

DEPAUL  
UNIVERSITY

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## **Course Catalog**

**Charles H Kellstadt Graduate School of Business**

**Winter/Spring 2011-2012**

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# General Information

Charles H. Kellstadt Graduate School of Business [General Information](#)

## Catalog Version

### **GRADUATE UPDATE: OCTOBER 15, 2011**

Please use the menu items to the left for current catalog navigation. Access archived catalogs by choosing the link to the right.

# The Mission of the College of Commerce

Charles H. Kellstadt Graduate School of Business □ The Mission of the College of Commerce

## **Mission Statement**

The mission of the College of Commerce is to promote learning, advance knowledge, and inform the business community. The College strives for an equal balance between teaching and pedagogical innovation on the one hand and research and scholarship on the other.

The graduates of our programs are prepared to work in a diverse and rapidly changing global environment. Our undergraduate programs leverage our Vincentian heritage, urban location, and diverse student body to provide professionals who can add immediate value to Chicago area employers. Kellstadt graduate programs provide a source of outstanding academic and practical education that develops leaders for immediate contributions to a wide variety of businesses and professions.

We recognize the merit of a broad range of research and scholarship, placing a high emphasis on discipline-based scholarship while also valuing both contributions to practice and research to improve student learning. We engage our alumni and other members of the business community to ensure the relevance of our programs and to foster career management, networking, and lifelong learning.

# Admission

## Application and Admission

Charles H. Kellstadt Graduate School of Business ▢ Admission ▢ Application and Admission

### **Application Procedures and Criteria**

Applicants must possess the equivalent of a bachelor's degree from a regionally accredited institution. A prospective graduate student is expected to present a superior overall previous academic record and an above average total GMAT score (or GRE score where appropriate) including high achievement on the verbal, quantitative, and on the analytical writing assessment. The examination must have been taken no earlier than five years prior to the date of admission to the program.

Other factors, such as work experience and career progression, are also important and will be considered by the Admissions Committee. All applicants are required to submit two professional letters of recommendation as well as a current resume.

All prospective students are welcome to arrange a meeting with an admissions counselor. Please phone the graduate school office for an informal appointment. Interviews are not required as part of the admissions process for the part-time M.B.A. program, but may be requested by the Admissions Committee. Interviews for the full-time M.B.A. and weekend M.B.A. programs are on an invitation-only basis. Once a completed application has been received, a preliminary review is completed and selected candidates are invited to interview.

Each applicant is considered on an individual basis. The full-time and weekend M.B.A. programs do have limited enrollments, but for the other graduate business programs there currently is no predetermined limit to the number of students who can be admitted. Thus, for these programs, all students who are judged eligible by the Admissions Committee will be invited to matriculate.

### **Graduate Management Admission Test (GMAT)**

To be considered for admission as a degree seeking student, an applicant will be required to submit a score from the Graduate Management Admission Test (GMAT). GMAT information including dates, a list of test centers, and applications for the exam may be obtained at [www.mba.com](http://www.mba.com) or by contacting Pearsonvue at 1-800-717-4628. The GMAT score report must come directly from Pearsonvue. A test taken more than five years prior to the date of application is not considered valid for admission purposes and would have to be retaken. An exception may be made for individuals who hold a doctoral or other terminal degree awarded by an appropriately accredited institution. An exception may also be made for fully certified CPA's applying to the Master of Science in Taxation program. Applicants to the Master of Science in Human Resources Management and the Master of Science in Economics and Policy Analysis may submit either a GMAT or GRE (Graduate Records Examinations) score. GRE information can be obtained at [www.ets.org/gre](http://www.ets.org/gre). As with the GMAT, GRE scores are valid for five years.

### **Application Fee**

A \$60.00 application fee is required. If paying by check or money order please send this to the graduate school office, payable to DePaul University, with the applicant name and date of birth written on the check. This fee is not refundable. According to current University policy, any check returned to the University as non-negotiable will subject the applicant to an additional fee.

### **Application Deadlines**

#### **For the day MBA program (Full-time):**

Admission to the Day M.B.A. program is competitive and is limited to the Autumn Quarter. There are three application rounds, with deadlines of February 1, April 1 and July 1. Application review begins in January, and you are encouraged to apply as early as possible. Decisions are mailed on an ongoing basis beginning in January, and applicants should expect to receive an admission decision approximately 4 weeks after their application becomes complete.

Applicants who wish to be considered for scholarships and graduate assistantships should apply during the

first two application rounds. These awards are generally not available to applicants who apply after April 1. Late applications submitted after the final July 1 deadline may be considered if space remains available in the incoming class.

**For the weekend MBA and MS in Economic Policy Analysis programs:**

Applications must be submitted by July 1<sup>st</sup>. Applications received after July 1<sup>st</sup> will be considered on a space available basis.

For all other graduate business programs:

Applications must be submitted by:

July 1<sup>st</sup> for the Autumn Quarter

October 1<sup>st</sup> for the Winter Quarter

February 1<sup>st</sup> for the Spring Quarter

April 1<sup>st</sup> for the Summer Quarter

Applicants educated outside the United States must submit their applications one month prior to the above deadlines.

**Transcripts**

Degree seeking applicants must present official transcripts from each junior college, college, and university attended (even if only for one course) including DePaul University, if applicable. Credits transferred and posted on the record of a second school do not constitute an official transcript of the original school. Transcripts that are already on file as part of a student record in another College Office at DePaul may be required to remain there and in that case cannot be transferred to the Graduate School of Business Office.

Applicants should write to the Registrar of each school attended, requesting that an official transcript be sent to the student. Once all of the transcripts have been received applicants should submit them to the graduate school office in their original envelopes with the applicant's name, date of birth and program of interest noted on the envelope. We will then add the transcripts to the applicant's admission file.

An applicant who is still taking courses or completing a program at the time he/she submits an application to the Graduate School of Business will not receive full admission until a final and official transcript listing the degree awarded has been submitted to the Admissions Committee. Please see **Conditional Admission and Non-degree Status** for more information regarding admission prior to posting of an undergraduate degree.

**Readmission**

A student previously admitted who has been absent from DePaul for one year or longer must complete the application form and submit a transcript of any courses taken elsewhere during his/her absence. A student must submit a written explanation of his/her absence from the program and an updated resume. A \$30 application fee is required.

If the original application has been destroyed (after an absence of two years), the student may be required to complete a new application in full.

**Special Instructions for International Applicants**

**Educational Credentials For International Students or Programs**

Applicants must submit transcripts from all colleges and universities attended, including those attended but from which no credit was earned. Exceptions may be permitted for study-abroad credit when that credit is clearly defined and displayed on the home institution transcript.

Applicants with non-U.S. educational credentials for Winter term 2012 and beyond are required to submit their official educational credentials (e.g., transcripts, mark sheets, degree certificates, graduation diplomas) and evaluation fee directly to one of the three evaluation companies below:

Educational Credential Evaluators, Inc.

Educational Perspectives?



These evaluators will then provide DePaul with a general evaluation of their studies and certified copies of their international educational credentials which will be used during admission review. Please direct any questions about required credentials to the evaluation company you have selected and not to the Kellstadt Graduate School of Business. DePaul will not accept evaluations from any other evaluation companies and will not accept any educational credentials without an evaluation from ECE, EP or One Earth.

### **English Proficiency**

Non-native English speakers who have not completed a bachelor's or master's degree in the United States should submit scores from a recognized English proficiency test. The Kellstadt Graduate School of Business accepts results from TOEFL, IELTS and the Pearson Test of English (PTE).

### **Payment of Application Fee**

International applicants must submit the non-refundable \$60 application fee using an International Postal Money Order or a draft on a U.S. bank. United Nations Educational, Scientific, and Cultural Organizations (UNESCO) coupons are not acceptable. Payment cannot be waived or deferred. Payment should be sent to the graduate school office. This fee is not refundable. According to current University policy, any check returned to the University as non-negotiable will subject the applicant to an additional fee.

### **Kellstadt Graduate School of Business Office**

Necessary supporting documents and application fees should be sent to the address below. Be sure the applicant's name, email address and program of interest are noted.

Kellstadt Graduate School of Business  
DePaul University  
1 East Jackson Blvd., Suite 7900  
Chicago, Illinois 60604-9983

Charles H. Kellstadt Graduate School of Business [▢ Admission](#) [▢ Application and Admission](#) [▢ Conditional Admission and Non-Degree Status](#)

### **Conditional Admission and Non-Degree Status**

#### **Non-degree Status**

Applicants who possess a master's degree or equivalent, or are currently enrolled and in good standing in an accredited graduate program, may apply for non-degree status and take a limited number of courses in the Kellstadt Graduate School of Business. To be admitted with non-degree seeking status students who are new to DePaul must submit a completed application form and official transcripts showing highest degree earned. An application fee is required.

Students who are currently enrolled in a graduate program at DePaul are required to receive permission from their program advisor to enroll in a course that is outside of their degree program.

#### **Conditional Admission**

Conditional admission may be offered to applicants in cases where the final transcript indicating completion of a bachelors degree, or equivalent, is all that remains to complete the admission file. In such cases a final transcript with a posted degree must be received before the student's first term of attendance.

## Transfer of Graduate Credit

A student entering the program with prior graduate-level coursework in business must submit a written request for acceptance of transfer credit. The number of courses actually transferable will be determined by the Charles H. Kellstadt Graduate School of Business. A maximum of six courses may be accepted as transfer credit. The actual number of transfer courses accepted will vary with each student in accordance with the residency requirement policy and the course waiver policy.

The written request for acceptance of transfer credit must contain a course description or syllabus. In addition, a bulletin, course catalog or statement of the schools academic regulations may sometimes be required before a final decision of transferability can be made. In such cases the Kellstadt Graduate School of Business will specifically request the additional material or information required for a decision.

Courses with grades less than C will not be considered for transfer to the Kellstadt Graduate School of Business. Ordinarily a course must carry at least four quarter hours of graduate credit to be acceptable for transfer. No more than two courses are acceptable for transfer in any one field without the written permission of the appropriate program director. Transfer credit is not calculated into the students cumulative grade point average. Transfer credit is subject to the same six-year limit for validity as courses taken in residence at DePaul.

[Charles H. Kellstadt Graduate School of Business](#) [▢ Admission](#) [▢ Application and Admission](#) [▢ Course Waiver and Substitution Policy \(M.B.A. Only\)](#)

## Course Waiver and Substitution Policy (M.B.A. Only)

MGT 500 and GSB 599 are required of all students and may not be waived or substituted. Business Foundation and Managerial Decision Area courses may be waived (excused without additional course work required) if the student has completed equivalent course work at the undergraduate level with a grade of C or better.

Substitution decisions (i.e., permission to take an advanced course in place of a required course) are made by the appropriate department chair or faculty program director and only in unusual circumstances. The interpretation and evaluation of the students previous course work for course waiver decisions is the prerogative of the Charles H. Kellstadt Graduate School of Business, which will make the final determination of the quality and pertinence of such work.

### Waiver of Business Foundation Courses

**ACC 500** May not be required if the student has completed at least two courses in Principles of Accounting at a four-year college or university.

**ECO 509** May not be required if the student has completed at least one course in Intermediate Macroeconomics at a four-year college or university.

**MGT 502** May not be required if the student has completed at least one course in Production or Operations Management at a four-year college or university accredited by AACSB-International.

### Waiver of Managerial Decision Area Courses

Managerial Decision Area courses are those with course number 555. Managerial Decision Area courses may be waived for students with a major in the relevant subject area, a minor in the relevant subject area or at the discretion of the appropriate department chair if extensive course work was completed in the relevant subject area but a major or minor was not posted or recognized on the undergraduate transcript. **FIN 555 will not be waived for students electing to pursue concentrations or advanced course work in finance.**

[Charles H. Kellstadt Graduate School of Business](#) [▢ Admission](#) [▢ Application and Admission](#) [▢ Course Expiration Rule For All Programs](#)

## Course Expiration Rule For All Programs

All degree requirements must be satisfied within six years commencing with the term of initial enrollment. A course taken more than six years prior to the last term of attendance before the degree date will not count for graduate credit but may be reinstated for graduate credit upon approval of the program director or the Kellstadt Graduate School of Business.

[Charles H. Kellstadt Graduate School of Business](#) [▫ Admission](#) [▫ Application and Admission](#) [▫ Readmission](#)

## **Readmission**

A student previously admitted and enrolled who has been absent from DePaul for more than one year must submit an application for readmission, a resume, a brief and informal letter to explain the absence and transcripts of any courses taken elsewhere during the absence. If the original application has been destroyed or is otherwise unavailable, the student will be required to resubmit all of the forms and documents needed to complete an original application. Students will be required to complete the degree requirements current at the time of readmission. An application fee is required for readmission.

## **Residency Requirements**

[Charles H. Kellstadt Graduate School of Business](#) [▫ Admission](#) [▫ Residency Requirements](#)

### **Residency Requirements For First Degrees or Concentrations**

Residency status in the Charles H. Kellstadt Graduate School of Business commences with admission to one of its programs with degree seeking status.

Students with external credit earned prior to admission to the Charles H. Kellstadt Graduate School of Business may transfer applicable coursework for satisfaction of degree requirements. The number of courses that may be accepted in transfer for the satisfaction of degree requirements varies by degree program. For students admitted to an MBA program, a minimum of nine courses, or 36 quarter hours, must be taken in residence in the Charles H. Kellstadt Graduate School of Business in order to qualify for the MBA degree. For students admitted to a specialized masters program a minimum of 50% of the program credit hours must be taken in residence in the Charles H. Kellstadt Graduate School of Business. Minimum residency requirements for specialized masters programs are set at the discretion of the faculty director of the program and may be higher than 50% in some programs.

To qualify for the minimum residency requirement for the MBA students must have a sufficient number of waived courses and appropriate non-duplicate transfer work such that only nine course requirements remain for completion. At least two, and as many as three, remaining courses must be in an area of concentration. The number of concentration courses needed to meet the residency requirement is dependent upon the concentration selected.

[Charles H. Kellstadt Graduate School of Business](#) [▫ Admission](#) [▫ Residency Requirements](#) [▫ Residency Requirements For Second Degrees or Concentrations](#)

### **Residency Requirements For Second Degrees or Concentrations**

Students who wish to pursue more than one concentration in the MBA, or a second graduate degree in business subsequent to the completion of any graduate degree, are subject to the residency requirement policy. In addition, not fewer than 50% of the requirements for a second degree must be

completed as new material not applied to any previous degree or concentration and more than 50% of the requirements of a second concentration must be completed as new material not applied to any previous degree or concentration. Students may not receive two MBA degrees.

# M.B.A. Programs and Concentrations

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations

## About the M.B.A.

The emphasis of the M.B.A. program is on decision making as the characteristic function of business administration. It is the purpose of the program to integrate the several functional areas of business and the contributions they make to the development of administrative competence.

The M.B.A. degree program is taught on three campuses in the Chicago region and is available in four formats: Full-time Day at Loop; Part-time Morning at Loop; Part-time Evening at the Loop, Naperville and O'Hare campuses; and the Weekend Cohort at the O'Hare Campus.

Day M.B.A. (Full-time Accelerated)

Evening M.B.A. (All Campuses)

Weekend M.B.A. at O'Hare Campus

Combined J.D./M.B.A.

Curriculum Requirements For All M.B.A. Programs

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Day M.B.A. (Full-time Accelerated)

## Day M.B.A. (Full-time Accelerated)

The Day M.B.A. Program fulfills the business worlds demand for M.B.A. graduates with the ability to understand and manage complex business processes. Students who choose this program option will take all of their foundation and core classes in a full-time, lock step format during the first four terms of the program. Upon completion of the prerequisite core courses, students may begin taking their concentration classes at their own pace. Students in the Day M.B.A. Program may choose to specialize in any of the generally available MBA concentrations offered by the Charles H. Kellstadt Graduate School of Business.

### AUTUMN QUARTER

**ACC 500** Financial Accounting

**GSB 420** Applied Quantitative Analysis

**MGT 500** Managing Effective and Ethical Organizational Behavior

**MIS 555** Management of Information Technology

### WINTER QUARTER

**ACC 555** Management Accounting for Decision Making

**ECO 555** Economics for Decision Making

**MKT 555** Decisions in Marketing Management

**MGT 502** Operations Management

### SPRING QUARTER

**ECO 509** Business Conditions Analysis

**FIN 555** Financial Management

**MGT 555** Strategic Management of Human Resources

**1<sup>ST</sup> ELECT** Concentration Requirement or other elective

### AUTUMN QUARTER

**GSB 599** Strategic Analysis for Competing Globally

**2<sup>ND</sup> ELECT** Concentration Requirement or other elective

**3<sup>RD</sup> ELECT** Concentration Requirement or other elective

**4<sup>TH</sup> ELECT** Concentration Requirement or other elective

## **WINTER QUARTER**

**5<sup>TH</sup> ELECT** Concentration Requirement or other elective

**6<sup>TH</sup> ELECT** Concentration Requirement or other elective

**Students may elect to attend on a part-time basis in the second year.**

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Evening M.B.A. (All Campuses)

### **Evening M.B.A. (All Campuses)**

All of the core course requirements for the M.B.A. are offered at the Loop and the Naperville and O'Hare suburban campuses. Required core courses are offered every quarter at the Loop campus but variably at the suburban campuses. All requirements are offered at least once each year at each of these locations.

Three full concentrations are available at each of the suburban campuses. These are Finance, Marketing Management and General Business. Electives applicable to other concentrations will be offered variably at the suburban locations but it may be necessary to travel to Loop campus to complete concentrations other than these three.

The core requirements for the M.B.A. are as follows:

#### **QUANTITATIVE METHODS**

**GSB 420** Applied Quantitative Analysis

#### **BUSINESS FOUNDATION COURSES**

**ACC 500** Financial Accounting

**ECO 509** Business Conditions Analysis

**MGT 500** Managing Effective and Ethical Organizational Behavior

**MGT 502** Operations Management

#### **MANAGERIAL DECISION AREAS**

**ACC 555** Management Accounting for Decision Making

**ECO 555** Economics for Decision Making

**FIN 555** Financial Management

**MGT 555** Strategic Management of Human Resources

**MIS 555** Management of Information Technology

**MKT 555** Decisions in Marketing Management

#### **CAPSTONE**

**GSB 599** Strategic Analysis for Competing Globally

In addition to the core requirements, student must also complete the following requirements for the degree:

#### **CONCENTRATION COURSES**

Students must choose at least one area of concentration. Concentrations are between three and four courses in length depending upon the subject area.

#### **ELECTIVE COURSES**

Students must complete electives in addition to the area of concentration such that the combination of the concentration courses and the elective courses taken together is not fewer than six total courses. Students who have completed the M.B.A. Primer at DePaul University or who have completed the Baldrige National Quality Program training and site visit experience through the National Institute of Standards and Technology, U.S. Department of Commerce may be excused from one elective course but will receive no academic credit.

## **Weekend M.B.A. at O'Hare Campus**

The Weekend M.B.A. Program is a rigorous yet rewarding program designed for the self-directed manager with an interest in using technology to supplement traditional M.B.A. course work. The curriculum provides knowledge in each of the major business functions along with specialized courses in Management and Finance such that students may earn concentrations in Finance and/or Operations Management as part of the weekend program. Upon completion of the required core sequence of courses, students are able to select concentration courses from among the more than 35 concentrations available to part-time M.B.A. students. Please note that only the Finance and Operations Management concentrations are available in the weekend format.

Each course is taught as a blend of traditional lecture and distance learning formats. **Classes meet on alternate Saturdays at the O'Hare Campus**. Students will work via distance learning in the weeks between class meetings. Admitted students will proceed through the program as a cohort group. Admission to the program is for fall quarter only.

The following is a sample course schedule that includes all of the required courses for the degree. These courses are not necessarily displayed in the order that they will be taken since schedules are determined by faculty availability and how selected electives best fit in the program.

### **SAMPLE COURSE SCHEDULE**

#### **AUTUMN QUARTER**

**ACC 500** Financial Accounting

**GSB 420** Applied Quantitative Analysis

#### **DECEMBER QUARTER**

**MGT 502** Operations Management

#### **WINTER QUARTER**

**MGT 500** Managing Effective and Ethical Organizational Behavior

**MIS 555** Management of Information Technology

#### **SPRING QUARTER**

**ACC 555** Management Accounting for Decision Making

**ECO 555** Economics for Decision Making

#### **SUMMER QUARTER**

**ECO 509** Business Conditions Analysis

**MGT 555** Strategic Management of Human Resources

#### **AUTUMN QUARTER**

**FIN 555** Financial Management

**MKT 555** Decisions in Marketing Management

#### **DECEMBER QUARTER (End Required Core)**

**GSB 599** Strategic Analysis for Competing Globally

#### **WINTER QUARTER (Begin Concentration and Electives)**

**FIN 523** Investment Analysis

**MGT 508** Quality Management Systems

#### **SPRING QUARTER**

**FIN 562** Risk Management

**MGT 501** Strategic Supply Chain Management

#### **SUMMER QUARTER**

**FIN 524** Financial Statement and Security Analysis

**MGT 598** Project Management

## Combined J.D./M.B.A.

DePaul University offers to qualified students the option of combining the Juris Doctor program in the College of Law with the Master of Business Administration evening program. This J.D./M.B.A. combined program will award two degrees completed simultaneously. However, there is no direct admission into this program. Rather, students must first apply separately for admission to the DePaul University College of Law J.D. program and to the Kellstadt Graduate School of Business M.B.A. evening program. Students must be accepted by both schools and then upon completion of one year of legal studies with a high level of academic achievement (prior to beginning their business studies) they may petition for acceptance into the combined program. Prior acceptance into the College of Law and the Kellstadt Graduate School of Business does not guarantee acceptance into the combined program. Information on admission to the College of Law may be obtained by writing to the College of Law, 25 E. Jackson Blvd., Chicago, IL 60604-2287, or by telephone, (312) 362-6831.

## Curriculum Requirements For All M.B.A. Programs

All Candidates for the Master of Business Administration degree must satisfy the following degree requirements.

1. Satisfactory completion of a minimum of 48 quarter hours applicable to the degree. Additional prerequisite courses may be required to prepare students for certain programs or course selections. Such prerequisites are not counted toward the minimum number of required courses.
2. Satisfactory completion of the applied quantitative analysis requirement; business foundation requirement; managerial decision requirement and the capstone course requirement. This may be accomplished with course work in the Kellstadt Graduate School of Business or with previous academic course work, except in the case of the MGT 500 and capstone courses.
3. Satisfactory completion of at least one concentration in accordance with the requirements of the selected concentration. **Students will receive credit for a concentration course in which they receive a C or better. Any grade lower than C in a concentration course does not count as credit toward the degree and the student must repeat the course or an approved substitute to receive credit.** In addition, students must receive a C or better in all courses within the same subject or discipline of any declared concentration(s).
4. All courses for credit toward the degree must be completed within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

## Concentration Requirements

### Concentration Requirements

Students must select at least one concentration or area of study. Students who do not wish to pursue a specific area of study may select general business for their concentration. All students must complete a sufficient number of concentration courses and electives such that the



combination of the concentration courses and the elective courses taken together is not fewer than six total courses. Concentration and elective courses may not be waived. Required courses in the quantitative methods, business foundation and managerial decision areas may not be used for elective credit.

Applied Economics

Banking

Behavioral Finance

Brand Management

Business Strategy and Decision-Making

E-Business

Economic Policy Analysis

Entrepreneurship

Finance

Financial Analysis

Financial Management and Control

General Business

Health Sector Management

Hospitality Leadership

Human Resources Management

Integrated Marketing Communications

International Business

Investment Management

IT Service Management

Leadership and Change Management

Management Accounting

Management Information Systems

Marketing Management

Marketing Research and Analysis

Marketing Strategy and Planning

New Product Management

Non-Profit Hospitality

Operations Management

Organizational Diversity

Real Estate Finance and Investment

Revenue Management

Sales Leadership

Sports Management

Strategic Global Marketing

Strategy, Execution, and Valuation

Sustainable Management

## Applied Economics

This concentration is designed to train the student to be an astute observer of business and the economy. Through objective analysis, the student can help the firm adapt to the ever-changing economic environment. Business economists commonly prepare and interpret forecasts for firms. These activities involve decisions regarding optimal pricing, sales and advertising, marketing policies, purchasing, industrial relations, and investment and portfolio decisions. Further, the business economist often relates the domestic and global economic outlooks to the firms business and its markets, as well as advanced applications for bridging strategic analysis to financial forecasts and valuation.

Most medium and large firms hire business economists in areas such as manufacturing, communications, banking, insurance, retailing, finance and investment, transportation, utilities and consulting. In addition, positions in various departments of federal, state and local governments are available. Job mobility can be high with business economists moving among business firms, government, nonprofits and possibly academic institutions.

To complete this concentration, students are required to take three graduate-level Economics courses. ECO 501, ECO 509 and ECO 555 are not approved for use as MBA concentration electives (a sample list of acceptable electives is given below). It is highly recommended that Econometrics Methods for Business Analysis (ECO 510) be one of the three, and students are encouraged to consult with Economics faculty for course recommendations.

- Advanced Microeconomics (ECO 505)
- Advanced Macroeconomics (ECO 506)
- Econometric Methods for Business Analysis (ECO 510)
- Business and Economic Forecasting (ECO 511)
- Applied Time Series and Forecasting (ECO 512)
- Industrial Organization (ECO 514)
- Business and Public Policy (ECO 515)
- Economics of the Public Sector I (ECO 516)
- Labor Economics and Labor Relations (ECO 518)
- History of Economic Thought (ECO 530)
- Regional and Urban Economics (ECO 550)
- International Trade Theory and Policy (ECO 557)
- International Macroeconomics (ECO 558)
- Economics of Developing Countries (ECO 561)
- Advanced Economic Methods (ECO 576)
- Special Topics (ECO 798)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites.*

## Banking

The required courses in the Banking concentration are designed to study money, capital markets, and banking as a means to understanding how financial markets determine interest rates and why different assets earn different rates of returns. The economic functions of financial services firms, the role and function of central banks in the economy and how the actions of central banks interacting with asset markets affect the macro economy will be studied.

The present structure of banking will be studied with particular emphasis on the relationship between commercial banking practices and economic stabilization goals. Issues in financial engineering, bank asset/liability management, capital adequacy, new dimensions in banking, and the current regulatory structure governing the operations of banking organizations are also included.

Students complete the Banking concentration by taking the following three courses:

- COMMERCIAL BANKING (FIN 512)

- MONEY AND CAPITAL MARKETS (FIN 513)

Plus one course from the following:

- FINANCIAL STATEMENT ANALYSIS (FIN 524)
- INTERNATIONAL FINANCE (FIN 557)
- RISK MANAGEMENT (FIN 562)
- SPECIAL TOPIC: CREDIT RISK MANAGEMENT (FIN 798)
- SPECIAL TOPIC: INVESTMENT BANKING (FIN 798)
- SPECIAL TOPIC: ALTERNATIVE INVESTMENT (FIN 798)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Behavioral Finance

## Behavioral Finance

The field of Behavioral Finance is one of the fastest growing areas in finance. This growth is fueled by a desire on the part of investment professionals for a better understanding of the dynamics of asset selection and performance measurement. Because of this interest, financial services firms have increased their demand for graduates who have had exposure to the field. The field represents perhaps the most important new research streams in Finance in the last 10 years.

To complete the Behavioral Finance concentration, students must complete three courses:

- THE PSYCHOLOGY OF FINANCIAL DECISION-MAKING (FIN 581)
- THE PSYCHOLOGY OF FINANCIAL MARKETS (FIN 582)
- BEHAVIORAL ASPECTS OF CORPORATE FINANCE (FIN 583)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Brand Management

## Brand Management

The concentration in Brand Management is designed to help students learn to manage brands and brand-related assets. After completing the concentration, students will be able to:

- :: Manage existing brands
- :: Plan, develop, launch, and manage new brands
- :: Assess brand equity
- :: Understand the current branding environment
- :: Use analytic, creative and organizational skills
- :: Understand advertising and promotion management

This concentration is targeted toward the following types of professionals:

- :: Marketing professionals interested in acquiring expertise in brand management
- :: Advertising professionals interested in learning about brands and brand management
- :: Brand Managers, Assistant Brand Managers, and Brand Associates

Students complete the Brand Management concentration by taking the following four courses:

- :: BRAND MANAGEMENT (MKT 541)
- :: BRAND CULTURE (MKT 542)
- :: CONSUMER BEHAVIOR (MKT 545)

Students are encouraged to consult with department faculty for related elective courses.

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

## **Business Strategy and Decision-Making**

This three course concentration is ideal for those seeking to understand and predict the success and failure of their own business as well as their competitors businesses, for those seeking to improve the performance of their business, and for individuals interested in the effect of government policy on corporate decision-making.

### **Curriculum**

Three courses are required for the degree. Two courses are required and one course is an elective in the concentration.

### **Required Courses**

**ECO 526** Business Strategy:

This class deals with firms business plans and policies and how they change in response to various incentives and stimuli. We will discuss frameworks used to analyze and formulate business strategies. We will introduce tools and techniques for diagnosing a firms competitive position, identifying managerial and organizational issues, evaluating plans of action, and anticipating the consequences of alternative decisions.

**ECO 525** Strategic Decision-Making and Game Theory

The goal of this course is to introduce students to the game-theoretic way of thinking and show its usefulness in understanding various problems arising in business, economics, as well as many other disciplines and everyday life. A variety of applications will be presented, discussed, and illustrated using experiments. These applications will be mainly in the fields of business and economics, but will often span to other areas like law, politics, biology, and ethics.

### **Elective Courses: Chose ONE of the following:**

**ECO 798** Economics of Innovation

The modern economy is characterized by rapid innovation, increased product formation, and increased rates of knowledge diffusion. This course provides students with the tools for understanding and analyzing innovation and knowledge diffusion. Students will understand the legal and market incentives and barriers that drive firms innovations. The strategic role that innovation plays in firm success and competitive position will also be analyzed.

**ECO 527** Business Regulation and Antitrust

This course examines the rationale for and efficiency of government regulation of business in the United States. Various forms of government regulation are evaluated to determine their effectiveness in promoting market efficiency. We will emphasize the importance of market structure and industrial performance, including the strategic interaction of firms. We will examine the behavior of individual markets in some detail, focusing on cost analysis, the determinants of market demand, investment behavior, market power, and the implications of government regulatory behavior .

**ECO 515** Microeconomics of Market Organization

Imperfectly competitive markets are more common than perfectly competitive markets. This course is about the effects of imperfectly competitive market structure on the organization, pricing, product, choice, and entry of firms. We will study the acquisition and use of market power, strategic competition across firms, private sector sources of market failure, and the role of government competition policy. Factor markets will also be discussed.

## **E-Business**

The E-business concentration provides the skills and abilities needed to identify and document E-Business requirements, and to manage the process of fulfilling the need defined by these requirements. This concentration is designed for business professionals who participate in or manage the e-business process for firms.

Graduates of this concentration will be literate in the design, social and political implications, and engineering of e-business projects.

To complete the E-Business concentration, students must take the following two required courses:

- ELECTRONIC BUSINESS (IS 455)
- E-BUSINESS STRATEGIES (ECT 589)

Additionally, students must choose an elective from among the following courses:

- CHANGE MANAGEMENT (MGT 535)
- MANAGEMENT OF INNOVATION & TECHNOLOGICAL CHANGE (MGT 590)
- INTERNET MARKETING (MKT 595)
- VOICE/DATA NETWORK FUNDAMENTALS (TDC 425)
- FUNDAMENTALS OF IT PROJECT MANAGEMENT (PM 430)
- SPECIAL TOPICS: BUSINESS ARCHITECTING (MGT 798)
- KNOWLEDGE MANAGEMENT SYSTEMS (IS 456)
- ENTERPRISE SYSTEMS (IS 560)
- ENTERPRISE SYSTEM IMPLEMENTATION (IS 570)
- USABILITY ENGINEERING (HCI 440)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites.*

## **Economic Policy Analysis**

Students with this concentration will develop solid writing and analytical skills. The hallmark of this concentration is the opportunity to participate in a Congressional Research Fellowship during which students will work full time on Capitol Hill. This will immerse students in policy making, analysis and research. Students will also have a unique opportunity to develop an extensive network with current and former staffers on Capitol Hill.

Most medium and large firms hire business economists in areas such as manufacturing, communications, banking, insurance, retailing, finance and investment, transportation, utilities, and consulting. In addition, positions in various departments of federal, state, and local governments are available; job mobility can be high with business economists moving among business firms, government, nonprofits, and possibly academic institutions

To complete this concentration, students are required to take four graduate-level courses. To be eligible for the Congressional Research Fellowship courses students must earn a grade of B or higher in ECO 555 (or ECO 505) and ECO 509 (or ECO 506) and WRD 586. In addition, students must have instructor consent.

### **Required Courses:**

Both of the following courses must be completed:

- WRITING FOR PUBLIC POLICY (WRD 586)
- RESEARCH METHODS FOR ECONOMIC POLICY ANALYSIS I (ECO 507)

**Elective Courses:** Choose two from the following list:

- CONGRESSIONAL RESEARCH FELLOWSHIP I (ECO 798)
- CONGRESSIONAL RESEARCH FELLOWSHIP II (ECO 798)
- (The Congressional Research Fellowship is a two-course package.
- The courses will be taken concurrently for a total of 8 credit hours)
- APPLIED TIME SERIES FORECASTING (ECO 512)
- INDUSTRIAL ORGANIZATION (ECO 514)
- BUSINESS AND PUBLIC POLICY (ECO 515)
- ECONOMICS OF THE PUBLIC SECTOR (ECO 516)
- LABOR ECONOMICS AND LABOR RELATIONS (ECO 518)
- REGIONAL AND URBAN ECONOMICS (ECO 550)
- INTERNATIONAL TRADE (ECO 557)
- INTERNATIONAL MACROECONOMICS (ECO 558)
- ECONOMICS OF DEVELOPING COUNTRIES (ECO 561)
- ADVANCED ECONOMIC METHODS (ECO 576)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Entrepreneurship

## Entrepreneurship

DePaul's Entrepreneurship program is an internationally recognized, award-winning program. The program is designed for individuals who are preparing to start their own businesses, or who are managing innovative processes in established firms.

The Entrepreneurship concentration will provide you with the skills and abilities needed to:

- :: Think creatively and generate new business ideas
- :: Develop your business idea through market analysis
- :: Write a business plan
- :: Assess your entrepreneurial leadership skills
- :: Implement successful growth strategies
- :: Build an entrepreneurial spirit within established firms
- :: Consult for area businesses
- :: Interact directly with entrepreneurs and innovators

The Entrepreneurship concentration is based on life-cycle issues of changing firms (pre-venture, start-up, growth and maturity), spin-offs, and team and leadership issues. All courses are based on real "life & live" case studies. The curriculum provides interrelated courses and learning experiences that focus on how to deal with complex and ill-defined management issues across functional business areas.

To complete the concentration, students must take:

- :: ENTREPRENEURSHIP AND NEW VENTURE MANAGEMENT (MGT 570)

Students must also take any two of the following:

- :: MANAGEMENT FOR FAST GROWING FIRMS (MGT 521)
- :: FINANCING NEW VENTURES (MGT/FIN 571)
- :: CORPORATE VENTURES AND MANAGEMENT (MGT 572)
- :: CREATIVITY IN BUSINESS (MGT 573)
- :: MANAGEMENT OF INNOVATION AND TECHNOLOGICAL CHANGE (MGT 590)
- :: SPECIAL TOPICS (MGT 798- when the topic pertains to Entrepreneurship)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

## Finance

The Finance concentration is designed to broaden the students understanding of the issues that are inherent in the finance decision-making process, focusing on the impact of such decisions for both the public and private sectors of the economy.

This concentration requires completion of any three graduate-level Finance courses. Real Estate 530 may be taken as one of the elective courses to satisfy the three course requirement. Students may design a specialization such as Corporate Finance, Investments, Derivatives, or Banking, or they may take a broad array of courses. Those students interested in specializing in a particular aspect of Finance, can use the following to guide their course selection decisions.

### Banking Courses

- ADVANCED MONETARY THEORY AND POLICY (FIN 510)
- COMMERCIAL BANKING (FIN 512)
- MONEY AND CAPITAL MARKETS (FIN 513)
- RISK MANAGEMENT (FIN 562)

### Corporate Finance Courses

- PROBLEMS IN CORPORATE FINANCIAL POLICY (FIN 551)
- ADVANCED CORPORATE FINANCE (FIN 553)
- INTERNATIONAL FINANCE (FIN 557)
- MERGERS AND ACQUISITIONS (FIN 558)
- RISK MANAGEMENT (FIN 562)

### Investments Courses

- INVESTMENT ANALYSIS (FIN 523)
- FINANCIAL STATEMENT ANALYSIS (FIN 524)
- PORTFOLIO MANAGEMENT (FIN 525)
- ADVANCED TOPICS IN INVESTMENTS (FIN 526)

### Risk Management Courses

- RISK MANAGEMENT (FIN 562)
- INTERNATIONAL FINANCE (FIN 557)
- DERIVATIVES VALUATION (FIN 662)
- QUANTITATIVE METHODS IN FINANCE (FIN 617)
- CASES IN INVESTMENTS AND FINANCIAL ENGINEERING (FIN (675)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

## Financial Analysis

The concentration in Financial Analysis is designed for students who plan to sit for the Chartered Financial Analyst (CFA) exams. The CFA designation has become increasingly important and necessary for investment analysts, advisors and portfolio managers.

To complete the Financial Analysis Concentration, students must take the following four courses.

- INVESTMENT ANALYSIS (FIN 523)
- FINANCIAL STATEMENT ANALYSIS (FIN 524)
- PORTFOLIO MANAGEMENT (FIN 525)
- ADVANCED TOPICS IN INVESTMENTS (FIN 526)

Students are encouraged to consult with department faculty for related elective courses.  
 See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

## Financial Management and Control

The strategic importance of financial accounting and management accounting information is increasingly recognized in a fast-paced and globally-competitive business environment. The information is used extensively as key decision-making criteria in leading organizations.

This concentration focuses on and integrates new concepts and techniques in management accounting and finance. Further, it provides background for the Certified Management Accountant (CMA) exam or the Certified in Financial Management (CFM) exam, leading to these increasingly prestigious designations.

The Financial Management and Control concentration encompasses elements of The New Finance, which is based upon the strategic use of accounting and financial information. The program includes theory and concepts, advanced technical knowledge and skills, and familiarization with the tools and methodologies of contemporary management accounting:

- Activity Based Management
- Strategic Performance Measurement

To complete this concentration, students must take the following three courses.

- ADVANCED MANAGEMENT ACCOUNTING (ACC 502)
- INVESTMENT ANALYSIS (FIN 523)
- GRADUATE SEMINAR IN MANAGEMENT ACCOUNTING (ACC 599)  
**or** STRATEGY EXECUTION (SEV 621)

Additionally, students must select one of the following two courses.

- FINANCIAL STATEMENT ANALYSIS (FIN 524)
- PROBLEMS IN CORPORATE FINANCIAL POLICY (FIN 551)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

## General Business

In addition to the required core courses, students have six electives they can use to take courses in a specific area of interest. These electives are typically used by students to select one or more concentrations in the area(s) that offer the knowledge, skills, and abilities that best fit the students educational needs and interests.

While many students choose to have a specific area of concentration, those who would like more flexibility in selecting courses may choose the general business concentration instead. With this option, the student is free to choose six courses from several different areas of study within the graduate school of business.

If a student does not indicate a specific concentration of interest in the application for admission the student will be assigned to the general business concentration.



## Health Sector Management

The Health Sector Management concentration is designed for health services professionals and others who seek careers in health services

The Health Sector Management curriculum allows you to integrate knowledge from a number of disciplines as you may choose from among courses in the areas of Management, Public Services, and Law. To complete the concentration, students are required to take three courses including MGT 559 and two electives chosen from two separate course groups as specified below.

Required:

- Health Sector Management (MGT 559)

Choose one of :

- SPECIAL TOPIC: HEALTH ECONOMICS (ECO 798)
- FINANCING AND COSTING IN HEALTH CARE (MPS 531)
- FISCAL MANAGEMENT IN HEALTH CARE (NSG 425)

Choose one of :

- QUALITY MANAGEMENT SYSTEMS (MGT 508)
- RECRUITMENT AND SELECTION (MGT 523)
- MANAGING SERVICE OPERATIONS (MGT 545)
- ISSUES IN HEALTH CARE (MPS 535)
- HEALTH CARE DELIVERY SYSTEMS (MPS 537)
- INTRODUCTION TO HEALTH LAW (MPS 562)
- HEALTH POLICY (NSG 430) (2 Credit Hours)
- ORGANIZATION AND FINANCIAL MANAGEMENT (NSG 452)
- CASE MANAGEMENT & MANAGED CARE ENVIRONMENT (NSG 520)
- SPECIAL TOPIC- WHEN THE TOPIC PERTAINS TO HEALTH CARE (MGT 798)
  - HEALTH CARE MANAGEMENT
  - HEALTHCARE AND PHARMACEUTICAL MANAGEMENT
  - MANAGEMENT OF HEALTH INSURANCE & BENEFITS
  - MANAGEMENT OF HUMANITARIAN SUPPLY CHAINS
  - INNOVATIONS IN HEALTHCARE ENTREPRENEURSHIP

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses*

## Hospitality Leadership

The importance of hospitality is undeniable to many at local, regional and international levels. It is the *business* of travel and tourism. The industry has distinguished itself as the art and science of serving and pleasing. Hospitality is rooted in social engagement and cultural sensitivity, and is in alignment with management and leadership theory. Being an effective leader is one of the fundamental responsibilities of almost all hospitality executives as it plays a critical role in managing organizational success.

The hospitality leadership concentration area focuses on advanced hospitality leadership practices within the various industry segments. Leadership of hospitality service operations will be studied in the context of realms of experience and quest quality assurance. In this concentration, highly developed principles of the

guest experience will be examined along with the critical role employee development and service delivery plays within the hospitality industry.

### **Overview of Included Courses (3 courses are required for completion)**

Two Required Courses:

- HSP 503 Advanced Hospitality Leadership and Performance
- HSP 504 Managing the Guest/Employee Experience

Plus One Elective (select from list):

- MGT 508 Quality Management Systems
- MGT 552 Managing Cultural Differences for Global Success
- MGT 590 Management of Innovation & Technological Change
- HSP 793 Practicum in Applied Hospitality Leadership

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Human Resources Management

## **Human Resources Management**

The Human Resource Management Concentration fully prepares individuals to assume HR responsibilities in a variety of organizational settings. HR professionals add Value to their organizations when they understand how the business operates and adapt HR activities to changing business conditions.

The HR concentration is designed to help HR professionals contribute to organizational goals, employee performance, and employee satisfaction via the understanding and application of:

- Legal and ethical principles that are related to human resource activities
- Fair and accurate staffing procedures to attract, hire and fire employees
- Efficient and equitable pay and benefits that attract, retain and motivate employees
- Training and development programs for personal & organizational growth
- Employee relations skills for teamwork, empowerment and conflict resolution

To complete the concentration, students must take three courses. These must include at least two of the following three courses.

- RECRUITMENT AND SELECTION (MGT 523)
- TRAINING AND CAREER DEVELOPMENT (MGT 525)
- COMPENSATION (MGT 526)

Students who do not choose their third course in the concentration from the above list may choose one course from among the following approved electives:

- LIFE AND CAREER PLANNING (MGT 529)
- NEGOTIATION SKILLS (MGT 563)
- EMPLOYMENT LAW (MGT 565)
- SPECIAL TOPICS IN HUMAN RESOURCES (MGT 798)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Integrated Marketing Communications

## Integrated Marketing Communications

Firms are increasingly interested in coordinating their promotional efforts to maximize their effectiveness. The Integrated Marketing Communications concentration helps students acquire the skills and abilities needed to plan and execute marketing communications campaigns.

This concentration would be of interest to:

- :: Advertising account executives
- :: Media sales professionals
- :: Advertising Coordinators and Directors
- :: Public Relations specialists
- :: Non-profit development officers

The Integrated Marketing Communications concentration offers a package of benefits unique to DePaul:

- :: Business school rigor
- :: Communications courses supported by outside professional organizations like CADM and BMA
- :: Internship opportunities at Chicago area agencies and media

To complete the Integrated Marketing Communications concentration, students must take the following three courses:

- :: ADVERTISING AND SALES PROMOTION (MKT 575)
- :: SALES STRATEGY AND TECHNOLOGY (MKT 578)
- :: INTERNET AND INTERACTIVE MARKETING (MKT 595)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ International Business

## International Business

The concentration in International Business has a course requirement; a functional emphasis requirement; and a language requirement.

The functional emphasis ensures that graduates of the program have functional as well as international expertise. The emphasis can consist of coursework in Accounting, Economics, Finance, Management, Marketing, or International Trade Policy.

Students concentrating in International Business must demonstrate competency in at least one modern language other than English. That competence can be demonstrated by proper coursework or the successful completion of a language exam. One year of college level language study is considered appropriate coursework for purposes of satisfying this requirement.

An MBA candidate with a concentration in International Business should have some international exposure outside of the classroom. The work commitments of many of our students, however, preclude extended overseas activities. As a result, the college has developed a series of international business seminars which provide students with international exposure in a time frame suitable for working adults. These programs provide an excellent opportunity to expand the graduate business curriculum and increase exposure to other cultures. The seminars are typically one to three weeks in length and scheduled to coincide with breaks between quarters.

Three concentration courses are required as follows:

- 1) One course which relates to the functional discipline (Accounting, Economics, Finance, Management, Marketing, or International Trade and Policy) which the candidate has chosen to emphasize this course would normally be chosen from Accounting, Auditing, and Taxation Issues in International Business (IB 515); International Trade (IB 520); International Macroeconomics (IB 521); International Finance (IB 530); International Management (IB 540); and International Marketing (IB 550).
- 2) One course in International Business outside the particular functional discipline chosen by the candidate.
- 3) Two courses in the discipline which the candidate has chosen to emphasize which need not come from the International Business course offerings.  
Students pursuing the International Trade Policy emphasis would take International Trade (IB 520), International Macroeconomics (IB 521) and either Economics of Developing Countries (IB 525) or

International Policy Analysis (IB 798). These three courses would replace the requirements in (1) and (3) above.

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Investment Management

## Investment Management

The required courses in the Investment Management concentration are designed to provide an overview of the investment environment for the institutional money manager, including the market mechanism, market equilibrium and the relationship between risk and return and the valuation of various investment instruments. Students will study contemporary theories and techniques of security selection and management available to the institutional portfolio manager. Students will develop financial analysis skills from the view of an outsider using a corporations publicly available financial statements.

Students complete the Investment Management concentration by taking the following three courses:

- INVESTMENT ANALYSIS (FIN 523)
- FINANCIAL STATEMENT ANALYSIS (FIN 524)
- PORTFOLIO MANAGEMENT (FIN 525)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ IT Service Management

## IT Service Management

The three-course Information Technology (IT) Service Management concentration covers advanced topics in managing IT as a service to prepare graduates for leadership positions in information systems. Students learn how to provide high quality and customer-focused IT services, describe them in the customers language, and manage the quality, availability, reliability, and cost of these services.

The program introduces best practices and proven approaches in guiding an IT organization to improve its structure, become more efficient, and be better aligned with corporate objectives. Such an organization is in superior control of its IT infrastructure and services. Students are expected to first complete the MIS concentration or have equivalent previous coursework or substantial experience in information systems. In case a student already has competences in IT service management, the curriculum can be customized in consultation with the Graduate MIS Program Administrator.

### CURRICULUM

To complete this concentration, students must take the following three courses:

- BUSINESS SYSTEMS MANAGEMENT (MIS 798)
- IT SERVICE MANAGEMENT (MIS 798)
- IT STRATEGY AND ARCHITECTURE (MIS 683)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Leadership and Change Management

## Leadership and Change Management

The current environment requires managers who know what, how and why changes occur. More than ever, managers need to develop creative solutions to challenging problems in order to be competitive. The Leadership/Change Management concentration is designed to help managers overcome compartmentalized, functional decision making approaches as well as capitalize on innovative opportunities and address multidisciplinary problems that are inevitable in all businesses. It is also useful for those seeking a career in management consulting.

The program provides concrete knowledge and develops applicable skills in:

- Diagnosing problem areas and opportunities within your organization
- Implementing change models to increase organizational effectiveness
- Creating a vision for change
- Assessing yourself as a leader
- Applying creative principles to business problems
- Setting an innovative climate for performance
- Implementing successful quality management programs
- Negotiating effectively in situations at all levels
- Managing technology in competitive global environments

To complete the Leadership and Change Management Concentration students must complete a total of three courses, including at least one of the following two courses:

- LEADERSHIP IN ORGANIZATIONS (MGT 530)
- CHANGE MANAGEMENT (MGT 535)

The remaining course(s) is(are) selected from among the following:

- QUALITY MANAGEMENT SYSTEMS (MGT 508)
- LEADERSHIP IN ORGANIZATIONS (MGT 530)
- CHANGE MANAGEMENT (MGT 535)
- RESOLVING CONFLICT IN ORGANIZATIONS (MGT 562)
- NEGOTIATION SKILLS (MGT 563)
- CORPORATE VENTURES AND MANAGEMENT (MGT 572)
- CREATIVITY IN BUSINESS (MGT 573)
- PROJECT MANAGEMENT (MGT 598)
- SPECIAL TOPICS (MGT 798-when the topic pertains to Leadership and Change Management)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses*

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Management Accounting

## Management Accounting

The strategic importance of management accounting information is increasingly recognized in a fast-paced and globally-competitive business environment. The information is used extensively as key decision-making criteria in leading organizations. The Management Accounting concentration is focused specifically on contemporary management accounting and financial decision making.

The program includes theory and concepts, advanced technical knowledge and skills, and familiarization with the increasingly sophisticated tools and methodologies of the management accountant.

The program is flexible enough to accommodate persons with previous accounting or business backgrounds as well as persons with non-business backgrounds. Students in the program are encouraged to apply for the CMA (Certificate Management Accountant) examination.

Topics included in the management accounting concentration are those most prominent in today's fast-paced and dynamically changing management environment:

- :: Activity Based Management
- :: Total Quality Improvement
- :: Continuous Quality Improvement

- :: Business Process Reengineering
- :: Strategic Cost Management
- :: Value Adding Processes
- :: Benchmarking
- :: Financial Process Reengineering
- :: Strategic Uses of IT
- :: Performance Measurement

To complete the concentration, students must take the following two courses:

- :: ADVANCED MANAGEMENT ACCOUNTING (ACC 502)
- :: GRADUATE SEMINAR IN MANAGEMENT ACCOUNTING (ACC 599)
- OR STRATEGIC EXECUTION FRAMEWORKS (SEV 621)

Additionally, students must choose one course from among the following.

- :: FINANCIAL REPORTING (ACC 501)
- :: ACCOUNTING INFORMATION SYSTEMS (ACC 503)
- :: CORPORATE PLANNING (ACC 533)
- :: ACCOUNTING SYSTEMS (ACC 535)
- :: VALUATION PRACTICES (ACC 576)
- :: INCOME TAX AND BUSINESS DECISIONS (ACC 584)
- :: THE ROLE OF CHIEF FINANCIAL EXECUTIVE (ACC 586) ,
- :: ACCOUNTING INFORMATION AND CAPITAL MARKETS (ACC 587)
- :: SPECIAL TOPIC COURSES (ACC 798).

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses

## Management Information Systems

The Management Information Systems (MIS) concentration covers essential information systems concepts and methods to prepare graduates for positions such as business analyst or project manager. Students learn how to analyze and define information systems requirements in various business situations and much like architects, let others build them. Students are not expected to have previous course work or experience with information systems. For students with previous MIS experience, the curriculum can be customized in consultation with the Graduate MIS Program Administrator for each degree candidate depending on experience, previous education, and preferred career path.

Two characteristics make the MIS concentration unique: flexibility and technological currency.

- Flexibility is achieved by program requirements that vary from student to student, and are determined personally for each degree candidate depending on experience, previous education, and preferred career path.
- Technological currency is achieved through close interaction with practice, and DePaul's traditional responsiveness to student and industry needs.

### CURRICULUM

To complete this concentration, students must take three graduate-level MIS courses. Students with no previous course work and experience in information systems should take the following three courses.

Students may combine the MIS concentration with the three courses in IT Service Management concentration in preparation for a leadership role in information systems.

Required Courses:

- DATA MANAGEMENT (MIS 673)
- SYSTEMS ANALYSIS & DESIGN (MIS 674)

And one of the following:

- PROJECT MANAGEMENT (MGT 598)
- FUNDAMENTALS OF IT PROJECT MANAGEMENT (PM 430)

See *Campus Connection* for information about the prerequisites for graduate courses.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Marketing Management

## Marketing Management

The Marketing Management concentration is designed to develop and sharpen skills in analysis, planning, and control of marketing activities. The concentration aims to provide students with the knowledge and skills to identify and develop programs and products that meet customer needs and to prepare students for assuming and successfully discharging managerial responsibilities in marketing or marketing-related positions within a firm.

The concentration in Marketing Management requires that students complete a total of four courses as follows:

:: MARKETING RESEARCH I (MKT 525)

:: CONSUMER BEHAVIOR (MKT 545)

and two additional graduate-level marketing courses.

Students are encouraged to consult with department faculty for course recommendations.

See *campusconnect.depaul.edu* for course descriptions and prerequisites.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Marketing Research and Analysis

## Marketing Research and Analysis

The increasingly competitive and fast-paced business environment creates a need for the use of data and information in more rational decision-making processes. The Marketing Research and Analysis concentration teaches students to plan, execute, analyze, and deliver high-quality market research and analytics. This concentration is designed for professionals interested in increasing their research expertise as well as professionals interested in furthering their careers in the Marketing Research field.

The Marketing Research and Analysis concentration will provide students with the following skills and abilities:

:: Learn how to plan, execute, analyze, and deliver high-quality market research to enhance business decision-making

:: Become well versed in marketing research

:: Make analytical presentations in a client-based atmosphere

:: Use substantiated facts and inferences to support decision making

To complete a Marketing Research and Analysis concentration, students must take four courses:

:: MARKETING RESEARCH I (MKT 525)

:: PRECISION MARKETING (MKT 529)

:: ANALYTICAL TOOLS FOR MARKETERS (MKT 534)

:: CONSUMER BEHAVIOR (MKT 545)

Students are encouraged to consult with department faculty for related elective courses.

See *campusconnect.depaul.edu* for course descriptions and prerequisites.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Marketing Strategy and Planning

## Marketing Strategy and Planning

The Marketing Strategy and Planning concentration is designed for students interested in participating in

upper-level management decision-making. This concentration provides the skills and abilities needed to:

- Manage customers, product lines, and new product development.
- Understand the design and sustainability of innovative business models.
- Develop plans and systematic strategies to achieve firm objectives.

Three courses are required to complete the Marketing Strategy and Planning concentration:

- CUSTOMER RELATIONSHIP MANAGEMENT (MKT 530)
- MARKETING STRATEGIES AND PLANNING (MKT 535)
- STRATEGIC MARKETING: DEVELOPING SUSTAINABLE BUSINESS MODELS (MKT 540)

Students are encouraged to consult with department faculty for related elective courses. See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites.

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ New Product Management

## **New Product Management**

The concentration in New Product Management is designed to educate participants on the planning, developing, and launching successful new products and services.

This concentration is targeted toward the following types of professionals:

- :: Marketing professionals interested in acquiring expertise in new product and service development and management
- :: Technical professionals interested in acquiring expertise in new product and service development and management
- :: Product and service development professionals interested in learning tools and techniques for new product and service development and management
- :: General Managers seeking to grow their businesses through the launch of successful new product and service lines

To complete a New Product Management concentration, students must take the following three courses:

- :: Analytical Tools for Marketers (MKT 534)
- :: New Product Management (MKT 537)
- :: Special Topic: Strategic Planning for New Product Management (MKT 798)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Non-Profit Hospitality

## **Non-Profit Hospitality**

The purpose of this concentration is to provide students with the necessary knowledge to operate and lead various non-profit hospitality organizations or functions.

The realm of non-profit hospitality encompasses four primary domains:

1. social services such as soup kitchens, and overnight shelters for the homeless or battered women and children.
2. disaster relief efforts such as those provided by the Red Cross and FEMA during times of natural disasters and man-made catastrophe.
3. internally operated foodservice operations for corporations, prisons, schools and other institutions.
4. volunteer tourism where travelers use their time and labors to give back to society, perhaps through



restoring a historical or cultural site, or helping others in less developed nations, etc.

Through the courses, the art and science of nonprofit management and accountability is explored. The focus is upon key factors that affect human behavior, the nature and purposes of leadership, and managerial roles in non-profit organizations. Non-profits are analyzed holistically, combining perspectives from law, governance, resource development, and financial concepts unique to the hospitality environment. Students learn through hands-on experiences of existing non-profit organizations and through the analysis of historical case studies.

### **Overview of Included Courses (3 courses are required for completion)**

Three Required Courses:

- NON-PROFIT FOODSERVICE AND SHELTER MANAGEMENT (HSP 550)
- NON-PROFIT EVENT MANAGEMENT (HSP 551)
- SOCIAL ENTREPRENEURSHIP (MGT 595)

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Operations Management

### **Operations Management**

Operations Management deals with the value adding activities of the organization. Any operation that transforms input such as raw materials or human labor into outputs such as automobiles, mutual funds, portfolios, wireless phones or dinner at a restaurant, can be managed to achieve a better product or service. The concentration in Operations Management will teach you the fundamental principles of effectively managing the production of goods and services. The course sequence allows students to customize their individual track to focus on quality, technology or service management. Regardless of the track chosen, students will study the basic principles of effective management of operations and the methods employed by world class organizations. Graduates of the program have gone on to a variety of upper level management positions in both manufacturing and service organizations.

Completion of the concentration will provide students with the ability to:

- Manage operations in a variety of organizations
- Formulate and implement effective operations strategy
- Manage processes to provide superior quality services and products
- Analyze and design superior business and transformation processes
- Guide large, multi-functional projects
- Lead the implementation of new technology and innovations
- Transform service businesses to provide superior operations

To complete the Operations Management concentration, students must complete three courses from among the following:

- Strategic Supply Chain Management (MGT 501)
- Decision Making For Managers (MGT 506)
- Quality Management Systems (MGT 508)
- Managing Service Operations (MGT 545)
- Project Management (MGT 598)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Organizational Diversity

## Organizational Diversity

The concentration in Organizational Diversity is an interdisciplinary concentration bringing course offerings from the College of Commerce and the College of Communication together in order to meet the professional needs of diversity practitioners and chief diversity officers. The organizational diversity concentration explores the many dimensions, policies, and procedures that encompass a strategic diversity initiative for organizations across sectors, including industry, not-for-profit and public policy organizations, government, health care organizations, education and more. The program is designed and delivered by practiced diversity professionals and scholars in the field of multicultural communication, organizational behavior, and strategic human resource management.

The concentration in Organizational Diversity will:

- Provide students with a foundation in organization diversity.
- Prepare students the foundation to develop comprehensive diversity initiative.
- Provide students with multiple opportunities to acquire knowledge, competencies, and skills related to effective diversity management.
- Provide students with the legal and ethical principles needed to be a diversity practitioner or a chief diversity officer.
- Teach students the principles needed to attract, hire, promote, and create a welcoming environment for diverse employees.
- Provide students the framework for developing diverse training and development programs that emphasize diversity competencies for all employees.
- Provide the skills for working in diverse teams, empowerment, and conflict resolution and negotiation.
- Prepare students to be able to implement change models to increase diversity in organizations, and demonstrate the applicability of core diversity concepts in various business functions including but not limited to human resources, supply chain management and sales/marketing.

### CURRICULUM

To complete a concentration in Organizational Diversity students must take three classes as outlined below:

One College of Commerce required course:

- MANAGEMENT AND ORGANIZATIONAL DIVERSITY (MGT 798)

One College of Communication required course:

- ORGANIZATIONAL DIVERSITY AND LEADERSHIP (CMNS 550)

Choose at least one Elective from:

- COMPARATIVE MANAGEMENT COMMUNICATION (CMNS 525)
- MULTICULTURAL COMMUNICATION IN THE WORKPLACE (CMNS 542)
- MANAGING CULTURAL DIFFERENCES (MGT 552)
- GLOBAL WORKFORCE MANAGEMENT (MGT 798)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

## Real Estate Finance and Investment

The Real Estate Finance and Investment concentration is designed for students with a career interest in one of the five specializations in real estate: management and operations; finance and transactions; urban planning and management of public sector enterprises; research, market analysis and decision support; or development and entrepreneurship.

The concentration is composed of three courses, two of which are required for all students. For the third course, students choose an elective from a list of Economics, Finance, Marketing, Law, Public Policy, and

Sociology courses.  
Required Courses

- REAL ESTATE INVESTMENT (RE 530)
- REAL ESTATE FINANCE (RE 531)

Students must also select one course from among the following:

- REAL ESTATE MARKET ANALYSIS AND VALUATION (RE 533)
- REAL ESTATE INVESTMENT II (RE 535)
- REAL ESTATE SEMINAR (RE 596)
- SPECIAL TOPIC: TOPICS IN REAL ESTATE (RE 798)
- SPECIAL TOPIC: LEGAL ISSUES IN REAL ESTATE (BLW 798)
- REGIONAL AND URBAN ECONOMICS (ECO 550)
- SEGMENTATION AND TARGETING (MKT 529)
- METROPOLITAN PLANNING WITH GEODEMOGRAPHIC SYSTEMS (MPS 571)
- URBAN AND COMMUNITY ANALYSIS (MPS 573)
- POLICIES AND URBAN DEVELOPMENT (MPS 574)
- URBAN SOCIOLOGY (SOC 420)
- URBAN ANTHROPOLOGY (SOC 421)
- SOCIOLOGY OF HOUSING (SOC 424)

FOR JD/MBA ONLY

- ENVIRONMENTAL LAW (LAW 444)
- REAL ESTATE FINANCE AND COMMERCIAL DEVELOPMENT (LAW 459)
- HOUSING LAW (LAW 487)
- LAND USE PLANNING (LAW 488)

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Revenue Management

## **Revenue Management**

Revenue Management is an approach adopted by businesses that want to optimize their revenue stream. This is achieved by gaining a thorough understanding of the marketplace, the manipulation of product supply and demand, careful competitive positioning, and timing. The goal is to optimize income revenue from a fixed, but perishable inventory and use information to segment markets and adjust products through distribution channels. The ultimate challenge is to sell the right product to the right customer at the right time for the right price.

The revenue management concentration area focuses on the evolution of revenue management principles and practices within the hospitality sector. Revenue management concepts are addressed from a comprehensive perspective as they pertain to the importance of generating business revenues and contribution to overall financial performance within the hospitality industry. This field has advanced in both sophistication and complexity, increasing the need for enhanced development of human capital, investments in data analytics, and systems integrated approaches to successful revenue generation.

### **Overview of Included Courses (3 courses are required for completion)**

Two Required Courses:

- REVENUE MANAGEMENT (HSP 561)
- HOSPITALITY DISTRIBUTION CHANNELS (HSP 562)

Plus One (select from list):

- ANALYTICAL TOOLS FOR MARKETERS (MKT 534)
- PRINCIPLES OF CUSTOMER RELATIONSHIP MANAGEMENT (MKT 530)

- CONSUMER BEHAVIOR (MKT 545)
- INTERNET AND INTERACTIVE MARKETING (MKT 595)
- PRICING STRATEGY (MKT 798)

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Sales Leadership

## Sales Leadership

The concentration in Sales Leadership would provide the following benefits: an understanding of the sales techniques used across a variety of sectors; skills in customer relationship management; strategies for sales force management; excellent interpersonal communication and presentation skills; knowledge of the most current segmentation, targeting and sales strategy technology necessary to manage a territory.

Three courses are required for the concentration in Sales Leadership:

- EFFECTIVE BUSINESS COMMUNICATION (MKT 576)
- LEADING BUSINESS DEVELOPMENT (MKT 577)
- SALES STRATEGY AND TECHNOLOGIES (MKT 578)

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Sports Management

## Sports Management

Sports Management is the combination of planning, organizing, directing, controlling, and leading for sports organizations. Sports-related businesses include professional and collegiate athletics, fitness and racquet clubs, hotels and resorts, and sports-related consumer businesses (athletic apparel, sports drinks and nutrition, etc.).

Lessons from leading sports coaches may be applied in the workplace, where managers motivate employees to perform to their potential. Coaching in organizations may be defined as a management style, or as a subset of behaviors that managers perform, that enable people to learn lessons from their experience.

Students complete the Sports Management concentration by taking the following three courses:

- SPORTS MANAGEMENT (MGT 519)

Plus two electives from:

- QUALITY MANAGEMENT SYSTEMS (MGT 508)
- RECRUITMENT AND SELECTION (MGT 523)
- LEADERSHIP IN SPORTS: LESSONS FOR COACHING IN THE WORKPLACE (MGT 524)
- MANAGING SERVICE OPERATIONS (MGT 545)
- NEGOTIATION SKILLS (MGT 563)
- PROJECT MANAGEMENT (MGT 598)
- SPECIAL TOPICS (MGT 798 OR MKT 798) When topic pertains to concentration

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisites.*

Charles H. Kellstadt Graduate School of Business □ M.B.A. Programs and Concentrations □ Concentration Requirements □ Strategic

## Strategic Global Marketing

### Program Description

The Strategic Global Marketing concentration is designed to help students learn to incorporate into their decision-making the issues that arise from the interconnected, multidimensional, and complex global marketplace. It is imperative that business students be educated to respond to an interdependent world of marketing challenges and opportunities. After completing the concentration, students will be able to:

- Develop and implement marketing strategies and programs in an international context.
- Apply analytical approaches for systematically examining target-country macro and market environments.
- Gain insights into alternative marketing approaches to emerging markets.
- Understand intercultural and cross-cultural approaches for the preparation and implementation of marketing programs in an international context.
- Analyze, assess, and manage political risk in an international context.

### Curriculum

Students complete the Strategic Global Marketing concentration by taking the following three courses:

- :: International Marketing (MKT 557)
- :: Marketing Across Cultures: A Global Perspective (MKT 558)
- :: International Business (IB 500)

Students seeking additional courses in this area are encouraged to choose from among the following:

- :: International Finance (FIN 557)
- :: International Aspects of U.S. Taxation (ACC 567)
- :: International Management (MGT 557)
- :: Regional Marketing Study (e.g., Asia-Pacific, Latin America) Special Topics (currently offered as MKT 798)

## Strategy, Execution, and Valuation

Designed for MBA candidates destined for higher levels of corporate management, management consulting, investment banking, equity research, or money management, the Strategy, Execution, and Valuation (SEV) concentration immerses MBA candidates in deep financial analysis that supports business strategy, the seamless connection necessary between strategy and execution, and advanced applications for bridging strategic analysis to financial forecasts and valuation.

The SEV concentration is comprised of three advanced courses, focused on practical application:

- RETURN DRIVEN STRATEGY (SEV 611)
- STRATEGY EXECUTION FRAMEWORKS (SEV 621)
- STRATEGIC VALUATION (SEV 641)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

## Sustainable Management

In these rapidly changing times, the growing awareness of environmental, social and financial crises have highlighted the need for a more integrative way to understand managements tasks, responsibilities and practices. In response, businesses and organizations of all kinds are coming to realize the need to develop sustainable strategies for responsibly managing their human, social, financial and natural resources (capital). In addition, organizations are responding to growing market demand for sustainable products and services.

Therefore, beyond pursuing material and energy efficiencies, emerging leaders are finding that the global challenges of the 21st century call for potentially radical innovation that puts sustainability as a fundamental, integrative strategy. This kind of innovation requires leaders to re-examine and test virtually every phase of their organization: from processes, practices and partnerships to basic models, mission, vision, purpose and values.

### Learning Goals

The Concentration in Sustainable Management will prepare students to successfully respond to todays challenges by developing new skills and approaches. Students will have the opportunity to do the following:

- Employ an orienting method for assessing, challenging and re-framing the traditional practices of management through the lens of sustainability, to better understand the impact organizations have on the social and ecological environment. Students will learn how to challenge their own assumptions and see their thinking as an arc of inquiry leading to the ability to articulate the business case for sustainable strategies.
- Demonstrate the capacity for systems-thinking as a perspective for interdisciplinary analysis and decision-making to develop organizational strategies. Students will learn how to take multiple stakeholder perspectives when addressing complex systems and complex problems.
- Demonstrate the capacity to analyze the way societies and organizations use and value the natural, financial, social and human resources (capital) required to deliver needed goods and services. Students will learn how to analyze the values and assumptions at work in any business enterprise.
- Develop the technical competence to account for, connect, and measure the economic, social and environmental impacts of organizational decisions.
- Realize the role of communication in shaping environmental attitudes, values, and practices; and be able to persuasively communicate the benefits of sustainable goods and services by learning how to use various rhetorical principles and techniques in communication strategies.

### The Sustainable Management Concentration and DePauls Mission and Values

By focusing on the greater impact organizations have on the environment and on society, the Concentration in Sustainable Management builds on DePauls Catholic, Vincentian and Urban tradition of bringing together pragmatic and ethical perspectives. In short, students will learn a strategic, values-driven decision-making framework for developing economically viable and socially just business ventures that exist within a finite ecology.

### CURRICULUM

The program includes a broad array of experiences that focus on the essential contributions of economics, environmental management, communications, finance along with management toward building a more strategic decision making framework within future and current organization leaders. Students must take three courses as described below to complete the concentration.

#### REQUIRED

- SUSTAINABLE MANAGEMENT (MGT 798)

#### ELECTIVE COURSES (select any two of the following ffive courses)

- SUSTAINABLE VALUE CREATION (FIN 798)
- EARTH RESOURCES AND HUMAN SOCIETY (ENV 506)
- ENVIRONMENTAL RHETORIC AND POLITICS (CMNS 529)
- SOCIAL ENTREPRENEURSHIP (MGT 595)
- CAPSTONE PROJECT IN SUSTAINABLE MANAGEMENT (ECO 798)

The 2011-2013 class schedule is as follows:

	Fall Quarter	Winter Quarter	Spring Quarter
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<b>2011-2012</b>	MGT 798	FIN 798	ECO/MGT 798
<b>2012-2013</b>	MGT 798	ENV 506	CMNS 529

## 798 Course Descriptions:

### **FIN 798: Sustainable Value Creation**

This course is designed to introduce the concept of sustainability to the process of value creation. The role of financial management has traditionally been defined as one of value maximization. A complex set of questions arises, however, as to whether such maximization is to be undertaken unconstrained and from the perspective of the shareholders alone. For example, should the interests of others, including those of the customers, employees, society at large, the government, the environment, be regarded as constraints to such an endeavor? Some of the recent contributions to the field suggest that most assumptions of the traditionalists (those arguing that the only purpose of the firm is to serve the shareholders and to maximize their wealth) do not hold in the real world. Therefore, they conclude that it is necessary that all relevant interests be recognized and taken into account. However, the unanswered question is: how does one do this? This course is designed to pave the way toward the answers to this question. Our goal, therefore, is to develop the theoretical relationship that exists between finance and sustainability, and to explore the practical issues associated with its implementation. In plain language, we will learn how to make a business case for making investments in sustainable and socially responsible projects. More ambitiously, our objective will be to develop a framework for the evaluation of all long-term benefits and costs associated with a project.

### **MGT 798: Sustainable Management**

This course discusses and analyzes the concept of sustainability within a business and management setting. It will analyze the complex relationship between business and the environment and it will explore the nature of business in today's global context where addressing environmental and social issues is becoming increasingly important. Furthermore, it aims to discuss how the talents of business might be used to solve world's environmental and social problems. Rather than focusing on a doom and gloom approach, the course aims to emphasize the solutions towards a sustainable economy.

### **ECO/MGT 798: Developing Sustainable Strategies - Practicum**

This course is designed to integrate the concept of strategy development into the larger ecological economic context of serving market/society needs in a finite world. The goal of strategy in organizations has traditionally been defined as one of value maximization, from the shareholder perspective exclusively. But the role of strategy is to guide organizations in competitively defining and meeting market/society's needs. Sustainable strategies take into account multiple perspectives by engaging in practices principally systems thinking to pursue opportunities in meeting market/society's needs that are economically viable, socially just, and operate responsibly within the constraints of a finite ecology. Students will demonstrate the literacies required to develop sustainable strategies that take into account all facets of the business venture (marketing, finance, management, design, production and distribution/life cycle analysis.)

One key question will shape the trajectory of the course: How does one develop a competitive sustainable strategy to serve some market/society need? Therefore, the focus of this course is for the student to select a need, determine the sustainable economic system to develop and deliver the product/service, and write and present the business case. The student will also articulate the values and vision personal and organizational - driving the strategy.

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for course descriptions and prerequisite information for graduate courses

# Specialized Masters Programs

Charles H. Kellstadt Graduate School of Business ▢ Specialized Masters Programs

## About Specialized Masters Programs

These specialized Masters degrees are designed for professionals with a specific and focused career path who are looking to enhance and expand their expertise.

Master of Accountancy (M.ACC)

Master of Science in Accountancy (M.S.A.)

The Master of Science in Computational Finance (M.S.C.F.)

Master of Science in Economics and Policy Analysis (M.S.E.P.A.)

Master of Science in Entrepreneurship (M.S.E.)

Master of Science in Finance (M.S.F.)

Master of Science in Human Resources (M.S.H.R.)

Master of Science in Marketing Analysis (M.S.M.A.)

Master of Science in Real Estate (M.S.R.E.)

Master of Science in Taxation (M.S.T.)

Charles H. Kellstadt Graduate School of Business ▢ Specialized Masters Programs ▢ Master of Accountancy (M.ACC)

## Master of Accountancy (M.ACC)

The Master of Accountancy Program provides the competencies, skills, and abilities necessary for a career in accounting. It is offered through the School of Accountancy and Management Information Systems, whose alumni form one of the largest accounting networks in Chicago. The school's full-time faculty includes nationally and internationally known authors, scholars and researchers; it considers teaching and scholarship to be equally important to its mission.

Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to five of their M.B.A. courses count toward the requirements of the Master of Accountancy degree. The exact number of courses that can be double-counted in this manner depends upon the specific content of the coursework and how recently it was completed.

The Master of Accountancy will prepare you for a career in accounting by giving you:

- An understanding of the major conceptual ideas in accounting through advanced study in the field of accounting and related disciplines
- An understanding of the ethical and legal considerations of the accounting profession and of the professional judgment and independent attitude necessary to deal objectively with these considerations

Only students with an undergraduate degree in business with a major in accounting are eligible for admission to this program.

### CURRICULUM

To complete the Master of Accountancy degree, 11 courses are required. Students must take the following six required courses:

- ACCOUNTING INFORMATION SYSTEMS (ACC 610)
- ADVANCED AUDITING THEORY (ACC 620)
- ACCOUNTING THEORY AND POLICY FORMULATION (ACC 640) 5 Qtr. Hours
- ADVANCED TOPICS IN ACCOUNTING THEORY (ACC 545)



- TAX TREATMENT OF INDIVIDUALS AND PROPERTY TRANSACTIONS (ACC 548)
- TAX TREATMENT OF CORPORATIONS AND PARTNERSHIPS (ACC 551)

Students must also complete five courses in one of the following areas of specialization:

- Taxation
- Managerial Accounting
- Financial Management and Control
- Finance
- International Business
- Management Information Systems
- E-Business
- Another Field As Approved

### **M.ACC. DEGREE REQUIREMENTS**

A minimum of 45 graduate quarter hours are required for the M.Acc. degree.

The minimum course requirements for the M.Acc. degree include the satisfactory completion of 11 classes, including the six required courses, or approved substitutes, plus five courses from an area of emphasis as approved by the program administrator.

All courses for credit toward the degree must be completed with satisfactory grades within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written permission of the program director or the Kellstadt Graduate School of Business.

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

Charles H. Kellstadt Graduate School of Business □ Specialized Masters Programs □ Master of Science in Accountancy (M.S.A.)

### **Master of Science in Accountancy (M.S.A.)**

The Master of Science in Accountancy offers students without an undergraduate Accounting degree the chance to obtain the competencies, skills, and abilities necessary for an accounting career. It is offered through the School of Accountancy and Management Information Systems, whose alumni form one of the largest accounting networks in Chicago. The school's full-time faculty includes nationally and internationally known authors, scholars and researchers; it considers teaching and scholarship to be equally important to its mission.

Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to seven of their M.B.A. courses count toward the requirements of the M.S. in Accountancy degree. The exact number of courses that can be double-counted, or waived as a result of previous course work, depends upon the specific content of the coursework and how recently it was completed.

The Master of Science in Accountancy will prepare you for a career in accounting by giving you

- A formal integrated sequence of courses which emphasize topics that are relevant to the work of a professional accountant, including the competencies required for successful preparation for the CPA Examination, and
- A core of business classes that allow you to understand other business disciplines and their relationship to accounting issues.

### **CURRICULUM**

Students are expected to have taken Principles of Accounting I and II at the undergraduate level prior to starting the Master of Science in Accountancy. Those who have not done so will be required to take Financial Accounting (ACC 500). Once this prerequisite is met, students complete the program by taking 15 courses as described below:

Students must complete the following Management Core courses.

- CONCEPTS OF MICRO AND MACRO ECONOMICS (ECO 501)

- FINANCIAL MANAGEMENT (FIN 555)
- APPLIED QUANTITATIVE ANALYSIS (GSB 420)
- ACCOUNTING INFORMATION SYSTEMS (ACC 610)

Students must also take the following 11 Accountancy courses.

- FINANCIAL ACCOUNTING THEORY AND PRACTICE (ACC 541)
- COST AND MANAGERIAL ACCOUNTING (ACC 542)
- FINANCIAL ACCOUNTING THEORY AND PRACTICE II (ACC 543)
- ADVANCED TOPICS IN ACCOUNTING THEORY (ACC 545)
- AUDIT AND REGULATION OF CORPORATE FINANCIAL REPORTING (ACC 547)
- TAX TREATMENT OF INDIVIDUALS AND PROPERTY TRANSACTIONS (ACC 548)
- ADVANCED TOPICS IN AUDITING (ACC 550)
- TAX TREATMENT OF CORPORATIONS AND PARTNERSHIPS (ACC 551)
- LEGAL AND ETHICAL ENVIRONMENT OF ACCOUNTING PRACTICE (ACC 552)
- ACCOUNTING THEORY AND POLICY FORMULATION (ACC 640- 5 qtr hrs)
- ACCOUNTING ELECTIVE (not including ACC 500 or ACC 555)

### **M.S.A. DEGREE REQUIREMENTS**

1. Satisfactory completion of the management core, the ten required accountancy courses as outlined above and at least one accountancy elective approved by the program director.
2. Satisfactory completion of at least 45 quarter hours applicable to the degree.
3. Satisfactory completion of the college residency requirement.
4. All courses for credit toward the degree must be completed with satisfactory grades within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written permission of the program director or the Kellstadt Graduate School of Business.

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

Charles H. Kellstadt Graduate School of Business □ Specialized Masters Programs □ The Master of Science in Computational Finance (M.S.C.F.)

### **The Master of Science in Computational Finance (M.S.C.F.)**

The globalization of markets and competition brings new complexity to business finance. Continual, rapid innovation in financial markets, instruments and institutions, demands a high level of analytical expertise for success. The Master of Science in Computational Finance is designed for students seeking to acquire the ability to understand existing financial models in a quantitative and mathematical way. The Computational Finance graduate will be able to apply these quantitative tools to solve complex problems in the areas of portfolio management, risk management, and financial engineering.

Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to six of their M.B.A. courses count toward the requirements of the Master of Science in Computational Finance degree.

The exact number of courses that can be double-counted in this manner depends upon the specific content and age of coursework.

#### **CURRICULUM**

The Master of Science in Computational Finance is a joint degree with the College of Computing and Digital Media, CDM. The degree is structured to develop financial management knowledge and proficiency. The GMAT test is required for admission for students admitted via the College of Commerce. Students admitted via the College of Computing and Digital Media may submit either GMAT or GRE test results. The TOEFL test is required for international students.

#### **Prerequisite Phase**

In the prerequisite phase students must complete a three course calculus sequence covering infinitesimal calculus, derivatives, integrals, Taylor series and simple differential equations. Appropriate course sequences offered by DePaul include: MAT150, 151 or MAT160, 161 or MAT170, 171

Students must also complete the following two C++ courses or their equivalents:

CSC 309: Object Oriented Programming in C++ (or equivalent)

CSC 393: Data structures in C++ (prerequisite: CSC309)

Students complete the degree by taking 13 required courses; 7 from KGSB and 5 from CDM and 1 elective.

### **KGSB Courses**

- FINANCIAL ACCOUNTING (ACC 500)
- ECONOMICS FOR DECISION-MAKING (ECO 555)
- FINANCIAL MANAGEMENT (FIN 555)
- INVESTMENT ANALYSIS (FIN 523)
- PORTFOLIO MANAGEMENT (FIN 525)
- RISK MANAGEMENT (FIN 562)
- DERIVATIVES VALUATION (FIN 662)

### **CDM Courses**

- DATA ANALYSIS & REGRESSION (CSC 423)
- TIME SERIES ANALYSIS & FORECASTING (CSC 425)
- SCIENTIFIC COMPUTING (CSC 431) or NUMERICAL ANALYSIS (CSC 485)
- MONTE CARLO ALGORITHMS (CSC 521)
- CDM ELECTIVE  
And either:
- MASTERS RESEARCH (CSC 696)  
or
- GRADUATE INTERNSHIP (CSC 697)

### **M.S.C.F. DEGREE REQUIREMENTS**

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of the 13 required courses.
3. Satisfactory completion of 2 CDM elective courses.
4. All courses for credit toward the degree must be completed within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written approval of the director of the program or the Kellstadt Graduate School of Business.

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

Charles H. Kellstadt Graduate School of Business □ Specialized Masters Programs □ Master of Science in Economics and Policy Analysis (M.S.E.P.A.)

### **Master of Science in Economics and Policy Analysis (M.S.E.P.A.)**

The M.S. in Economics and Policy Analysis (M.S.-E.P.A.) gives students a distinguished and marketable set of skills in economic theory as it applies to policy analysis. In this 13 course program, students learn how to conduct statistical and econometric research grounded in sound economic models using data from multiple sources on different policy issues. In addition, students will be able to explain their results and policy recommendations not only to economists, but also to non-economists, politicians, and the general public.

M.S.-E.P.A. graduates can find employment in the private sector working for corporations in governmental relations departments, in federal and state governmental agencies, in trade associations or lobbying firms, or in the not-for-profit sector.

In this course of study, students will:

- Develop a Masters level knowledge of applied economic theory.
- Learn the economic and political functions of government and how the two functions interact with each other in the public sector.
- Learn to conduct econometric research -- collect, interpret, manipulate, and analyze policy-related data.
- Develop writing skills to communicate research findings to a variety of audiences including business professionals, economists, policy makers, and the public at large.

- Have the opportunity to participate in Congressional Research Fellowships, if accepted through a separate application process, which will give students hands-on experience in a policy making environment. The fellowships will also allow participating students to develop extensive career networks which lead to employment opportunities.

Graduates can pursue careers in both the private and public sectors as analysts in trade associations, in business development and government relations departments, and in all levels of the public and not-for-profit sector.

### **PREQUISITE REQUIREMENTS**

Students must have completed a course in Principles of Microeconomics and Macroeconomics as well as differential calculus prior to admission to the MS-EPA program.

### **CURRICULUM**

Students in the MS-EPA program complete 13 courses (52 credit hours). The degree consists of 11 required core courses plus two elective courses. Students may apply for a two-course equivalent Congressional Research Fellowship, or in lieu of the fellowship students may take two elective courses. New students will be admitted each fall.

Students may enroll in the program on a full-time or part-time basis. Classes for the full-time program are generally offered during the daytime. The typical full-time student will finish the program in five quarters. Students will be advised to take no more than three courses per term. Students attending the program part-time will typically take two evening courses per quarter and finish the program in six quarters.

#### **Core Courses (44 credit hours):**

WRD 586: WRITING FOR PUBLIC POLICY  
 ECO 505: MICROECONOMIC ANALYSIS  
 ECO 506: MACROECONOMIC ANALYSIS  
 ECO 515: MICROECONOMICS OF MARKET ORGANIZATION  
 ECO 516: ECONOMICS OF THE PUBLIC SECTOR I  
 ECO 557: INTERNATIONAL TRADE  
 ECO 520: ECONOMICS OF THE PUBLIC SECTOR II  
 ECO 507: RESEARCH METHODS FOR POLICY ANALYSIS I  
 ECO 508: RESEARCH METHODS FOR POLICY ANALYSIS II  
 ECO 521: POLICY AND REGULATION IN FINANCIAL MARKETS  
 ECO 527: BUSINESS REGULATION & ANTITRUST

#### **Elective Courses (8 credit hours):**

ECO 798: CONGRESSIONAL RESEARCH FELLOWSHIP I  
 ECO 798: CONGRESSIONAL RESEARCH FELLOWSHIP II (TAKEN CONCURRENTLY WITH CRF I FOR A TOTAL OF 8 CREDIT HOURS.)  
 ECO 512 APPLIED TIME SERIES AND FORECASTING  
 ECO 514 INDUSTRIAL ORGANIZATION  
 ECO 518 LABOR ECONOMICS AND LABOR RELATIONS  
 ECO 550 REGIONAL AND URBAN ECONOMICS  
 ECO 558 INTERNATIONAL MACROECONOMICS  
 ECO 576 ADVANCED ECONOMETRIC METHODS  
 ECO 526 BUSINESS STRATEGY  
 ECO 798 ECONOMICS OF INNOVATION

### **CONGRESSIONAL RESEARCH FELLOWSHIP**

Students in the M.S.-E.P.A. program will have the opportunity to participate in a Congressional Research Fellowship during which students will work full-time on Capitol Hill in Washington D.C. for 12-16 weeks. Students will be immersed in policy making, analysis, and research. Students will also have a unique opportunity to develop an extensive network with current and former staffers on Capitol Hill.

The Congressional Research Fellowship is a two-course package in which both courses are taken simultaneously. Students may not take any other courses during the quarter they take the Congressional Research Fellowship courses. Students will be responsible for all expenses incurred during their fellowship.

In order to be eligible for the fellowship, students must have earned a course grade of B or better in ECO 505, ECO 506, WRD 586, and ECO 507 (Research Methods I). In addition to the academic requirements, students must also have departmental approval. Students must participate in a seminar on present issues being

addressed on Capitol Hill and appropriate protocol to be followed when in Washington before beginning their fellowship.

### **M.S.E.P.A. DEGREE REQUIREMENTS**

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of the thirteen required courses.
3. All courses for credit toward the degree must be completed within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written approval of the director of the program or the Kellstadt Graduate School of Business.

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ Specialized Masters Programs □ Master of Science in Entrepreneurship (M.S.E.)

### **Master of Science in Entrepreneurship (M.S.E.)**

The Master of Science in Entrepreneurship (M.S.E.) builds upon a reputation for excellence with a new specialized program of study that will propel students to reach their enterprising dreams faster. Entrepreneur Magazine and The Princeton Review have rated the DePaul university graduate entrepreneurship program among the best in the nation with rankings in the top ten for over ten years. Engage your passions and become a part of the vibrant DePaul entrepreneurial community.

For students interested in turning good opportunities into thriving businesses, the DePaul M.S.E. will equip graduates to start and grow new ventures on their own, or within an existing organization. Candidates can breathe new energy into their work life whether they start a new business, consult on new venture creation and start-up, develop corporate innovation and new product development strategies, or become involved on the funding side with angel investment and venture capital firms. The program culminates in the new venture applied lab class where students are given the opportunity to launch and grow their entrepreneurial endeavor with the help of DePaul expert mentors.

#### *Get There Faster*

Complete your M.S.E. with a focused 12 class course of study, 6 fewer than the M.B.A. program. Students may take as many courses per term as they wish to complete their degree within the time period that best suits their needs. The program is designed to make completion within one calendar year possible.

### **Program Highlights**

- Specialize and get an edge over the competition by taking a higher portion of courses in entrepreneurship Graduate from the first and only specialized Masters in Entrepreneurship in the Midwest, from a well respected entrepreneurship program which has ranked in the top 10 for over 10 years
- Make connections: take part in highly effective relations building with our vast network of business contacts
- Experience your own creativity as you learn to discover opportunities that will allow you to harness your talents
- Utilize your greatest skills, and abilities as we help you launch your business
- Make your own fortune: Own your own business and work for yourself
- Make a difference: Drive economic prosperity, create jobs, add value to society
- Learn to innovate: Allowing you to improve the way your company does business
- Discover a contemporary approach to management integrating the most comprehensive set of entrepreneurship courses in the U.S.

### **Curriculum**

Students complete the MS in Entrepreneurship by taking the following 12 courses:

- CREATIVITY IN BUSINESS (MGT 573) OR GLOBAL ENTREPRENEURSHIP (MGT 557)
- FINANCIAL ACCOUNTING (ACC 500)

- DECISIONS IN MARKETING MANAGEMENT (MKT 555)
- MANAGING FOR EFFECTIVE AND ETHICAL ORGANIZATIONAL BEHAVIOR (MGT 500)
- ENTREPRENEURSHIP AND NEW VENTURE MANAGEMENT (MGT 570)
- CORPORATE VENTURES AND MANAGEMENT (MGT 572)
- or
- SOCIAL ENTREPRENEURSHIP (MGT 595)
- MANAGEMENT OF INNOVATION AND TECHNOLOGICAL CHANGE (MGT 590)
- NEW PRODUCT MANAGEMENT (MKT 537)
- or
- INNOVATIONS IN HEALTHCARE ENTREPRENEURSHIP (MGT 798)
- GROWTH STRATEGIES FOR THE EMERGING ENTERPRISE (MGT 521)
- ENTREPRENEURSHIP INTERNSHIP (MGT 793) OR NEW VENTURE LAB (MGT 798)
- FINANCING NEW VENTURES (MGT 571)
- or
- BUSINESS CONDITIONS ANALYSIS (ECO 509)
- LEGAL ASPECTS OF ENTREPRENEURSHIP (MGT 798)

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.

Charles H. Kellstadt Graduate School of Business ▫ Specialized Masters Programs ▫ Master of Science in Finance (M.S.F.)

## Master of Science in Finance (M.S.F.)

The Master of Science in Finance program provides an opportunity for highly motivated students to acquire the skills necessary to understand modern financial markets, instruments and decision-making. The program develops financial management professionals with the knowledge and proficiency to:

- Create sophisticated solutions to financial problems
- Design and evaluate new financial instruments
- Leverage resources for optimal profitability and productivity
- Develop strategic financial objectives
- Seize new business opportunities
- Mitigate corporate risk
- Improve investment decision making
- Analyze technical financial material

Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to six of their M.B.A. courses count toward the requirements of the Master of Science in Finance degree. The exact number of courses that can be double-counted in this manner depends upon the specific content and age of coursework.

## CURRICULUM

Each candidate must be competent in financial accounting, economics, calculus and statistics prior to registration for the core courses. To ensure competence, students who have not completed the equivalent of principles of Accounting I and II at the undergraduate level will be required to take ACC 500. Students who do not pass a competency examination in calculus and statistics will be required to take GSB 420. Students who have not completed principles of macroeconomics and microeconomics will be required to take ECO 501 or ECO 555 ( GSB 420 is a prerequisite for ECO 555).

Students complete the Master of Science in Finance by taking nine core courses and three elective courses in addition to the program prerequisites. At least two of these electives must be taken in finance and the third elective may be taken in the fields of accounting, economics or real estate as stated below.

### Required Core Courses

- FINANCIAL MANAGEMENT (FIN 555)
- QUANTITATIVE METHODS IN FINANCE (FIN 617)
- INVESTMENT ANALYSIS (FIN 523)
- FINANCIAL STATEMENT ANALYSIS (FIN 524)
- ADVANCED CORPORATE FINANCE (FIN 553)
- RISK MANAGEMENT (FIN 562)
- DERIVATIVES VALUATION (FIN 662)
- CASES IN INVESTMENTS AND FINANCIAL ENGINEERING (FIN 675)

- ETHICS AND FINANCIAL MARKETS (FIN 501)

### **Elective Requirement**

Three elective courses are required, at least two of which must be Finance courses not numbered 798. One elective may be chosen from among courses in the departments of Accounting (except ACC 500), Economics (except 501 and 555), Real Estate and Finance, including FIN 798 or FIN 793 (Finance Internship).

Students who wish to take FIN 793 (Finance Internship) must receive approval from the Finance Department Internship Committee **prior to enrollment**. None of the M.S.F. Required Core Courses or required prerequisite courses are available for elective credit.

### **M.S.F. DEGREE REQUIREMENTS**

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of the nine required courses.
3. Satisfactory completion of three elective courses.
4. All courses for credit toward the degree must be completed within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written approval of the director of the program or the Kellstadt Graduate School of Business.

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ Specialized Masters Programs □ Master of Science in Human Resources (M.S.H.R.)

## **Master of Science in Human Resources (M.S.H.R.)**

Human Resource professionals help organizations strategically meet workplace challenges including employee attraction and retention, diversity, the global economy, mergers and acquisitions, new technology, incentives, restructuring, employee ownership, total rewards and performance management. Some of the jobs available to individuals with educational preparation at the master's degree level include Compensation Consultant, Benefits Consultant, Trainer, HR Analyst, Recruiter, Labor Relations Representative, and HR Director.

Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to six of their M.B.A. courses count toward the requirements of the Master of Science in Human Resources degree. The exact number of courses that can be double-counted in this manner depends upon the specific content and age of coursework.

### **CURRICULUM**

Students complete the MS in Human Resources by taking 12 courses across three groups: 1) five core Human Resource courses, 2) four Human Resource electives, and 3) three business electives.

#### **Core Human Resource Courses**

- MANAGING EFFECTIVE AND ETHICAL ORGANIZATIONAL BEHAVIOR (MGT 500)
- STRATEGIC MANAGEMENT OF HUMAN RESOURCES(MGT 555)
- RECRUITMENT AND SELECTION (MGT 523) OR PERSONNEL PSYCHOLOGY (PSY 442)
- TRAINING AND CAREER DEVELOPMENT (MGT 525) OR ADVANCED TRAINING AND DEVELOPMENT (PSY 445)
- COMPENSATION (MGT 526)

#### **Human Resource Electives**

Students choose four HR-related courses from the following areas at DePaul University:

- LABOR ECONOMICS & LABOR RELATIONS (ECO 518 cross-listed as MGT 518)
  - EMPLOYMENT DISCRIMINATION (LAW 202)
  - APPLIED QUANTITATIVE ANALYSIS (GSB 420)
- or

- GRADUATE STATISTICS (PSY 610)
- LABOR LAW (LAW 417)
- LIFE AND CAREER PLANNING (MGT 529)
- LEADERSHIP (MGT 530)
- or
- LEADERSHIP & MANAGEMENT (MPS 521)
- or
- PSYCHOLOGY OF LEADERSHIP (PSY 441)
- CHANGE MANAGEMENT (MGT 535)
- LABOR RELATIONS LAW AND GOVERNMENTAL POLICY (MGT 560)
- LABOR-MANAGEMENT RELATIONS: LAW & PRACTICE (MGT 561)
- RESOLVING CONFLICT IN ORGANIZATIONS (MGT 562)
- NEGOTIATION SKILLS (MGT 563)
- EMPLOYMENT LAW (MGT 565)
- SPECIAL TOPICS: MANAGING CULTURE FOR COMPETITIVE ADVANTAGE (MGT 798)
- ETHICS IN ADMINISTRATION (2 CREDIT HOURS) (MPS 504)
- WRITING IN THE PROFESSIONS (MPS 508)
- PSYCHOLOGY OF WORK AND MOTIVATION (PSY 440)
- PERFORMANCE APPRAISAL (PSY 444)
- ORGANIZATIONAL CONSULTATION (PSY 447)
- CONCEPTS, METHODS, AND ETHICS FOR I/O PSYCHOLOGY (PSY 448)
- PRINCIPLES OF HUMAN DIVERSITY (PSY 520)
- SEMINAR IN I/O PSYCHOLOGY: STRESS AND HEALTH IN ORGANIZATIONS (PSY 559)
- INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY (PSY 680)
- INTERNSHIP (MGT 793) strongly recommended for students without HR experience

### **Three Business Electives**

Choose three electives from certain courses in general business at DePauls Kellstadt Graduate School of Business.

- FINANCIAL ACCOUNTING (ACC 500)
- LEGAL AND ETHICAL ENVIRONMENT (BLW 500)
- MONEY AND FINANCIAL SYSTEMS (ECO 500)
- BUSINESS CONDITIONS ANALYSIS (ECO 509)
- ECONOMICS FOR DECISION MAKING (ECO 555)
- FINANCIAL MANAGEMENT (FIN 555)
- GLOBAL ECONOMY (IB 500)
- OPERATIONS MANAGEMENT (MGT 502)
- MANAGEMENT OF INFORMATION TECHNOLOGY (MIS 555)
- or
- MANAGEMENT OF INFORMATION TECHNOLOGY (MPS 516)
- DECISIONS IN MARKETING MANAGEMENT (MKT 555)
- INTRODUCTION TO PUBLIC SERVICE MANAGEMENT (MPS 500)
- FINANCIAL ADMINISTRATION (MPS 515)
- STRATEGIC PLANNING (MPS 529)

### **M.S.H.R. DEGREE REQUIREMENTS**

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of 12 courses: 48 quarter hours.
3. Satisfactory completion of five HR core courses: 20 quarter hours.
4. Satisfactory completion of four HR-related electives: 16 quarter hours.
5. Satisfactory completion of three Business electives: 12 quarter hours
6. A minimum of six courses (24 quarter hours) must be taken in courses from departments within the Kellstadt Graduate School of Business
7. All courses for credit toward the degree must be completed with satisfactory grades within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.



## **Master of Science in Marketing Analysis (M.S.M.A.)**

Through the Master of Science in Marketing Analysis students acquire competencies in the areas of marketing strategy and tactics; basic programming skills; knowledge of computer hardware and software; statistical training; and analyzing, interpreting, and applying data. Employers seek graduates of this program for positions in database marketing and e-business. They value the integration of marketing skills with technical expertise. Graduates will be qualified to help develop effective marketing strategies based upon the analysis and interpretation of marketing data.

Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to six of their M.B.A. courses count toward the requirements of the Master of Science in Marketing Analysis degree. The exact number of courses that can be double-counted in this manner depends upon the specific content and age of coursework.

DePaul University's Master of Science in Marketing Analysis will allow graduates to:

- Interface with both information systems and marketing departments.
- Understand the structure and use of databases.
- Create marketing strategies based upon high-level data interpretation.
- Analyze data to detect trends, exceptions, insights, and opportunities.

### **CURRICULUM**

Students should have sufficient knowledge in calculus, statistics, programming, and mathematical sciences to enter the program. If students need to acquire some of these skills, one or more of the following courses will be recommended: GSB 420-Applied Quantitative Analysis; MAT 135-Business Calculus I; MAT 137-Business Statistics; MAT 140-Discrete Mathematics I.

Students complete the MS in Marketing Analysis by taking seven required courses and five elective courses for a total of 12 courses.

### **Required Core Courses**

- DECISIONS IN MARKETING MANAGEMENT (MKT 555)
- MARKET RESEARCH I (MKT 525)
- ADVANCED MARKET RESEARCH (MKT 526)
- ANALYTICAL TOOLS FOR MARKETERS (MKT 534)
- MARKETING STRATEGIES AND PLANNING (MKT 535)
- CONSUMER BEHAVIOR (MKT 545)
- MANAGING ETHICAL & EFFECTIVE ORGANIZATIONAL BEHAVIOR (MGT 500)

### **Elective Courses**

Students are to select two additional courses from marketing (MKT) and three courses from the Analytical Group for a total of five courses from the following list of approved electives. Please note that approved electives may have prerequisites that are not part of the M.S.M.A. curriculum and will not be waived.

### **AVAILABLE MARKETING ELECTIVES (Choose Two)**

- QUALITATIVE MARKET RESEARCH (MKT 528)
- PRECISION MARKETING (MKT 529)
- PRINCIPLES OF CUSTOMER RELATIONSHIP MANAGEMENT (MKT 530)
- SALES STRATEGY AND TECHNOLOGY (MKT 578)
- INTERNET AND INTERACTIVE MARKETING (MKT 595)

### **THE ANALYTICAL GROUP (Choose Three)**

- SPECIAL TOPICS (when course has statistical orientation) (ECO 798)
- DATA ANALYSIS AND REGRESSION (CSC 423)
- ADVANCED DATA ANALYSIS (CSC 424)

- TIME SERIES ANALYSIS AND FORECASTING (CSC 425)
- KNOWLEDGE DISCOVERY TECHNOLOGIES (IS 567)
- WEB DATA MINING FOR BUSINESS INTELLIGENCE (ECT 584)

## **M.S. IN MARKETING ANALYSIS DEGREE REQUIREMENTS**

1. Satisfactory completion of the college residency requirement.
2. Completion of the seven required courses, or their substitutes as approved by the Chair of the Marketing Department: 28 quarter hours.
3. Completion of five elective courses to be selected from a list of 13 approved electives such that two are from marketing; two are from information systems; and one is from economics. 20 quarter hours.
4. All courses for credit toward the degree must be completed within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business □ Specialized Masters Programs □ Master of Science in Real Estate (M.S.R.E.)

## **Master of Science in Real Estate (M.S.R.E.)**

At DePaul, we've studied and taught real estate trends for more than 90 years. In fact, we currently offer the most comprehensive array of real estate courses in Chicago, and the academic and practical qualifications of our faculty allow us to offer an unparalleled real estate education. Courses are frequently team taught by full time faculty and leading Chicago area professionals, with a strong emphasis on case discussion that links theory with pragmatic approaches to problem solving. Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to six of their M.B.A. courses count toward the requirements of the Master of Science in Real Estate degree. The exact number of courses that can be double-counted in this manner depends upon the specific coursework of each individual.

Graduates of the program will possess an array of tools with which they will be able to adapt to the evolving and inherently multi-disciplinary industry. More specifically, MS in Real Estate students will obtain:

- Financial and quantitative decision-making skills,
- Critical thinking, evaluation and analysis skills,
- Oral and written communication skills, and
- Technology and geographical information system skills.

## **CURRICULUM**

Each candidate must be competent in financial accounting, microeconomics and calculus and statistics prior to registration for Financial Management (FIN 555). To ensure competence, students who have not completed the equivalent of Principles of Accounting I and II at the undergraduate level will be required to take Financial Accounting (ACC 500). Students who have not completed Intermediate Microeconomics at the undergraduate level will be required to take Economics for Decision Making (ECO 555). Students who do not pass a competency examination in calculus and statistics will be required to take Applied Quantitative Analysis (GSB 420).

Students complete the MS in Real Estate by taking the seven required courses and at least five elective courses from the list of courses approved for elective credit.

### **Required Courses**

- APPLIED QUANTITATIVE ANALYSIS (GSB 420)
- FINANCIAL MANAGEMENT (FIN 555)
- REAL ESTATE INVESTMENT/FINANCE (RE 530)
- REAL ESTATE FINANCE (RE 531)
- REAL ESTATE MARKET ANALYSIS AND VALUATION (RE 533)
- REAL ESTATE INVESTMENT (RE 535)
- SPECIAL TOPIC: LEGAL ISSUES IN REAL ESTATE (BLW 798)

### **Elective courses: (Select 5)**

Note: approved electives may have prerequisites that are not part of the M.S.R.E. curriculum. Such

prerequisites will not be waived or substituted for approved electives.

- URBAN AND REGIONAL ECONOMICS (ECO 550)
- SEMINAR IN REAL ESTATE (RE 596)
- MARKET ANALYSIS (MKT 529)
- METROPOLITAN PLANNING (MPS 571)
- URBAN AND COMMUNITY DEVELOPMENT (MPS 573/SOC 422)
- URBAN DEVELOPMENT POLICIES (SOC 426)
- URBAN SOCIOLOGY (SOC 420)
- URBAN ANTHROPOLOGY (SOC 421)
- SOCIOLOGY OF HOUSING (SOC 424)
- ENVIRONMENTAL LAW (LAW 444)
- REAL ESTATE FINANCE/COMMERCIAL DEVELOPMENT (LAW 459)
- LAND USE PLANNING LAW (LAW 488)

### **M.S.R.E. DEGREE REQUIREMENTS**

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of the seven required courses.
3. Satisfactory completion of at least five approved elective courses such that at least 48 quarter hours of applicable course work are completed toward the degree.
4. All courses for credit toward the degree must be completed within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written approval of the director of the program or the Kellstadt Graduate School of Business.

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

Charles H. Kellstadt Graduate School of Business ▢ Specialized Masters Programs ▢ Master of Science in Taxation (M.S.T.)

### **Master of Science in Taxation (M.S.T.)**

The Master of Science in Taxation program provides an integrated program of study that provides the foundation for exceptional performance and leadership in the field of taxation. Students admitted to the program are presumed to aspire to attain the highest levels of responsibility in their firms, businesses, and organizations by adding value through technical competencies; analytical, communications and interpretive skills; and leadership to their clients or organizations.

Individuals with an M.B.A. degree or students currently enrolled in the M.B.A. program may have up to six of their M.B.A. courses count toward the requirements of the Master of Science in Taxation degree. The exact number of courses that can be double-counted in this manner depends upon the specific content and age of coursework.

### **PROGRAM PREREQUISITES**

Students must have an adequate background in financial accounting and tax treatment of individuals, corporations, partnerships and property transactions. Those who do not must take ACC 500, ACC 548 and ACC 551. These courses are in addition to the MST minimum requirements. Certified Public Accountants may submit proof of certification instead of GMAT test results for admission.

### **CURRICULUM**

Students complete the M.S. in Taxation degree by taking 12 courses. Five of the 12 courses are required. Three of the 12 are selected from among a list of electives in Taxation. Four of the 12 courses may be electives selected from any area of the Kellstadt Graduate School of Business, with exceptions and restrictions as noted below. Students are expected to choose their electives in consultation with the faculty director of the program.

### **Required Courses**

- TAX RESEARCH (ACC 558)

- TAXATION OF CORPORATIONS AND SHAREHOLDERS (ACC 560)
- TAX ACCOUNTING, PERIODS AND METHODS (ACC 565)
- FEDERAL INCOME TAX PROCEDURES (ACC 566)
- SEMINAR IN CURRENT PROBLEMS IN TAXATION (ACC 598)

### **Electives in Taxation (Three Required)**

- TOPICS IN INDIVIDUAL AND CORPORATE TAXATION (ACC 559)
- CORPORATE REORGANIZATIONS (ACC 561)
- CONSOLIDATED RETURNS (ACC 562)
- PARTNERSHIPS (ACC 563)
- TRANSACTIONS IN PROPERTY (ACC 564)
- INTERNATIONAL ASPECTS OF U.S. TAXATION (ACC 567)
- TAXATION OF CLOSELY HELD CORPORATIONS (ACC 568)
- CONCEPTS OF DEFERRED COMPENSATION (ACC 569)
- CONCEPTS OF STATE INCOME TAXATION (ACC 570)
- ESTATE AND GIFT TAXATION (ACC 571)
- CONCEPTS OF STATE PROPERTY AND TRANSACTION TAXATION (ACC 572)
- INCOME TAXATION OF ESTATES, TRUSTS AND DECEDENTS (ACC 573)
- ESTATE PLANNING (ACC 574)
- VALUATION PRACTICES (ACC 576)
- TAXATION OF FINANCIAL PRODUCTS AND MARKET PARTICIPANTS (ACC 577)
- ACCOUNTING FOR INCOME TAXES (ACC 580)
- TAXATION OF REAL ESTATE (ACC 581)
- ADVANCED CONCEPTS IN INTERNATIONAL TAXATION (ACC 582)
- TAX EXEMPT ORGANIZATIONS (ACC 591)
- SPECIAL TOPICS IN TAXATION (ACC 798)

### **Free Electives (Four Required)**

May be tax courses, or non-tax courses with the approval of the faculty director, but may not include ACC 500, ACC 541, ACC 542, ACC 543, ACC 545, ACC 547, ACC 548, ACC 550, ACC 551, ACC 552, ACC 555, ACC 584, ACC 640, BLW 500, ECO 500, ECO 509, MGT 500 or MGT 502.

### **M.S.T. DEGREE REQUIREMENTS**

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of 45 quarter hours applicable to the degree.
3. Satisfactory completion of at least eight taxation courses or a minimum of 32 quarter hours in taxation.
4. All courses for credit toward the degree must be completed with satisfactory grades within six calendar years after the candidates first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written permission of the program director or the Kellstadt Graduate School of Business.

*See [campusconnect.depaul.edu](http://campusconnect.depaul.edu) for information about the prerequisites for graduate courses.*

# KGSB Student Handbook

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook

## Policy Statement Regarding Use of This Handbook

In addition to the DePaul University Graduate Student Handbook , the Charles H. Kellstadt Graduate School of Business Student Handbook includes the rules, regulations and requirements for its graduate programs.

While every effort has been made to provide herein accurate and firm information, this handbook does not constitute a contract between the student and the University. The University reserves the right to revise the content of any of its handbooks and schedules and to change policies, programs, requirements, rules, regulations, procedures, calendars and schedule of tuition and fees; to establish and modify admission and registration criteria; to cancel or change courses or programs and their content and prerequisites; to limit and restrict enrollment; to cancel, divide or change time or location or staffing of classes; or to make any other necessary changes.

A student entering the Kellstadt Graduate School of Business should follow the catalog in effect at the time of entrance. A student who is readmitted or who changes his or her program or status is subject to the terms of the catalog in effect at the time of readmission or change.

All students are expected to adhere to the Student Code of Responsibility, to follow the policies, procedures and regulations of the University, and to fulfill any particular stipulations which the Kellstadt Graduate School of Business may have made in individual cases at the time of admission. Failure to do so may be grounds for dismissal from the program.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □

## Academic Standing, Course Credit, Grading and Grade Requirements

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Academic Standing, Course Credit, Grading and Grade Requirements

### Grades

The university has an approved list of possible final grades students may receive for each attempted course. Faculty are limited to this list in the grades that they may assign each term. The method for evaluating each student's progress in a course is at the discretion of the instructor, provided the method is fair, uniformly applied and made known to the class at the start of the term. The university does not have an evaluation key or course grading system for the purpose of assigning final grades.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Academic Standing, Course Credit, Grading and Grade Requirements □ Evaluation Key

### Evaluation Key

Following is the key to the system of evaluating the academic achievement by the student of the educational objectives specified by the instructor in the course syllabus. These definitions apply to the straight letter grade. A plus grade represents slightly higher achievement than the straight letter grade. A minus grade represents slightly lower achievement than the straight letter grade. Once assigned, university policy prohibits faculty from changing grades without the written permission of the college-based exceptions committee. Errors made in computation of the final grade (clerical error) and removal of an IN grade in accordance with university policy are exceptions to the grade change policy. **Faculty may not assign or accept additional graded material in order to improve a student's final grade.**

**A** The instructor judged the student to have accomplished the stated objectives of the course in an EXCELLENT manner.

**B** The instructor judged the student to have accomplished the stated objectives of the course in a VERY GOOD manner.

**C** The instructor judged the student to have accomplished the stated objectives of the course in a SATISFACTORY manner.

**D** The instructor judged the student to have accomplished the stated objectives of the course in a POOR manner.

**F** The instructor judged the student NOT to have accomplished the stated objectives of the course.

**IN** Temporary grade indicating that the student has a satisfactory record in work completed, but for unusual or unforeseeable circumstances not encountered by other students in the class and acceptable to the instructor is prevented from completing the course requirements by the end of the term. An incomplete grade may not be assigned unless the student has formally requested it from the instructor and the instructor has agreed to work with the student to complete the course. **Students must complete the remaining course work with the faculty who assigned the incomplete. Students may not be reassigned to a new course or class section for the purpose of completing course material to remove an IN grade .**

A student is given a maximum of two consecutive terms, excluding summer sessions or inter-sessions, to complete the required work. The actual time allowed is at the discretion of the faculty and may be less than but not more than the maximum of two terms. **At the end of the second quarter (excluding summer) following the term in which the incomplete grade was assigned, remaining incompletes will automatically convert to "F" grades.**

Ordinarily no incomplete grade may be completed after the grace period has expired. Instructors may not change incomplete grades after the grace period without the permission of the college-based Exceptions Committee.

**ING** Permanent grade assigned to a degree recipient who chooses not to resolve a grade of "IN" awarded during the last two terms prior to graduation. The grade of "ING" (Incomplete, Graduated) is final, and cannot be changed or lapsed to "F" once the degree is posted.

**R** Student is making satisfactory progress in a course that extends beyond the end of the term or in a project extending more than one quarter.

**RG** Permanent grade assigned to a degree recipient who chooses not to resolve a grade of "R" awarded during the last two terms prior to graduation. The grade of "RG" (Research, Graduated) is final, and cannot be changed or lapsed to "F" once the degree is posted

**PA** Passing achievement in a pass/fail course.

**W** Automatically recorded when the student files his withdrawal through the student's home college or school on or before the date designated in the academic calendar for such withdrawal.

**AU** Auditor status, not for credit.

**M** Final grade is missing (not submitted).

**FX** Unauthorized withdrawal.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Academic Standing, Course Credit, Grading and Grade Requirements □ Minimum Grade Requirements

## **Minimum Grade Requirements**

A cumulative average of C (2.0) is required for graduation for all programs. In addition, a 2.0 cumulative GPA is required for the concentration courses and any elective course work which is taken in the same area as the concentration. A 2.0 cumulative GPA is required in all concentrations if more than one concentration is chosen.

MBA students will receive credit for a concentration course in which they receive a C or better. Any grade lower than C in a concentration course does not count as credit toward the degree and the student must repeat the course or an approved substitute. Students must receive C or better in any elective which is in the same area as the concentration(s).

Specialized masters programs follow the MBA concentration policy for minimum grades and grade point averages.

If an upper division undergraduate course is taken for graduate credit a final grade of B or better must be earned in order for the course to apply toward the degree. A student may receive graduate credit for one 300-level Commerce course completed while a student in the graduate school of business with the specific, prior written approval of the department chairman of the students area of concentration.

Graduation with distinction is reserved for those students obtaining an overall grade point average of 3.6 or above for courses taken in the Kellstadt Graduate School of Business.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Academic Standing, Course Credit, Grading and Grade Requirements □ Graduation With Distinction

## **Graduation With Distinction**

Graduation with distinction is reserved for those students obtaining a cumulative grade point average of 3.6, or above, for courses taken toward the applicable degree while in residence in the Kellstadt Graduate School of Business.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Academic Standing, Course Credit, Grading and Grade Requirements □ Probation and Dismissal

## **Probation and Dismissal**

Two grades of F or FX will result in automatic dismissal from the program.

A student will be placed on probation as soon as his/her graduate G.P.A. falls below 2.0. In determining this average, grades from all courses taken while in the Kellstadt Graduate School of Business, including repeated courses, will be computed. The student will remain on probation until three more courses are taken, after which time another evaluation will be made. If at that time the student has failed to raise his/her cumulative G.P.A. to the required level of 2.0, the student will be dismissed from the program and prohibited from registering for additional graduate course work.

A student who has been dismissed from the program may, after a period of time not less than two quarters, petition for reinstatement, presenting conclusive evidence that his/her situation has changed in such a way as to make probable the successful completion of the program. Each case will be considered on an individual basis by the assistant dean, whose decision is final. Any student reinstated will re-enter the program on the terms and conditions set forth by the assistant dean.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Academic Standing, Course Credit, Grading and Grade Requirements □ Course Credit

## Course Credit

Most classes are offered over a ten-week period of instruction followed by an examination period in the eleventh week of the term and carry four quarter hours of credit. The unit of credit for quarter hours is defined as one hour granted for 45 minutes of classroom work per week in a ten week period of instruction. Exceptions include Accounting 640, which carries five quarter hours of credit, and special courses that are offered across multiple terms.

A student may receive graduate credit for **one 300-level Commerce course** completed while a student in the graduate school of business with the specific, prior written approval of the department chairman of the students area of concentration. If an upper-division or 300-level course is taken for graduate credit a final grade of B or better must be earned in order for the course to apply toward the degree.

Course credit is earned if a student receives any grade of A through D. Duplication of courses or course work is not permitted except where a student is advised to repeat a course for which an F or D was earned. Double credit is not given for duplicated courses. Students must repeat a course for which an F was earned if the course is taken as part of an MS program or Concentration.

## Auditor Status

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Auditor Status

Auditor Status

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Auditor Status □ Auditor Status

## Auditor Status

### AUDITOR STATUS

Students may audit a course only with the permission of the appropriate academic director. When a student is permitted to audit a course, tuition and fees are charged at the regular scheduled rates and must be paid at time of registration, and are not refundable. Audit courses receive no credit.

Students may not change to auditor status or from auditor status after the third week of class. The final decision to continue regarding auditor status must be made with written notice to the college office by the end of the third week of class.



# Course Expiration Rule

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Course Expiration Rule

## Course Expiration Rule

All degree requirements must be satisfied within six years commencing with the term of initial enrollment. A course taken more than six years prior to the last term of attendance before the degree date may be reinstated for graduate credit upon approval of the academic program director or the Kellstadt Graduate School of Business.

# Residency Requirements

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Residency Requirements

## For All Programs

Residency status in the Charles H. Kellstadt Graduate School of Business commences with admission to one of its programs with degree seeking status.

A student entering the program with prior graduate-level coursework in business must submit a written request for acceptance of transfer credit. The number of courses actually transferable will be determined by the Charles H. Kellstadt Graduate School of Business. A maximum of six courses may be accepted as transfer credit. The actual number of transfer courses accepted will vary with each student in accordance with the residency requirement policy and the course waiver policy. Students may not transfer courses after matriculation.

The written request for acceptance of transfer credit must contain a course description or syllabus. In addition, a bulletin, course catalog or statement of the schools academic regulations may sometimes be required before a final decision of transferability can be made. In such cases the Kellstadt Graduate School of Business will specifically request the additional material or information required for a decision.

Courses with grades less than C will not be considered for transfer to the Kellstadt Graduate School of Business. Ordinarily a course must carry at least four quarter hours of graduate credit to be acceptable for transfer. No more than two courses are acceptable for transfer in any one field without the written permission of the appropriate program director. Transfer credit is not calculated into the students cumulative grade point average. Transfer credit is subject to the same six-year limit for validity as courses taken in residence at DePaul.

For MBA Programs

For Specialized Masters Programs

For Second Degrees or Concentrations

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Residency Requirements □ For MBA Programs

## For MBA Programs

For students with relevant previous credit a minimum of nine courses, or 36 quarter hours, must be taken in residence in the Charles H. Kellstadt Graduate School of Business in order to qualify for the MBA degree. To qualify for the minimum residency requirement students must have a sufficient number of waived courses

(see below) and appropriate non-duplicate transfer work (see Transfer of Graduate Credit) such that only nine course requirements remain for completion. At least two, and as many as three, remaining courses must be in an area of concentration. The number of concentration courses needed to meet the residency requirement is dependant upon the concentration selected.

#### Waiver and Substitution Policy (MBA Only)

MGT 500 and GSB 599 are required of all students and may not be waived or substituted. Business Foundation and Managerial Decision Area courses may be waived (excused without additional course work required) if the student has completed equivalent course work with a grade of C or better. Substitution decisions (i.e., permission to take an advanced course in place of a required course) are made by the appropriate department chair or faculty program director and only in unusual circumstances. The interpretation and evaluation of the students previous course work for course waiver decisions is the prerogative of the Charles H. Kellstadt Graduate School of Business, which will make the final determination of the quality and pertinence of such work.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Residency Requirements □ For Second Degrees or Concentrations

### **For Second Degrees or Concentrations**

Students who wish to pursue a second concentration in the MBA, or a second graduate degree in business subsequent to the completion of any graduate degree, are subject to the residency requirement policy. In addition, not fewer than 50% of the requirements for a second degree must be completed as new material not applied to any previous degree or concentration and more than 50% of the requirements of a second concentration must be completed as new material not applied to any previous degree or concentration. Students may not receive two MBA degrees.

Returning to DePaul for an Additional MBA Concentration

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Residency Requirements □ For Specialized Masters Programs

### **For Specialized Masters Programs**

The minimum number of courses taken in residence in the Charles H. Kellstadt Graduate School of Business may not be fewer than 50% of the maximum number of courses required for the degree. Actual residency requirements are determined by the faculty of the department sponsoring the degree and may be set higher than the 50% allowed by the college.

Charles H. Kellstadt Graduate School of Business □ KGSB Student Handbook □ Residency Requirements □ Returning to DePaul for an Additional MBA Concentration

### **Returning to DePaul for an Additional MBA Concentration**

After earning an MBA degree from DePaul Universitys Kellstadt Graduate School of Business, a student may return to complete (an) additional concentration(s). Students are subject to the academic policies and concentration requirements effective at the time of readmission. Successful completion of (an) additional concentration(s) shall be noted on the students official transcript with the completion date(s). However, the students original grade point average at completion of the MBA degree remains frozen. Further, course work to add (an) additional concentration(s) does not affect the students academic status or distinction earned at the time of the original degree conferral.



# Academic Departments

Charles H. Kellstadt Graduate School of Business ▫ Academic Departments

## Departments of Instruction

School of Accountancy and Management Information Systems

Department of Economics

Department of Finance

Department of Management

Department of Marketing

Department of Real Estate

Charles H. Kellstadt Graduate School of Business ▫ Academic Departments ▫ School of Accountancy and Management Information Systems

## School of Accountancy and Management Information Systems

The School of Accountancy and Management Information Systems is among the largest, most innovative and well-known professional schools in the nation. The School's full-time faculty holds virtually every relevant degree and credential, includes nationally and internationally-known authors, scholars and researchers, and considers teaching its chief mission.

To learn more please follow this link to [The School of Accountancy and Management Information Systems](#).

Charles H. Kellstadt Graduate School of Business ▫ Academic Departments ▫ Department of Economics

## Department of Economics

Economics analyzes the manner in which scarce resources are utilized to satisfy the wants and needs of people and society. The Economics Department offers courses that formulate, interpret, and explore ideas concerning such topics as unemployment, inflation, production and distribution, economics growth, and international economics relations. Courses emphasize the need for accurate knowledge of business institutions and economics phenomena, for theories capable of explaining these phenomena, for estimating relationships among economic variables, and for testing explanations.

To learn more please follow this link to [The Economics Department](#).

Charles H. Kellstadt Graduate School of Business ▫ Academic Departments ▫ Department of Finance

## Department of Finance

The Department of Finance is dedicated to offering a conceptually grounded, quality education for a broad community of learners. Central to this mission is providing a foundation for lifelong learning and enhanced professional and intellectual growth for our community of students, faculty, business and alumni.

To learn more please follow this link the Department of Finance .

Charles H. Kellstadt Graduate School of Business ▫ Academic Departments ▫ Department of Management

## **Department of Management**

Welcome to the Department of Management, a vibrant community of scholars, students and staff dedicated to the pursuit of improving management skills in the workplace. The department is a very diverse home for the study of a number of specialized areas: leadership, human resources management, production and operations management, health sector management, and entrepreneurship.

To learn more please follow this link to the Department of Management .

Charles H. Kellstadt Graduate School of Business ▫ Academic Departments ▫ Department of Marketing

## **Department of Marketing**

Marketing encompasses all business activities required to bring goods and services to the ultimate buyer and to satisfy consumer needs and wants activities ranging from research and product development to advertising and sales. Marketers are analytical and creative. And because of their importance to their companies, they are well compensated. Their jobs are challenging and full of excitement.

To learn more please follow this link to the Department of Marketing .

Charles H. Kellstadt Graduate School of Business ▫ Academic Departments ▫ Department of Real Estate

## **Department of Real Estate**

The Department of Real Estate provides a curriculum which enables all students in the College of Commerce to work and excel in the real estate community at the local and national levels, and to adapt to future changes in the industry. It provides a strong foundation for students with career goals in real estate as the demand for qualified professionals in all areas of the industry continues to escalate with changing economic factors that drive the real estate market.

Competence in real estate today, and the future, requires an understanding of a wide variety of professional disciplines and their interactions. As a result, the program reaches across academic boundaries of departments and colleges to provide a truly interdisciplinary degree housed within the College of Commerce.

Employment opportunities exist everywhere across the spectrum: ownership, brokerage, appraisal, design, insurance, inspection, leasing, management, and construction are a few. Property sectors include office, industrial, multi-family, retail, and hospitality and entertainment. Expanding the definition of real estate to consider the financial services side of real estate yields an additional list of career opportunities (mortgage lenders, mortgage brokers, underwriters, servicers, researchers, and others). The Real Estate Center assists students in finding employment in many of these diverse areas and industries in the associated supporting professions.

# Accreditation

Charles H. Kellstadt Graduate School of Business ▢ Accreditation

## Accreditation

### **DEPAUL UNIVERSITY IS ACCREDITED BY :**

AACSB International The Association to Advance Collegiate Schools of Business  
The American Chemical Society  
The American Psychological Association  
The Association of American Law Schools  
The Commission of Institutes of Higher Education of  
The North Central Association of Colleges and Schools  
The National Association of Schools of Music  
The National Council for Accreditation of Teacher Education  
The National League for Nursing

### **DEPAUL UNIVERSITY IS ON THE APPROVED LIST OF:**

The American Bar Association  
The Illinois Board of Higher Education  
The Illinois Department of Registration and Education  
The Illinois Office of Education, State Teacher Certification Board  
The National Association for Music Therapy  
The State Approving Agency for Veterans Training

### **DEPAUL IS A MEMBER OF:**

The American Association of Colleges of Nursing  
The American Association of Colleges for Teacher Education  
The American Association on Higher Education  
The American Association of Theatre for Youth  
The American Association of University Women  
The American Council on Education  
The Association of American Colleges and Universities  
The Association of Catholic Colleges and Universities  
The Association of Governing Boards of Universities and Colleges  
The Chicagoland Advocates for Signed Theatre  
The Consortium of Conservatory Programs  
The Council on Graduate Schools  
The Federation of Schools of Accountancy  
The Graduate Management Admission Council  
The Illinois Arts Alliance  
The International Association of Theatre for Children and Young People  
The League of Chicago Theatres  
The Midwest Alliance in Nursing  
The National Association of Independent Colleges and Universities  
The National Catholic Education Association  
The National Council of Educational Opportunity Associations  
The National League for Nursing

# The Vincentian Character of DePaul University

Charles H. Kellstadt Graduate School of Business □ The Vincentian Character of DePaul University

## **The Vincentian Character of DePaul University**

DePaul, a Catholic university, takes its name from St. Vincent dePaul. The religious community founded by Vincent, commonly known as Vincentians, opened the university and endowed it with a distinctive spirit: to foster in higher education a deep respect for the God-given dignity of all persons, especially the materially, culturally, and spiritually deprived; to instill in educated persons a dedication to the service of others. In each succeeding generation the women and men of DePaul have pursued learning in this spirit of Vincent dePaul.