro Ventures (1.5)
  MGMT-669 Entrepreneurship Financial Strategies and Legal Issues (3)
  MGMT-670 Nonprofit and Social Entrepreneurship and Strategy (3)
  MGMT-685 Topics in Management (1.5–3)

Graduate Certificate in Real Estate
This certificate is designed for current managers seeking advancement in the field, or professionals seeking entry into real estate management.

Admission to the Program
Open to students with a bachelor’s degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements
- 15 credit hours of approved course work with grades of B- or better.

Course Requirements
- REAL-730 Real Estate Principles and Investments (3)
- REAL-731 Real Property and Asset Management (3)
- REAL-734 Real Estate Development (3)
- REAL-735 Real Estate Transactions and Contracts (3)
- REAL-736 Urban Planning and Sustainability (3)
- REAL-737 Real Estate Finance and Mortgage Markets (3)

Graduate Certificate in Tax
Admission to the Program
Open to students with a bachelor’s degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements
- 15 credit hours of approved course work with grades of B or better.
  Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Course Requirements
- ACCT-630 Legislative and Judicial Foundations of Income Tax (3)
- ACCT-631 Tax Research and Procedure (3)
- ACCT-740 Taxation of Corporations (3)
- ACCT-741 State and Local Taxation (3)
- ACCT-742 Special Tax Topics (3)
- ACCT-743 International Taxation (3)
- ACCT-745 Employee Benefit Tax Planning (3)
- ACCT-746 Taxation of Real Estate Transactions (3)
- ACCT-747 Taxation of Pass-Through Entities (3)
- ACCT-750 Tax Policy (3)