

Business Administration, M.B.A.

The Master of Business Administration (M.B.A.) is an included program in the University's accreditation by AACSB International.

The M.B.A. program develops the skills of management, the tools of problem-solving, the capacity for decision-making, and the knowledge about formal organizations and their economic environment. The program prepares graduates for leadership positions in a variety of managerial and organizational settings. Students may select from nine areas of emphasis:

- M.B.A. General
- M.B.A. with Accounting emphasis
- M.B.A. with Aviation Economics emphasis
- M.B.A. with Business Analytics emphasis
- M.B.A. with Entrepreneurship emphasis
- M.B.A. with Hospitality and Tourism Leadership emphasis
- M.B.A. with Human Resources Management emphasis
- M.B.A. with Information Security Management emphasis
- M.B.A. with Supply Chain Logistics Management emphasis

The program of study leading to the M.B.A. degree is a 33-36 semester hour program depending on the area of emphasis.

Admission to the M.B.A. program does not require an undergraduate business degree. However, foundation-level proficiency in the major functional areas of business is required to be successful in the program. For all areas of emphasis, these foundational proficiencies can be completed quickly through accelerated foundations.

Approximately one-third of students enter with no previous business course work.

For the Accounting area of emphasis, the equivalent of significant undergraduate course work in Accounting is required in addition to the foundational proficiencies. For the Supply Chain Logistics Management and Aviation Economics areas of emphasis, at least one undergraduate course related to supply chain logistics is required in addition to the foundational proficiencies. For the Human Resources Management area of emphasis, an undergraduate course in human resources management or the M.B.A. foundational proficiency course in human resources management is required.

The M.B.A. program of study is designed to provide both a general view of business and a specialized focus through development of a portfolio and selection of an area of emphasis. Before beginning core classes, students must choose an industry for their portfolio. The portfolio provides opportunity to focus in-depth research in an industry selected by the student. Four of the M.B.A. Core courses require projects that are included in the student's portfolio.

ECP 6705	Advanced Managerial Economics	3
FIN 6406	Financial Management	3
MAR 6815	Marketing Management	3
ISM 6137	Business Analytics	3

During the final semester of the M.B.A. program, students are required to submit their portfolios for review by the program director. An exit interview is also conducted and is a requirement for graduation. Students must have a 3.0 (B) or higher GPA to meet graduation requirements.

Admission Requirements

In addition to the University graduate admission requirements described in the [Admissions section](#) of the catalog, the department bases decisions for regular admission on a holistic review of credentials in which the following criteria are used to assess the potential success of each applicant:

- performance on the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE), including the Analytical Writing score*
- academic achievement as demonstrated by undergraduate institutional grade point average (GPA)
- accreditation of degree granting institution
- business course academic preparation
- graduate level motivation and writing abilities as noted in essay responses
- leadership experience and potential as noted in two letters of recommendation (required from applicants with less than 3.25 GPA from the bachelor's degree granting institution; letters of recommendation are optional for applicants with a 3.25 or higher GPA)
- a record of appropriate employment at increasing levels of responsibility via résumé
- other qualifications that illuminate future M.B.A. potential

Primary consideration will be given to the applicant's academic record and scores on the GMAT or GRE.

*** The graduate admission test will be waived for M.B.A. applicants that meet one of the following:**

- GPA of at least 3.25 or higher.
- GPA of at least 3.0 and at least three (3) years relevant work experience in an organization (for-profit or non-for-profit) that would normally require an undergraduate degree or experience at running an entrepreneurial business.
- GPA of at least 2.75 and at least (8) years of relevant work experience with increasing levels of responsibility.
- Passed all four parts of the CPA examination as documented by the National Association of State Board of Accountancy (NASBA).
- Applicants must have completed the Graduate Business Foundations Certificate (GBFC) or will complete the GBFC with an institutional GPA of 3.25 or higher before taking M.B.A. program courses. Students who earn a 3.24 or below, or do not complete the certificate must submit GMAT or GRE scores which meet the admission requirements in order to take M.B.A. program courses.

The credentials of applicants who do not meet minimums for these criteria are reviewed further to determine if other factors are sufficient to warrant admission. A student needing prerequisite foundation courses for the M.B.A. program may take them as a non-degree student. However, only students who have been fully admitted to candidacy in the M.B.A. program will be permitted to enroll in the required core courses of the M.B.A. degree.

Application and Advising

Inquiries should be addressed to the M.B.A. Office. The M.B.A. Office will assist in all matters of application, admission, degree planning, and graduation. All students planning to enter the M.B.A. program must meet with an advisor to develop a degree plan. Transcripts and results of the graduate admission test should be submitted to the Graduate School at the time of application. The program is administered by

the M.B.A. committee, which consists of the director and faculty members from the areas of accounting, finance, marketing, economics, management, and management information systems.

In addition to the University's general requirements, students seeking the M.B.A. degree must meet the following degree requirements.

Degree Requirements

Candidates admitted to the M.B.A. program are required to complete all courses with a "C" grade or better and maintain an overall graduate and M.B.A. GPA of 3.0 (B) or better. Core M.B.A. courses that are not compliant with UWF's time to degree policy must be reviewed to determine proficiency. Enrollment in M.B.A. courses is generally limited to M.B.A. candidates.

The University's six-year policy on 'Time to Degree: Master's' applies to completion of all M.B.A. coursework.

Transfer Credit Policy

Normally, the College of Business will not accept transfer credits as equivalent to UWF 5000/6000 level business-related courses from institutions not accredited by AACSB International.

Foundational Proficiencies

Admission to the M.B.A. program is gained by demonstrating proficiency in the major functional areas of business: accounting, business communications, business ethics, economics, finance, management, management information systems, marketing, and statistics.

For each of the eight areas of emphasis, candidates are expected to have completed the equivalent of the following UWF BSBA Core courses. Courses that are not compliant with UWF's time-to-degree policy must be reviewed to determine proficiency.

ACG 2021	Principles of Financial Accounting	3
ACG 2071	Principles of Managerial Accounting	3
FIN 3403	Managerial Finance	3
GEB 3213	Writing for Business: Theory and Practice	3
ECO 2013	Principles of Economics Macro	3
ECO 2023	Principles of Economics Micro	3
ISM 3011	e-Business Systems Fundamentals	3
MAC 2233	Calculus with Business Applications	3
MAN 3025	Management Fundamentals	3
MAR 3023	Marketing Fundamentals	3
STA 2023	Elements of Statistics	3
Total Hours		33

For those candidates who have no prior undergraduate core business course work or those who still need select prerequisites, the College offers **Accelerated M.B.A. Foundation Courses** that provide a way for candidates to quickly meet the foundational proficiencies needed to begin the M.B.A. Core Courses. The **Accelerated M.B.A. Foundation** option is a series of 1.5 credit hour, intensive modules that cover the essential foundational knowledge in each of the prerequisite business subjects. For more information about this option, please contact the M.B.A. Office.

Additional foundational proficiencies required for the areas of emphasis are located in the respective emphasis section.

M.B.A. Core Courses

The M.B.A. Core courses are required for all eight areas of emphasis.

GEB 5878	Business Process Integration	1.5
GEB 5930	Information Resources and Industry Analysis	1.5
QMB 6305	Quantitative Methods for Business	3
ACG 6309	Accounting for Decision Making	3
	or ACG 6308 Advanced Managerial Accounting	
For the Accounting emphasis, ACG 6308 Advanced Managerial Accounting replaces ACG 6309.		
MAN 6156	Management and Organizational Behavior	3
ECP 6705	Advanced Managerial Economics	3
FIN 6406	Financial Management	3
MAR 6815	Marketing Management	3
ISM 6137	Business Analytics	3
MAN 6721	Strategic Management and Policy Formulation	3
Total Hours		27

Area of Emphasis Courses

6-9 additional credit hours depending on Area of Emphasis selected.

Total Program Hours

33-36

MBA General Additional Required Courses

GEB 6895	Business and Public Policy	3
MAN 6511	Operations Management Problems	3
Total Hours		6

Accounting Area of Emphasis Required Courses

All Accounting Area of Emphasis courses are offered exclusively online.

ACG 6856	Advanced Auditing	3
ACG 6805	Seminar in Financial Accounting	3
TAX 5105	Corporate Income Tax *	3
	or BUL 5831 Commercial Law	

* Selection is based on advisor approval and course availability.

Total Hours		9
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For the Accounting emphasis, in addition to proficiency in the major functional areas of business, candidates are expected to have completed the equivalent of the following UWF courses. Courses that are not compliant with UWF's time-to-degree policy must be reviewed to determine proficiency.

ACG 3101	Intermediate Financial Accounting I	3
ACG 3111	Intermediate Financial Accounting II	3
ACG 3343	Cost Accounting	3
ACG 3401	Accounting Information Systems	3
ACG 4151	Accounting Theory	3
ACG 4201	Advanced Financial Accounting	3
ACG 4651	Auditing	3

BUL 3130	Legal Environment of Business	3
FIN 3403	Managerial Finance	3
TAX 4001	Tax Accounting	3

Aviation Economics Area of Emphasis Required Courses

All Aviation Economics Area of Emphasis courses are offered exclusively online.

TRA 5206	Logistics Systems and Analytics	3
ECP 6045	General Aviation Economics and Finance	3
ECP 6046	Commercial Aviation Economics and Finance	3

Total Hours		9
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For the Aviation Economics emphasis, in addition to proficiency in the major functional areas of business, candidates are expected to have completed the equivalent of one of the following UWF courses. Courses that are not compliant with UWF's time-to-degree policy must be reviewed to determine proficiency.

MAR 3202	Supply Chain Logistics Management	3
or TRA 3153	Strategic Transportation Management	
or MAN 3504	Operations Management	

Business Analytics Area of Emphasis Required Courses

All Business Analytics Area of Emphasis courses are offered exclusively online.

ISM 5404	Business Intelligence Applications	3
ISM 5208	Business Data Management	3
ISM 6136	Big Data Mining: A Managerial Perspective	3

Total Hours		9
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Entrepreneurship Area of Emphasis Required Courses

All Entrepreneurship Area of Emphasis courses are offered exclusively online.

GEB 5118	New Ventures	3
GEB 5116	Venture Development	3
MAN 5806C	Small Business Management Consulting	3

Total Hours		9
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Hospitality and Tourism Leadership Area of Emphasis Required Courses

The Hospitality and Tourism Leadership emphasis is only offered in the face-to-face delivery mode.

HMG 5466	Hospitality Financial Analysis & Revenue Optimization	3
HMG 5506	Service Experience Marketing for Hospitality Management	3
HMG 5296	Advanced Global Hospitality and Tourism Shared Economies	3

Total Hours		9
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Human Resources Management Area of Emphasis Required Courses

All Human Resources Management Area of Emphasis courses are offered exclusively online.

Students will complete three of the four listed courses below for a total of nine (9) semester hours. Selection is based on advisor approval and course availability.

Choose three out of four courses 9

MAN 5331	Compensation and Benefits	
MAN 5351	Recruitment and Selection	
MAN 5347	Performance Management	
MAN 6317	Strategic Issues in Human Resources Management	

Total Hours		9
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For the Human Resources Management emphasis, in addition to proficiency in the major functional areas of business, candidates are expected to have completed the equivalent of one of the following UWF courses. Courses that are not compliant with UWF's time-to-degree policy must be reviewed to determine proficiency.

MAN 3301	Human Resources Management	1.5-3
or GEB 5816	MBA Foundations: Principles of Human Resources Management	

Information Security Management Area of Emphasis Required Courses

All Information Security Management Area of Emphasis courses are offered exclusively online.

Students will complete three of the four listed courses below for a total of nine (9) semester hours. Selection is based on advisor approval and course availability. 9

ISM 5327	Legal, Ethical, and Human Aspects of Cybersecurity	
ISM 5328	Cybersecurity Risk Management	
ISM 5222	Business Data Communication	
ISM 6326	Information Systems Auditing and Control	

Supply Chain Logistics Management Area of Emphasis Required Courses

All Supply Chain Logistics Management Area of Emphasis courses are offered exclusively online.

TRA 5159	Seminar in Supply Chain Logistics Strategy	3
TRA 5206	Logistics Systems and Analytics	3
MAN 5619	Global Logistics Management	3

Total Hours		9
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For the Supply Chain Logistics Management emphasis, in addition to proficiency in the major functional areas of business, candidates are expected to have completed the equivalent of one of the following UWF courses. Courses that are not compliant with UWF's time-to-degree policy must be reviewed to determine proficiency.

MAR 3202	Supply Chain Logistics Management	3
or TRA 3153	Strategic Transportation Management	
or MAN 3504	Operations Management	

Certificates

For the College of Business graduate certificates:

- Candidates are required to complete all certificate courses with a grade of 'C' or better, and maintain an overall GPA of 3.0 or better.
- Normally, transfer courses cannot be used to satisfy requirements for completion of graduate certificates.
- The University's six-year policy on "Time to Degree: Master's" applies to completion of coursework for graduate certificates.

Business Analytics Certificate

This certificate program teaches students the role of analytics as a data-driven decision support toolbox for managers in various business environments. Students will be able to communicate to management the appropriate types of data mining to apply in a business scenario given the data set and organizational context. The importance of data integrity and data privacy will be emphasized.

ISM 5404	Business Intelligence Applications	3
ISM 5208	Business Data Management	3
ISM 6136	Big Data Mining: A Managerial Perspective	3
ISM 6137	Business Analytics	3
Total Hours		12

The Graduate Certificate in Business Analytics is available online.

The Graduate Certificate in Business Analytics is not available to students pursuing the MBA with the Business Analytics emphasis.

QMB 6305 Quantitative Methods for Business must be completed prior to starting the certificate.

Graduate Entrepreneurship Certificate

This certificate program engages participants in the processes necessary to convert business ideas into well-structured plans for new business ventures. Participants will develop and present new venture ideas, develop a comprehensive new venture business plan, and consult with small businesses to develop solutions to real business problems.

Prerequisites:

GEB 5871	MBA Foundations: Managerial Economics	1.5
GEB 5872	MBA Foundations: Financial Management I	1.5
GEB 5873	MBA Foundations: Financial Management II	1.5
GEB 5874	MBA Foundations: Financial Management III	1.5
GEB 5875	MBA Foundations: Management Skills and Applications	1.5
GEB 5876	MBA Foundations: Marketing Management	1.5
Total Hours		9

Core Certificate:

GEB 5118	New Ventures	3
GEB 5116	Venture Development	3
MAN 5806C	Small Business Management Consulting	3
Total Hours		9

The Graduate Certificate in Entrepreneurship is available online.

The Graduate Certificate in Entrepreneurship is not available to students pursuing the MBA with the Entrepreneurship emphasis.

Graduate Business Foundations Certificate

This certificate offers business foundation courses for participants interested in developing or renewing skills and knowledge in basic business foundations. The program primarily targets working professionals with non-business undergraduate degrees who desire formal business education to support existing or anticipated responsibilities in their career tracks. The certificate also provides the foundation for further graduate study in business and administration.

GEB 5870	MBA Foundations: e-Business Systems	1.5
GEB 5871	MBA Foundations: Managerial Economics	1.5
GEB 5872	MBA Foundations: Financial Management I	1.5
GEB 5873	MBA Foundations: Financial Management II	1.5
GEB 5874	MBA Foundations: Financial Management III	1.5
GEB 5875	MBA Foundations: Management Skills and Applications	1.5
GEB 5876	MBA Foundations: Marketing Management	1.5
GEB 5879	MBA Foundations: Business Analytics	1.5
Total Hours		12

The Graduate Business Foundations Certificate is available online and face-to-face.

Hospitality and Tourism Leadership

This certificate teaches students how to analyze key elements of a complex global hospitality and tourism problem/opportunity and present a defensible recommendation. Students will then create an effective written analysis report and oral presentation of their findings. The curriculum covers strategic leadership, financial analysis and a service marketing experience all within the context of the global hospitality industry.

HMG 5466	Hospitality Financial Analysis & Revenue Optimization	3
HMG 5506	Service Experience Marketing for Hospitality Management	3
HMG 5296	Advanced Global Hospitality and Tourism Shared Economies	3
Total Hours		9

Students pursuing the Graduate Certificate in Hospitality and Tourism Leadership must have completed a bachelor's degree in Hospitality, Tourism, or the equivalent.

The Graduate Certificate in Hospitality and Tourism Leadership is not available to students pursuing the MBA with Hospitality and Tourism Leadership emphasis.

Human Resources Management Certificate

This certificate develops the student's ability to describe the relationship of Human Resources Management and organizational strategy. Students will evaluate the bases of pay, including incentives and pay for performance systems. Ethical issues related to compensation and benefits will be discussed. Students will

demonstrate how to conduct an effective interview and design and develop a training program.

MAN 5331	Compensation and Benefits	3
MAN 5351	Recruitment and Selection	3
MAN 6317	Strategic Issues in Human Resources Management	3
MAN 5347	Performance Management	3
Total Hours		12

The Graduate Certificate in Human Resources Management is available online.

The Graduate Certificate in Human Resources Management is not available to students pursuing the MBA with Human Resources Management emphasis.

MAN 3301 Human Resources Management or GEB 5816 MBA Foundations: Principles of Human Resources Management must be completed prior to starting the certificate.

Information Security Management Certificate

This certificate teaches students to develop policies and procedures that ensure the safety of an organization's information assets without harming the productivity of the organization. Students will perform risk assessment to identify potential threats and design mitigation plans and identify the ethical dilemmas that occur in the context of cybersecurity. Conceptual and technical aspects of information security management solutions are discussed including the design, development and building of an Information Security Management solution.

ISM 5327	Legal, Ethical, and Human Aspects of Cybersecurity	3
ISM 5328	Cybersecurity Risk Management	3
ISM 5222	Business Data Communication	3
ISM 6326	Information Systems Auditing and Control	3
Total Hours		12

The Graduate Certificate in Information Security Management is available online.

The Graduate Certificate in Information Security Management is not available to students pursuing the MBA with the Information Security Management emphasis.

Supply Chain Logistics Management Graduate Certificate

This certificate exposes the student to the utilization of supply chain logistics management concepts to solve business management problems specific to domestic and global logistics and transportation operations. Students will use analytics to assist in identifying critical logistics issues and opportunities in creating and executing supply chain logistics strategies across global marketplaces.

Prerequisites

MAR 3202	Supply Chain Logistics Management	3
or TRA 3153	Strategic Transportation Management	
or MAN 3504	Operations Management	
Total Hours		3

Certificate Courses

MAN 5619	Global Logistics Management	3
TRA 5206	Logistics Systems and Analytics	3
TRA 5159	Seminar in Supply Chain Logistics Strategy	3
Total Hours		9

The Supply Chain Logistics Management graduate certificate is available online.

The Graduate Certificate in Supply Chain Logistics Management is not available to students pursuing the MBA with the Supply Chain Logistics Management emphasis.