

University of Houston-Downtown
Marilyn Davies College of Business

Graduate Studies Handbook
2021-2022

Graduate Academic Programs

Welcome to the Marilyn Davies College of Business (MDCOB) at the University of Houston – Downtown (UHD)!

This Marilyn Davies COB Graduate Studies Handbook is intended to serve as a resource for all enrolled MDCOB graduate students by clarifying important university, college, and program-specific policies and procedures.

The Marilyn Davies College of Business offers the following graduate programs:

- Master of Business Administration (MBA)
- Master of Professional Accountancy (MPAC)
- Master of Security Management (MSM)

The Master of Business Administration offers the following concentrations:

- [Business Administration - Accounting Concentration, MBA](#)
- [Business Administration - Finance Concentration, MBA](#)
- [Business Administration - General Management Concentration, MBA](#)
- [Business Administration - Human Resource Management Concentration, MBA](#)
- [Business Administration - International Business Concentration, MBA](#)
- [Business Administration - Investment Management Concentration, MBA](#)
- [Business Administration - Leadership Concentration, MBA](#)
- [Business Administration - Project Management & Process Improvement Concentration, MBA](#)
- [Business Administration - Sales Management & Business Development Concentration, MBA](#)
- [Business Administration - Supply Chain Management Concentration, MBA](#)

Master of Professional Accountancy

- [Professional Accountancy, MA \(MPAC\)](#)

Master of Security Management

- [Security Management - Cybersecurity Concentration, MSM](#)
- [Security Management - Enterprise Security Concentration, MSM](#)

Graduate Certificates Offered:

- [Business Administration - Accounting Concentration, Graduate Certificate](#)
- [Business Administration - Finance Concentration, Graduate Certificate](#)
- [Business Administration - Human Resource Management Concentration, Graduate Certificate](#)
- [Business Administration - International Business Concentration, Graduate Certificate](#)
- [Business Administration - Investment Management Concentration, Graduate Certificate](#)
- [Business Administration - Leadership Concentration, Graduate Certificate](#)
- [Business Administration - Project Management and Process Improvement Concentration, Graduate Certificate](#)
- [Business Administration - Sales Management & Business Development Concentration, Graduate Certificate](#)
- [Business Administration - Supply Chain Management Concentration, Graduate Certificate](#)
- [Cybersecurity Graduate Certificate](#)

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Policy Overview

All University of Houston (UH) campuses follow the UH system Board policies and SAMs as described here: <https://uhsystem.edu/compliance-ethics/uhs-policies/>.

Additionally, a set of policies are pertaining specifically to the University of Houston-Downtown campus. All UHD Policy Statements can be found here: <https://www.uhd.edu/administration/employment-services-operations/resources/Pages/Policy-Search.aspx>

Many of the policies pertaining to the academic life of faculty and students are laid out in the Academic Affairs section (03), and the Policy Statements found in section 03.B are specific to Graduate Studies. These policies are listed/linked below:

B - Graduate Policies		
Policy Statement Number	Policy Title	Effective Date
03.B.01	Graduate Policies and Program Documentation	04/27/18
03.B.04	Grading System for Graduate-Level Courses	04/27/18
03.B.06	Graduation and Commencement of Graduate Students	04/11/17
03.B.07	Graduate Academic Probation, Suspension, and Dismissal	04/11/17
03.B.24	Admission of Graduate Students	04/11/17

MDCOB Admissions Policies and Procedures

General

Prospective MDCOB graduate students will apply to their program of interest and receive admissions communication primarily through the Office of Graduate Admissions, though they may be in touch with the MDCOB staff as needed with specific questions/needs. Once an application is complete, the Admissions Committee for each program will evaluate candidates' application materials to determine if the applicant will be "admitted," "conditionally admitted," or "denied admission" to the program. The committee may also ask for additional information from the candidate before making a final admission decision. Prospective students will be notified of the committee's decision in writing via email. This written notification will contain pertinent information and next steps for students, as applicable. Specifically, for conditionally admitted students, this written notification will detail the stipulations of the "conditional" status and the necessary steps/actions required to receive full admission to the program.

Appeal of an Admissions Decision

For a student denied admission to a program, an appeal must be filed through the Associate Dean of the MDCOB, who confers with the relevant Graduate Program Director. The appeal form is located [here](#)→

Transferring Graduate Credit

All transferred coursework must be at the graduate level, from a regionally accredited university, and awarded a "B" grade or above. Students who would like to apply previously earned graduate credits to a MDCOB graduate program will need to complete the [Graduate Transfer Credit Petition form](#). A syllabus and description of the course as well as an explanation as to why the course qualifies for transfer in the particular program must accompany the form and be submitted to the relevant Program Director before the end of the student's first full semester in the program.

- Students enrolled in a master's degree program may transfer up to 6 graduate semester credit hours (SCHs) of coursework from another university.

If a student wishes to take coursework at another university *after* matriculating, s/he must get approval *before* registering for the intended coursework at another university. Applying for transfer credit approval will require the submission of a syllabus and description of the course as well as an explanation as to why the course qualifies for transfer in the particular program. 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. For additional information, see the policy [here](#).

International Students

Prospective graduate students who are not citizens or permanent residents of the United States, have not applied for permanent residency, or have not qualified for Texas residency based on SB 1528, should apply as an International Graduate Student and follow the application guidelines provided by the [UHD Office of International Admissions](#). You are considered an international student if: You hold a non-immigrant visa, you are classified as an international student. Obtaining International student status is the responsibility of the applicant and determined/administered by UHD International Graduate Admissions. Marilyn 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 Admissions Office.

Non-U.S. Degree Credentials

Whether you are a resident, non-resident, or international student if you are seeking admission to one of the MDCOB 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. Recognized credential evaluation services approved by UHD can be found on the transfer student website.

Language Proficiency

A TOEFL (Test of English as a Foreign Language) score of at least 550 for the paper version or 213 for the computer version or 80 for the internet version or IELTS score of 6.5 is required for admission into UHD's academic program. For additional information, see this [webpage](#).

Enrolled Graduate Student Advising and Resources

Advising and Registering for Classes

Upon admission, students are expected to enroll in at least one course in the acceptance semester. If a student does not enroll in their initial admitted semester, the student must submit a new application for the semester in which they are intending to enroll.

MDCOB graduate students are encouraged to meet with their program advisor before registering for classes each semester. Students register for courses online through the myUHD 2.0 portal.

myUHD

Graduate students have access to their student record, biographical/contact information, course information, financials, and a number of resources through the myUHD student portal. Students are strongly advised to take advantage of this access to information throughout their studies.

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 graduate 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 meet with their assigned advisor to start the process for approval.

Costs, Financial Aid, and Scholarships

Estimated Costs

The university posts [estimated tuition and fees](#) for its graduate programs.

Residency Information

Residency status is determined in accordance with the Rules and Regulations for Determining Residence Status, published by the Texas Higher Education Coordinating Board, and pursuant to Title 3, Texas Education Code.

The Office of Scholarships and Financial Aid

The University of Houston-Downtown offers a variety of financial aid programs to assist graduate students in meeting educational costs. The programs include scholarships, grants, loans, part-time employment, and assistantships, which may be awarded in various combinations and amounts to meet individual student needs. Because funds are limited in many programs, it is important to begin the application process early and complete the necessary applications properly and on time. To receive priority consideration for the graduate tuition grant, all necessary applications must be on file in the [Office of Scholarships and Financial Aid](#) by April 1 of each year. Most federal and state aid is awarded on the basis of proven financial need rather than academic achievement. Most scholarships are awarded on the basis of academic achievement, talents, and special skills rather than proven financial need. Students are encouraged to complete a financial aid application to be considered for qualification of grants and scholarships.

The [Office of Scholarships and Financial Aid](#) (OSFA) assists students with the financial planning and financing for their education. Financial aid consists of grants, scholarships, loans, and work study. Most aid is based upon individual financial need and eligibility. Aid is available to students who are enrolled at least on a 1/2-time basis, maintain [satisfactory academic progress](#), and demonstrate financial need. Financial aid is generally awarded based on the fall and spring semesters, but [this page](#) has more information about receiving aid in the summer. Students not enrolled in a graduate degree or certificate program are not eligible for financial aid.

Graduate students may be eligible for the following financial aid programs:

Grants

Texas Public Educational Grant. This grant is funded by tuition revenues and is available to both Texas residents and non-residents. Students must demonstrate financial need to be eligible for this grant. Students must be enrolled at least half-time.

Graduate Tuition Grant. This need-based grant is made available through state tuition deregulation. Graduate Tuition Grant is offered to students based on financial need and availability of funds. This grant is available to both FAFSA and TASFA students. Students must be enrolled at least half-time.

Work-Study Programs

Texas Work-Study and Federal College-Work Study. These programs are designed for students who enroll at least half-time who demonstrate financial need. Awards are earned as wages in on- and off-campus positions. Must be a US citizen or permanent resident for federal work-study or be classified as a Texas resident for Texas work-study. Students who have relatives working at UHD must get clearance from the Office of Scholarships and Financial Aid to show they are in compliance with the university's nepotism policy.

Student Loans

Direct Unsubsidized Loan. A low-interest loan not based on financial need. Students may defer interest payments while enrolled at least half-time. Must be a US citizen or permanent resident and be enrolled at least half-time to participate. Maximum loan amounts vary with grade level in college. Additional application and loan counseling required.

Emergency Tuition Deferment and Book Loans

In the event of unexpected inability to pay for tuition or books, UHD graduate students can apply for an [emergency tuition deferment plan](#) (Texas residents), [short term tuition deferment plan](#) (not Texas resident), and/or [book loan](#).

Academic Scholarships

Academic scholarships at UHD are intended to recognize and reward outstanding achievement and community involvement. Applicants for most scholarships, therefore, do not need to show evidence of financial need to apply. For more information on the available scholarships and deadlines refer to the [scholarship page](#). Many academic departments at UHD also award scholarships. Students are encouraged to review the MDCOB website to find out what departmental scholarships are available.

Graduate Assistantship Positions

Graduate assistants are non-tenure and not-tenure track registered graduate students in good academic standing who work up to 20 hours per week during the academic year in support of the educational mission of the University. An assistantship position provides students with financial support in the form of a monthly stipend of \$1,200 in exchange for up to 20 hours a week of service. Assistantship positions are available as a Graduate Teaching Assistant or a Graduate Administrative Assistant. Descriptions and qualifications are as follows:

Graduate Teaching Assistant (TA) – As a graduate TA, UHD graduate students have direct student contact in a formal instructional setting but do not have primary responsibility for teaching a course for credit or student assessment. A TA performs under an instructor’s direct supervision and provides general assistance to the instructional process. Duties assigned as a TA could include attending classes, grading homework assignments, holding office hours, tutoring students, mentoring students, assisting with the Volunteer Income Tax Assistance (VITA) program during the spring semester, or conducting other activities that support the instructional mission of the University.

Graduate Administrative Assistant, MBA Office – A graduate administrative assistant participates in the instructional process for a department or program under the supervision of an appointed supervisor. Duties vary, depending on the administrative needs of the department. He or she may engage in course preparation, undertake program-related assignments, serve in potential recruiting events to help represent the college, or engage in other instructional related duties as specified by the department or program. Must be committed to professional development and continuous growth.

Graduate Administrative Assistant, MDCOB Career Center – A graduate administrative assistant participates in the instructional process for a department or program under the supervision of an appointed supervisor. Duties vary, depending on the administrative needs of the department. He or she may engage in course preparation, undertake program-related assignments, serve in potential recruiting events to help represent the college, or engage in other instructional related duties as specified by the department or program.

Graduate Administrative Assistant, MDCOB Web Support - A graduate administrative assistant participates in the instructional process for a department or program under the supervision of an appointed supervisor. Duties vary, depending on the administrative needs of the department. He or she may engage in course preparation, undertake program-related assignments, serve in potential recruiting events to help represent the college, or engage in other instructional related duties as specified by the department or program.

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 University of Houston-Downtown [Student Handbook](#). 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 ([see policy here](#)). 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 (GPA):

Grade Points

A	Superior	4.00
B	Above Average	3.00
C	Average	2.00
D	Below Average	1.00
F	Failure	0.00

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 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.

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](#) 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.

S (Satisfactory) – U (Unsatisfactory)

A grade of a S/U will only be issued during semesters where extenuating unforeseen circumstances (pandemic, severe weather, disaster) have occurred. The S/U is a student opt-in process that requires students to explicitly contact faculty in writing (via email is fine) to request that faculty issue an S/U grade instead of a letter grade. Students can submit this request any time until the established calendar deadline for requests. For a grade of S: Satisfactory = B or above, no effect on GPA, hours count toward graduation and U: Unsatisfactory = C, D, or F, has no effect on GPA, hours do not count toward graduation. For additional information regarding the S/U grade, go [here](#).

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. [The full policy can be found here](#).

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 course 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 [PS03.B.04](#).

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.

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.

Applying for Graduation

Upon completion of the required master's degree plan courses, students must complete a graduation application to receive their diploma. Students must meet all catalog requirements of their program and attain at least a 3.0 GPA. Students will need to complete a graduation application through their MyUHD account by the scheduled deadline. For a listing of the scheduled deadlines as to when to apply for the spring, summer, or fall semester, see the Registrar's Office [webpage](#).

Master of Business Administration (MBA)

The #UHDMBA launched as the first graduate degree (general MBA) in what is now the Marilyn Davies College of Business (COB) in 2012. By fall of 2015 we moved from the smallest program in Houston to the largest. Peaking at 1157 students in fall of 2016, the program has stabilized at 950 to 1050 in 2021. UHD's Master of Business Administration (UHDMBA) 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. Its design makes it a 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.

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 may need to complete leveling courses which will cover business fundamentals as part of their program. There are four different types of admissions pathways.

The four admissions pathways include:

- International students (for those who hold a non-immigrant visa)
- Full admission
- Soft Start for MBA admission (The General MBA is not eligible for soft start)
- Soft Start for Certificate only.

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. If you meet the above criteria, you must apply for international admission. For full details please visit the UHD International Admissions on our web site or at the downtown campus offices. Obtaining International student status is the responsibility of the applicant and determined/administered by UHD International Admissions. Marilyn 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 Admissions Office. All other admission requirements must be met as prior to a decision being rendered.

Full Admission

Full admission is required for international students. For applicants with a strong undergraduate background that want to take courses at a faster pace than soft start or for those wishing to take the General MBA.

Soft Start (SS)

Most (90%) opt for the Soft Start (SS). The SS has less stringent admission requirements. Students in the Soft Start take fewer courses during the first year and can still finish in two years. By limiting the number of courses taken in the first year, the SS student completes the MBA at a higher rate. The SS is for those seeking the MBA or the graduate certificate alone. The SS MBA and the SS Certificate admission requirements are the same.

Application requirements for those desiring Full Admission into the MBA and/or an international applicant

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). If your degree from outside the U.S., the applicant must have their transcript evaluated by a third-party evaluating service.
- Complete the ApplyTexas application at www.applytexas.org.
- Resume documenting work experience that emphasizes professional accomplishments and leadership experience.
- Two recommendation letters from individuals acquainted with the applicant's capabilities and capacity for graduate-level work.
- 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).
- For graduates of universities where English is not the language of instruction, must present evidence of English proficiency by earning a minimum IBT TOEFL score of 81 or an IELTS score of 6.5 or higher.
- Auto-Acceptance is possible by possessing one or more of the following:
 - An earned Masters' degree.
 - If the applicant finished their undergraduate degree with a 3.50 GPA or higher. (Last 60 hours of coursework).

Preferred

- 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, a 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 critical thought, motivation, study and writing skills. If possible, one should come from a past undergraduate faculty.

Application requirements for the Soft Start MBA with certificate concentration or Graduate Certificate only.

- 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.
- The applicant can choose to identify as an MBA student however they remain ineligible to take MBA core classes until they have satisfactorily completed their certificate.

Preferred

- 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, a 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 critical thought, motivation, study and writing skills. If possible, one should come from a past undergraduate teacher.

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 cases where the candidate meets auto-acceptance requirements the committee review process is waived. All applicants seeking admission as an international student will undergo committee review. The 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 college 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. With only a few exceptions, there is no change from SS to traditional after admission. A Soft Start student is not permitted to take MBA core classes (except with limited exceptions) until successfully completing their chosen concentration.

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.

MBA 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	

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		16

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									
	Gener al Mgt.	Supply Chain Mgt.	Leaders hip	Human Resource Mgt.	Sales Mgt.	Finance or Investme nt Mgt.	Account ing	Internatio nal Business	Project. Mgt Process Improvement
Core	20	20	20	20	20	20	20	20	20
Concentrat ion	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.

Master of Professional Accountancy, MPAC

The Master of Professional Accountancy (MPAC) will prepare students for leadership roles in accounting by producing graduates ready to take the highest certification in the field, the Certified Public Accountant (CPA) exam. This student-focused education is a gateway to success for analytical decision makers. The Marilyn Davies College of Business is nationally accredited by the Association to Advance Collegiate Schools of Business (AACSB), the most prestigious business accrediting organization in the world.

All MPAC courses are offered conveniently in evenings or weekends for working professionals. Full-time students can graduate from the program in one year by taking 10 courses (four courses in both the fall and spring semesters and two courses in the summer). Students also have the option to enroll part-time in fewer classes and graduate in subsequent semesters.

Program Outcomes

- Formulate discipline-specific accounting strategies and develop valuable critical thinking skills to assess business risks and make business decisions.
- Communicate accounting information to both technical and non-technical audiences.
- Work productively with others to accomplish established goals.
- Apply ethical principles and professional standards to make informed decisions.

Admission Requirements for the MPAC

Admission requirements for the UHD MPAC are designed to identify applicants who have the ability, interest, and qualities necessary to complete the program, with the potential to succeed in the field of accounting. Prospective students who do not have an undergraduate degree in accounting are welcome to apply but may need to complete prerequisite courses which will cover accounting fundamentals as part of their program. Undergraduate degrees must be from regionally accredited universities or qualified foreign institutions.

Students should complete the following prerequisite courses prior to entering the MPAC program:

- ACC 2301 Financial Accounting
- ACC 2302 Managerial Accounting
- ACC 3300 Intermediate Accounting I
- ACC 3301 Intermediate Accounting II
- ACC 3302 Intermediate Accounting III
- ACC 3303 Cost Accounting
- ACC 3304 Accounting Information Systems
- ACC 4301 Individual Income Taxation
- ACC 4302 Corporation Taxation
- ACC 4304 Auditing

In the event a student has not completed one of the above accounting prerequisites, h/she may contact the accounting chair to request an approval to substitute a different accounting course.

General Degree Requirements

Required Core Courses – six courses (18 hours):

- MBA 6310 - Advanced Taxation
- MBA 6312 - Advanced Auditing
- MBA 6314 - Accounting Research and Writing
- MBA 6315 - Advanced Accounting Topics
- MBA 6316 - Professionalism for Accountants
- ACC 6320 - Ethics and Legal Issues in Accounting

Choose an additional four courses (12 hours) from the following to satisfy requirements to best prepare for the Certified Public Accountant (CPA) exam and degree requirements:

- ACC 6311 - Seminar in Financial Accounting
- ACC 6313 - Analysis of Financial Statements and Entity Valuation
- ACC 6317 - Advanced Managerial Accounting
- ACC 6319 - Taxation of Entities
- ACC 6321 - Government and Not-for-Profit Accounting
- ACC 6322 - Accounting Internship

For students interested in pursuing a master's degree but not a CPA certification, chose two courses (6 hours) from this list:

- ACC 6311 - Seminar in Financial Accounting
- ACC 6313 - Analysis of Financial Statements and Entity Valuation
- ACC 6317 - Advanced Managerial Accounting
- ACC 6319 - Taxation of Entities
- ACC 6321 - Government and Not-for-Profit Accounting
- ACC 6322 - Accounting Internship

And two courses (6 hours) from this list of courses:

- MBA 6328 - Logistics
- MBA 6332 - Talent Acquisition: Attraction and Selection
- MBA 6342 - Interpreting and Delivering Business Results
- MBA 6344 - Interpersonal Leadership Effectiveness in Business
- MBA 6348 - Leading Teams for Business Results
- MBA 6362 - Financial Forecasting and Behavioral Finance
- MBA 6367 - Investment Management Statistics
- MBA 6368 - Advanced Corporate Finance
- MBA 6381 - Project Management Overview
- MBA 6385 - Process Improvement Tools & Techniques
- MBA 6386 - Process Improvement Applications

Master of Security Management

The Master of Security Management (MSM) is an innovative asynchronous online program developed in collaboration with leaders in security management. The goal of the program is to provide students with the knowledge and skills necessary to address the continuously changing cybersecurity and global security environment.

The University of Houston-Downtown MSM degree better prepares managers to reduce the risk to organizations by identifying the threats, be they cyber threats or traditional criminal and terrorist threats. Course discussions include mitigating the risks of cybercriminals, cyber terrorists, extortion, multinational criminals, business continuity and leading teams of security experts. Students will be versed on identifying emerging threats, making risk assessments and implementing risk-based security plans to better protect organizations.

The MSM is a fully asynchronous online that is intended to match the busy schedules of working professionals. New applications are accepted in the fall, spring, and summer semesters.

Program Learning Outcomes

Graduates of the MSM-Security Management program will be able to:

LO#1: Integrate and apply cross-functional business and security knowledge to solve a problem; and apply critical reasoning from strategic and global learning perspectives in managing risk.

LO#2: Develop, implement and refine policies, plans *and programs* which include:

- Comprehensive identification of organizational security risk exposure;
- Cost-effective risk mitigation strategies;
- Recovery strategies; and
- Strategies for refinement and improvement based upon lessons learned during implementation.

LO#3: Analyze and use statistical data to inform decisions relating to operational security.

LO#4: Work in, or operate effectively within a cross functional group or team.

LO#5: Use effective oral communication to:

- Converse at an executive level with functional units within the organization about business and organizational security issues; and
- Convey critical information during a crisis situation to a variety of audiences.

Admission Overview

Admission is competitive and selective and is 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 security management.

Mandatory Admission Requirements

To be eligible for admission, an applicant will be required to present the following:

- A baccalaureate degree conferred by a regionally accredited institution.

- Official transcripts, submitted to the Graduate Office of Admissions, from all degree granting institutions.
- A completed ApplyTexas application (an on-line application found at www.applytexas.org).
- A letter describing the applicant's professional background and desire to seek this degree.
- A well-written, current resume that describes the candidate's academic and professional background.
- For graduates of universities in a country where English is not the native language: minimum IBT TOEFL scores of 80 or an IELTS score of 6.5 or higher.

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 be a well-written personal statement that reviews his or her educational and professional history and provides a compelling case for why he or she should be admitted to the MSM or Cyber Security program.
- The resume should be a well-written resume that shows the applicant's professional background.
- 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, strongly support the candidates' admission and discusses their professional and/or academic background (a combination of the two is preferred).

Admissions Process

Once an admissions file is complete it is forwarded from the Graduate Admissions Office to the Marilyn Davies College of Business Graduate Studies Office for consideration. The MSM Graduate Application Committee will review an applicant's file to determine if the applicant's academic and professional background is suitable for admission into the MSM. This review may include an interview either face to face or by phone. Upon completion of the review, applicants will be informed in writing via email as to the committee's decision stating whether or not they have been accepted. The letter gives the student instructions on attending an orientation for new students, contacting the advisor concerning the next step, and other important information.

Degree Requirements

The MSM requires completion of 36 hours (12, 3-semester hour courses) with a minimum G.P.A. of 3.0. Students must choose between two concentrations to complete their degree:

Enterprise Security is related to managing more traditional roles of corporate security.

Cyber Security is related to protecting and organization from the current global cyber-threats.

There are seven, three semester hour core classes that all students in the MSM must take:

Core classes of the MSM degree plan:

SM 6360 Enterprise Security Management

SM 6362 Risk Analysis and Abatement

SM 6364 Legal Issues for Security Executives

SM 6365 Cybercrime and Computer Forensics

MGT 6301 Leadership, Motivation and Communication for Security Executives

MGT 6302 Human Resource Management for Security Executives

MGT 6332 Managerial Decision Making for Security Executives

The concentrations are made of five, three semester hour courses.

Cybersecurity Concentration

SM 6366 Cybersecurity Program Design and Operations
SM 6368 Information Security-Focused on Data Security
SM 6369 Cyber Networked Security
SM 6374 Organizational Resiliency
SM 6375 Cyber Operations Capstone

Enterprise Security

SM 6361 Managing Corporate Investigations
SM 6367 Global Perspectives in Security Management
SM 6370 Current Issues in Security Management
SM 6371 Enterprise Security Capstone
SM 6376 Enterprise Security Solutions

Cybersecurity Certificate Program

Six of the MSM courses can be taken to receive a stand-alone graduate certificate in Cybersecurity. Students who complete the six classes with a 3.0 in the normal course of completing the MSM are eligible to apply for the certificate as well. Those courses are:

SM 6365 Cybercrime and Computer Forensics
SM 6366 Cybersecurity Program Design and Operations
SM 6368 Information Security-Focused on Data Security
SM 6369 Cyber Networked Security
SM 6374 Organizational Resiliency
SM 6375 Cyber Operations Capstone

Time to Competition

The program is intentionally scheduled to be completed over the course of two years by completing two courses during each semester. Students will be enrolled in two 8-week classes sequentially each fall and spring semester and two 6-week classes during the summer. In the event a student stops out for a semester, he or she is at risk of delaying completion of their degree. Courses are scheduled in advance for the next two years from the semester the student initially enters.

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