

Graduate Academic Programs

College of Business

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Programs of Study

The College of Business offers the following graduate programs:

- Master of Business Administration (MBA)

Master of Business Administration (MBA)

UHD's Master of Business Administration (MBA) degree program is structured to help current and aspiring business leaders develop the knowledge and skills they need to succeed in today's fast-paced business environment. The College of Business designed this career-friendly option for working professionals who want to pursue their studies while continuing to work. It fits the needs of those who have earned an undergraduate degree in business administration and those who hold a bachelor's degree in an unrelated area and want the flexibility, expertise, and earning power of an MBA.

All UHD MBA courses use a concentrated hybrid, eight-week format combining face-to-face meetings with online instruction and interaction. Students may select the concentration sequence to earn a professional certificate in that concentration. Each of the courses in the concentration were built with industry input to assure value and relevance in the marketplace. Students in each class will meet for a single session each week and will complete the equivalent of work online. This delivery method is career-friendly because it allows focus on one or two courses each term while maintaining work-life balance for the students.

Admission Requirements

Admission requirements for the UHD MBA are designed to identify applicants who have the ability, interest, and qualities necessary to complete the program, with the potential to contribute to the field of business. Prospective students who do not have an undergraduate degree in business are welcome to apply and may need to complete leveling courses which will cover business fundamentals as part of their program.

International Students

Who is an international student at UHD? UHD and the International Admissions Office state "you are considered an international student if: You hold a non-immigrant visa, you are classified as an international student. You have applied for immigrant status, but have not adjusted your status with the Immigration and Naturalization Service. If you meet the above criteria, you must apply for international admission." This quote and all other details can be found through the UHD International Admissions Website or at the downtown campus offices. Obtaining International student status is the responsibility of the applicant and determined/administered by UHD International Admissions. Davies College of Business Faculty and Staff have no role in this determination process and cannot review an applicant's file until they are deemed eligible by the UHD International Missions Office.

Non-U.S. Degree Credentials

Whether you are a resident, non-resident or international student if you are seeking admission to one of our graduate degrees, you must have earned an undergraduate degree awarded by way of a regionally accredited university. In the event an applicant seeks admission on the basis of a non-U.S. undergraduate degree it must be evaluated by a third party evaluation service (at applicant's expense) with a certified evaluation provided to university graduate student offices. The International Admissions Office Website can provide examples of several acceptable evaluation services.

Application Requirements for Full Admission into the MBA

To be considered for admission, an applicant is required to submit the following:

- Baccalaureate degree conferred by a regionally-accredited institution.
- Official University transcript(s) from which the applicant earned Bachelor's degree and/or Advanced degree(s) (if applicable).
- Complete the ApplyTexas application at www.applytexas.org.
- Resume documenting work experience that emphasizes personal and professional accomplishments and leadership experience.
- Two recommendation forms from individuals acquainted with the applicant's leadership capabilities.
- A personal statement addressing why the applicant desires an MBA from UHD, as well as other circumstances the applicant desires to share with the admissions committee (optional).
- GMAT score less than 5 years old.
- For graduates of universities in a country where English is not the native language: minimum IBT TOEFL scores of 81 or an IELTS score of 6.5 or higher.
- If the applicant possesses an earned Masters' degree is waived. If the applicant finished their undergraduate degree with a 3.50 GPA or higher (last 60 hours of coursework) the GMAT is waived.

Preferences

- Undergraduate GPA of 3.0, or higher, on a 4-point scale for the final 60 semester hours of study.
- Applicant's letter should demonstrate strong writing skills, expressed desire to work at the management level, commitment to completing the degree, and strong rationale for wanting this specific degree.
- Letters of recommendation should come from persons sufficiently acquainted with the student to be able to comment on the potential to successfully complete a graduate program and should provide evidence of applicant's excellent critical thought, motivation, study and writing skills, and/or a strong overall faculty recommendation.

Application Requirements for the Soft Start Option

- Baccalaureate degree conferred by a regionally-accredited institution.
- Official University transcript(s) from which the applicant earned Bachelor's degree and/or advanced degree(s) (if applicable).
- Complete the ApplyTexas application at www.applytexas.org.
- Resume documenting work experience that emphasizes personal and professional accomplishments and leadership experience.
- For graduates of universities in a country where English is not the native language: minimum IBT TOEFL scores of 81 or an IELTS score of 6.5 or higher.
- GMAT is not required for those only wishing to apply for a graduate certificate.
- The applicant can choose to identify as an MBA student with GMAT requirements deferred; however they remain ineligible to take MBA core classes until they have satisfactorily completed their certificate.

Admissions Process

Applications are managed through the graduate admissions office. Once students have completed the application process, the Graduate Admissions office notifies the Office of Graduate Studies in the College of Business that the student's application package is ready for review. The college will review files for completeness. The next steps depend upon the admissions process chosen by the applicant.

Traditional Entry

The applicant files are submitted to the MBA Admissions Committee for consideration. The committee assesses the candidate's strengths and weaknesses and makes a recommendation (accept or deny) to the Office of College Graduate Studies. In limited cases where the candidate meets auto-acceptance requirements the committee review process may be waived. All applicants seeking admission as an international student will undergo committee review. The College of Business Graduate Studies Office will communicate to the student stating whether or not they have been accepted. The letter gives the student instructions on taking leveling courses, attending an orientation for new students, or contacting the graduate admissions office if there are questions.

Soft Start Entry

Applicant files are reviewed for completeness in the College of Business Graduate Studies Office. The Associate Director (or Director) will review the application and submit it to the faculty liaison for review. The faculty liaison may require additional information from the application including a telephone interview. In some instances, the interview may be conducted in-person. The faculty liaison will make a

determination and communicate with the Associate Director. The College of Business Graduate Studies Office will communicate to the student stating whether or not they have been accepted. The letter gives the student instructions on taking leveling courses, attending an orientation for new students, or contacting the graduate admissions office if there are questions.

The following sections are adopted from the most current University Graduate UHD Catalog

Course Load

A full-time graduate course load during the fall and spring terms is 9 semester credit hours or three courses and 8 semester credit hours for MBA students. For students who are employed 40 hours per week, the recommended load is two courses, or six credit hours. Depending on the program, the regular load for one combined summer session (9 weeks) is 6-9 credit hours. Students who wish to enroll in more than the recommended course load must seek approval from the appropriate academic dean. For further information on graduate course load consult specific master's degree handbooks

Part-of-Term (PoT)

Effective Fall 2011, UHD began utilizing shorter sessions, termed "Part-of Term" (PoT) within full terms. For more information about these offerings, please review the posted academic calendars on the UHD website (www.uhd.edu).

Schedule Changes

Schedule changes are made online, and may require approval by an academic advisor. Registration instructions for Schedule Changes are found on the Registrar's website and the dates for Schedule Changes are found in the online Academic Calendar.

Discontinued (Cancelled) Classes

The university reserves the right to discontinue classes or otherwise alter the class schedule. Whenever possible, enrollment in an alternate course is completed through an administrative change form initiated by the department responsible for discontinuing the class.

Classification

Students admitted to a graduate program are classified as graduate students. Post-baccalaureate students enrolled in graduate courses (requires extensive review and approval) are governed by undergraduate policies.

Class Attendance

Students enrolled in the UHD MBA program are expected to attend all scheduled classes. These are hybrid courses that meet half the normal class time; therefore, absences can be detrimental to academic performance and should be avoided. However, working professionals occasionally may have unavoidable absences as a result of unexpected business travel or other emergencies. It is the students' responsibility to inform professors of the nature of the absences at the earliest practical opportunity, preferably in advance. Students are responsible for all information and assignments from missed classes. In cases where absences reach a frequency that (generally either 1 or 2 misses depending upon term length), in the professor's opinion, make it unlikely that the student can successfully complete the course, withdrawal from class will be recommended. These actions are coordinated with the College Office of Graduate Studies.

Acceptance of Transfer Credit

A maximum of 6 credit hours may be transferred from another AACSB accredited university. A minimum grade of B is required for the course to transfer. All petitions for transfer credit must be submitted to the College of Business Graduate Studies Office and are reviewed with the faculty liaison. Transfer credit will not be granted for courses in which grades of C or lower have been earned. Students should direct questions concerning transfer credit to their Graduate Advisor.

Academic Honesty

The Academic Honesty Code is embraced by all members of the University of Houston-Downtown academic community and is an essential element of the institution's academic credibility. The Honesty Code states "We will be honest in all our academic activities and will not tolerate dishonesty." The purpose of the Academic Honesty Policy is to deal with alleged violations of the Honesty Code in a fair and consistent manner. The policy is administered jointly by students and faculty. It is each student's responsibility to read and understand the Academic Honesty Policy. It may be found in the Student Handbook for each program. Each student is reminded academic honesty spans for more than traditional plagiarism and includes access to or use of publisher's test banks, internet services providing access to test banks, case study solutions, or any third party assistance not approved in advance by the professor. Violations will be managed in accordance with standard procedures of the college and university. The professor can in certain instances provide discipline that includes blocking student-initiated withdrawal from the course.

Grading System

The following grades are included in the calculation of grade point averages:

Grade* Grade Points

A Superior	4.0
B Above Average.....	3.0
C Average	2.0
D Below Average.....	1.0
F Failure	0.0

I (Incomplete)

An incomplete grade is given only when an unforeseen emergency prevents a student from completing the course work and only with the instructor's approval. A grade of I will be changed to a passing grade if the missing work is completed satisfactorily by the deadline set by the instructor but no later than the end of the long semester immediately following the term in which the grade was received. An incomplete grade that is not removed by this deadline becomes an F. Repetition of a course for which an incomplete grade was received does not affect resolution of the original grade. An incomplete grade earned in a student's graduating semester is computed as an F in determining grade point average.

IP (In Progress)

A grade of IP may be given in thesis and capstone courses. In the calculation of grade point average, a grade of IP is treated as a W. To receive credit for a course in which an IP was assigned, a student must register for the course again and earn a passing grade.

W (Withdrawal from Courses)

Students will not receive a grade for a course if they drop the course by the Official Day of Record (see Academic Calendar). Students automatically receive a grade of W for any course from which they drop after the Official Day of Record up to the drop/withdrawal deadline as listed in the *Registration & Information Bulletin*. Official Day of Record and drop/withdrawal deadlines are published in the University Calendar online at www.uhd.edu/AcademicCalendars and may be found in the *Registration & Information Bulletin*. Understanding these policies and any personal financial implications are the sole responsibility of the student. Class days are defined as days on which the university normally has one or more classes scheduled; not the days for which an individual student is scheduled for his/her particular classes.

Grade Point Average (GPA)

The grade point average is a measure of a student's academic achievement. Grade point averages are computed by multiplying the grade point value by the number of credit hours in each course, and then dividing the sum of all grade points obtained by the total number of hours attempted. The following formula represents the method of computing grade point average. The number of grade points earned for each course equals the hour credit value of the course multiplied by the points awarded for grades received. Grades of I, S, U, IP and grades marked with an asterisk (*) in the table above are not counted in the calculation of the grade point average, except for graduation. Grades of I will be calculated as F grades in determining grade point average for graduation. All credit hours attempted as a part of a graduate degree will be calculated in the GPA and used in determining academic standing. Grades earned at other institutions in courses that are accepted for transfer and transferred into a graduate degree program at UHD are not calculated in the GPA at any point. Graduate students must meet the graduation requirement of a minimum 3.0 grade point average. **The 3.0 GPA graduation requirement applies to the concentration and MBA core separately.**

Appeal of Grades

Any grade which a student believes to be in error should be appealed, first to the instructor, then to the appropriate department chair who makes the final determination of the appeal. If the student wishes to appeal this decision they must provide new and compelling information not previously available along with a request for review. These requests are given to the faculty liaison to determine if there is merit to a second review. The request will then be reviewed by a representative of the Dean's office for final decisions. If an appeal is not made within one calendar year after the close of the semester in which the grade was received, the grade will be considered final and no appeal will be heard.

Grades for Repeated Courses

All credit hours attempted as a part of a graduate degree will be calculated in the GPA and used in determining academic standing. This policy applies to repeated courses. If a student repeats a courses as a student enrolled in a graduate program, both grades are calculated in the GPA. Grades earned at other institutions in courses that are accepted for transfer and transferred into a graduate degree program at UHD are not calculated in the GPA at any point.

Additional Information on Grading System

Additional information and rules on the UHD Grading System for Graduate Students may be found in the graduate policy statement within PS 03.B.04.

Financial Aid The graduate studies office plays a limited role in the student's financial requirements other than to assist in coordinating communications as requested by the Financial Aid Office. While we are happy to note estimates of costs, they will vary significantly depending on each person's situation so we will encourage each student to visit the cashier's webpage for full and complete information.

Academic Probation, Suspension, and Dismissal

The university has issued specific guidelines for academic probation, suspension, and dismissal. Those guidelines may be found in PS.03.0B.07. The graduate studies office and advising team will monitor the student's progress with respect to grades and provides both counsel and administration of policy decisions (including appeals) made by the program director or appropriate Associate Dean. Factors influencing appeals of dismissal include the root cause of the deficiency; the number of courses remaining to make up any GPA deficiency; availability of courses; willingness of student to follow the required steps; grades in other courses; and other factors as they are reviewed.

Academic Program Information

Program Outcomes

Graduates of the UHD MBA program will be able to:

- LO 1.1:** Identify drivers of industry and organizational change and be able to predict the impact of change on organizational performance.
- LO 1.2:** Design, implement, evaluate and monitor the effectiveness of organizational strategies, making necessary amendments during this process.
- LO 2.1:** Apply concepts and decision models in financial accounting, statistics, organizational behavior, finance, economics, marketing, information systems management, and operations management to make business decisions.
- LO 2.2:** Recognize the characteristics of situations requiring specific leadership style and apply the appropriate style.
- LO 3.1:** Identify similarities and differences among cultural environments that impact organizational activities.
- LO 3.2:** Identify and critically analyze salient legal and ethical responsibilities in business issues

General Degree Requirements

Students who hold an undergraduate degree from an AACSB accredited program in a field of business administration may be deemed to be prepared for graduate study if the core courses were completed with a grade of "C" (or equivalent) or higher. Students who hold an undergraduate degree in a field other than business administration or in business from a non-AACSB accredited program may be required to demonstrate preparation for graduate study in business. These students could be required to complete one or more 5000 level courses in order to gain the basic theoretical concepts and tools that are the foundations for graduate management study.

The 5000 level courses serve as prerequisites for the graduate business courses and may be required for students who did not take the equivalent courses as part of their baccalaureate program, have a degree in business from a non-AACSB accredited program, or for students with a baccalaureate degree from a non-U.S. university. The graduate 5000 level courses do not apply to the MBA degree. When a student is admitted to the program, they are notified of courses that must be taken. Students are not allowed to register for 5000 level courses without specific approval by a Davies CoB Advisor

The 5000 level courses are condensed to the essential core knowledge that a student must possess in order to pursue graduate business study. The foundation set of management 5000 level courses consists of up to eight on-line courses designed to provide concepts important to study in the College of Business. All 5000 level courses are two (2) semester credit hours (SCH) each.

14 SCH Leveling Courses		
Course Number	Course Name	Credits
GBA 5202	Foundations of Management Theory	2
GBA 5304	Finance	2
GBA 5205	Accounting	2
GBA 5206	Production & Operations Management	2
GBA 5207	Management Information Systems	2
GBA 5208	Marketing Information	2

GBA 5212	Quantitative Methods in Business	2
GBA 5215	Legal Environment of Business	2
Total		16

The Master of Business Administration degree requires satisfactory completion of the required credit hours offered for the selected concentration by the College of Business. The required courses and concentrations are outlined below:

Core and Concentration Courses

CORE COURSES w/o Concentration Equivalent		
6202	Strategic Management	2
6203	Managerial Accounting and Budgeting	2
6204	Managerial Finance	2
6205	Management of the Supply Chain (Note: include Operations)	2
6207	Management of Information Flows	2
6208	Marketing Management	2
6211	Managerial Decision Making (Note: include Stats)	2
6212	Managerial Economics	2
6213	Management of Organizational Behavior	2
6216	Capstone B	2
Total		20

GENERAL MANAGEMENT CONCENTRATION COURSES		
6201	Leadership, Team Building and Team Management	2
6206	Operations Management	2
6209	Human Resource Management	2
6210	Legal Environment of Management	2
6214	Management in a Global Context	2
6290	Current Topics in Business	2
6101	Presentation Skills	1
6102	Graduate Colloquium (For Each Concentration)	1
Total		14

Graduate certificate in Business Administration with a concentration in Accounting		
6310	Advanced Taxation	3
6312	Advanced Auditing	3
6314	Accounting Research and Writing	3
6315	Advanced Accounting Topics	3
6316	Professionalism for Accountants	3
6318	Industry Specific Topics in Accounting	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		19

Graduate certificate in Business Administration with a concentration in Supply Chain Management		
6320	Legal Aspects of Supply Chain Management	3
6322	Leadership in Supply Chain Management	3
6322	Operations and Supply Chain Management	3
6325	Decision Modeling for SCM	3
6326	Strategic Sourcing and Procurement	3
6328	Logistics	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		19

Graduate certificate in Business Administration with a concentration in Human Resource Management		
6330	Legal Environment of Human Resource Management	3
6332	Talent Acquisition: Attraction and Selection	3
6334	Talent Management	3
6336	Compensation and Benefits	3
6338	Strategic Human Resource Management	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		16

Graduate certificate in Business Administration with a concentration in Leadership		
6340	Supporting the Business Strategy	3
6342	Delivering Business Results	3
6344	Interpersonal Leadership	3
6346	The Leader's Role in Development	3
6348	Leading Teams	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		16

Graduate certificate in Business Administration with a concentration in Sales Management & Business Development		
6350	Advances in Personal Selling	3
6352	Sales Negotiation and Communication	3
6354	Integrated Marketing Programs	3
6356	Sales Leadership	3
6358	Sales Management Strategy	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		16

Graduate certificate in Business Administration with a concentration in Finance or Investment Management		
6360	Ethical and Professional Standards	3
6362	Financial Forecasting	3
6364	Capital Markets	3
6366	Communication for Finance	3
6367	Investment/Statistics *	3
6368	Advanced Corporate Finance *	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		16

	*Select 1 of the 2 courses	
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Graduate certificate in Business Administration with a concentration in International Business		
6370	Risk Management	3
6372	International Strategic Sourcing	3
6374	Ethics, Law, and Compliance in International Business	3
6376	International Logistics	3
6378	International Banking and Finance	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		19

Graduate certificate in Business Administration with a concentration in Project Management/Process Improvement		
6381	Project Management Overview	3
6382	Project Life Cycle: Initiating, Planning & Executing	3
6383	Project Life Cycle: Monitoring, Controlling & Closing	3
6384	Change Management & Leadership	3
6385	Process Improvement Tools & Techniques	3
6386	Process Improvement Applications	3
6102	Graduate Colloquium (For Each Concentration)	1
Total		19

TOTAL CREDIT HOURS FOR CONCENTRATIONS									
	General Mgt.	Supply Chain Mgt.	Leadership	Human Resource Mgt.	Sales Mgt.	Finance or Investment Mgt.	Accounting	International Business	Project. Mgt Process Improvement
Core	20	20	20	20	20	20	20	20	20
Concentration	14	19	16	16	16	16	19	16	16
Total	34	39	36	36	36	36	39	36	36

Graduation for any concentration is dependent upon successful completion of all required course work with a minimum graduate grade point average of 3.0 and successful completion of the Capstone Project.