UT Dallas 2013 Graduate Catalog

Naveen Jindal School of Management

School of Management Executive Education Programs

UT Dallas School of Management Executive Education combines the best of the School's nationally recognized faculty with a select group of executives to provide an innovative, relevant portfolio of programs. Designed to advance knowledge and skills that improve organizational performance, these programs include both MBA and Master of Science degree programs, as well as certificate programs. Courses are taught on campus, on site, or online.

Executive MBA and Master's Degrees

- Executive MBA (EMBA) Program
- Global Leadership Executive MBA (GLEMBA) Program
- Certificates and Degree Programs with an emphasis in Project Management
- Certificates and Degree Programs with an emphasis in Product Lifecycle and Supply Chain Management
- Master of Science in Healthcare Management for Physicians
- Healthcare Management Executive MBA for Physicians
- Executive Education Program in Organizational Behavior and Coaching
- Executive Master of Science Degree and Certificate Programs in Systems Engineering and Management (MS-SEM)
- Joint Executive MS-SEM/Global Executive MBA Program (Dual Degree)

Special admission and fee requirements apply to the following programs and courses.

Executive MBA (EMBA) Program

53 hours minimum

Ranked nationally and worldwide, the Executive MBA (EMBA) program prepares experienced professionals for upper management, executive levels, and the C-suite. Based in part on personal executive coaching, the program provides a transformative, leadership, educational, and personal improvement experience that enhances your success and takes your career to a higher level. The 21-month program has only 3 class days per month, minimizing disruptions for those with busy schedules. Executive MBA students learn versatile confidence and performance-oriented capabilities in an integrated curriculum. Two trips, 1 international, expose students to corporate and governmental decision makers and take you behind the scenes with one-on-one conversations with global leaders.
The EMBA program is supported entirely by participant fees and special admissions requirements apply.

Executive MBA degree programs in the Naveen Jindal School of Management require a core of 29 credit hours, along with a set of specially designed elective courses equivalent to 24 credit hours, for a total of 53 credit hours. The MBA core is comprised of the following courses:

**MBA Core Curriculum: 29 Hours**

- **ACCT 6201** Introduction to Financial Accounting
- **ACCT 6202** Introduction to Managerial Accounting
- **BPS 6310** Strategic Management
- **FIN 6301** Financial Management
- **IMS 6204** Global Business
- **MIS 6204** Information Technology and MIS Fundamentals
- **MECO 6303** Business Economics
- **MKT 6301** Marketing Management
- **OPRE 6301** Quantitative Introduction to Risk and Uncertainty in Business
- **OPRE 6302** Operations Management
- **OB 6301** Organizational Behavior

The following courses, comprising a total of 21 semester hours, are currently offered in the Executive MBA Program curriculum:

- **BPS 6251** Capstone: Integration/Transformation
- **FIN 6251** Strategic Financial Management and Valuation I
- **IMS 6150** International Business Management - EMBA
- **BPS 6252** Executive Study Trip: Washington DC
- **IMS 6351** Executive International Studies Trip - EMBA
- **ACCT 6286** Governance, Risk Management and Compliance
- **OB 6260** Executive Coaching
- **OB 6261** Executive Workshop
- **BPS 6332** (SYSM 6320) Strategic Leadership
- **OB 6332** (OPRE 6396, HMGT 6324, SYSM 6313) Negotiation and Dispute Resolution

To complete the requirements for the EMBA, students take an additional 3 credit hour elective.
Global Leadership Executive MBA (GLEMBA) Program

53 hours minimum

The Global Leadership Executive MBA (GLEMBA) program emphasizes international skills, business operations and transformative leadership. Courses are taught and experiences are provided to working professionals to gain the skills and knowledge needed to assume global leadership responsibilities. This 23 month program includes: online learning, five retreats held on campus, and a one week international study tour as part of this accredited Executive MBA program. A defined degree plan expands the MBA core curriculum with an international curriculum.

GLEMBA students take additional courses comprising a total of 24 semester hours from the following list specific to the Global Leadership Executive MBA Program curriculum.

The following courses are currently offered in the Global Leadership Executive MBA Program curriculum

IMS 6368 Cross-Culture Communication and Management
IMS 6151 Global Business
IMS 6355 Global Communications and Negotiations
IMS 6354 Global Marketing
IMS 6213 Global Politics in Business
IMS 6214 Global Mergers & Acquisitions
OPRE 6350 Global Supply Chain Management
ENTP 6352 International Business Plan
ENTP 6351 International Entrepreneurship and Innovation
IMS 6353 International Study Tour

Certificates and Degree Programs with an emphasis in Project Management

The Executive Education Project Management Program is one of the emphasis areas designed to begin with a set of specialization area courses followed by additional business management core courses and leading to either a Master of Science or a Master of Business Administration degree with the chosen emphasis. Upon completion of the project management core courses, students earn a graduate certificate in project management and are prepared to take the Project Management Institute's Project Management Professional (PMP) certification exam. Following completion of the
project management core, students may then continue to complete the requirements for the Master of Science or the Master of Business Administration degree.

Project management faculty members have industrial project management, operations management, management consulting, and teaching experience. The program curriculum is delivered both on campus and online. The on-campus program accommodates work and travel schedules by meeting 8 hours per day on one consecutive Thursday, Friday, and Saturday per month. The online program is designed as weekly modules equivalent to one half-day on campus and includes live interaction.

The project management emphasis certificate and degree programs are supported entirely by participant fees and special admissions requirements apply. Both degree and non-degree seeking students with undergraduate degrees can study towards the Graduate Certificate in Project Management. Potential students are required to complete an application, provide written professional references from 3 people, attend an interview with the program director, and request all universities attended send an official transcript.

**Graduate Certificates in Project Management (21 hours minimum)**

The graduate certificate in Project Management is awarded after completion of the project management core courses described below totaling 21 credit hours. These courses emphasize a systems approach to project management and follow the lifecycle of a project, integrating relevant topics from multiple knowledge areas rather than presenting topical courses in isolation. This type of learning environment more closely tracks an actual work experience and facilitates learning and application.

**Courses Required for Certificate in Project Management**

- **OPRE 6271** Project Overview, Strategic and Process Management
- **OPRE 6372** Project Initiation
- **OPRE 6373** Project Planning
- **OPRE 6374** Project Planning and Execution
- **OPRE 6375** Project Execution and Closeout
- **OPRE 6376** Advanced Project Management and Simulation
- **MAS 6101** Legal Considerations in Project Management
- **OB 6301** Organizational Behavior
Master of Science in Management and Administrative Sciences with an emphasis in Project Management

36 hours minimum

A Master of Science degree is awarded after the completion of an additional 18 credit hours beyond the Project Management Core requirements.

The MS-MAS in Project Management requires the following coursework

MS-MAS in Project Management supplemental curriculum:

- **ACCT 6201** Introduction to Financial Accounting
- **ACCT 6202** Introduction to Managerial Accounting
- **MECO 6303** Business Economics
- **MIS 6204** Information Technology and MIS Fundamentals
- **OPRE 6301** Quantitative Introduction to Risk and Uncertainty in Business
- **IMS 6370** Seminar in International Operations Management
- **IMS 6371** Seminar in International Strategic Management

Executive MBA degree with an emphasis in Project Management

53 hours minimum

The Executive MBA is earned by waiving the Master of Science degree and completing an additional 14 credit hours, for a total of 53 hours. Students must include the executive core courses listed below to earn the degree.

Additional courses to fulfill requirements for the Executive MBA

- **BPS 6310** Strategic Management
- **FIN 6301** Financial Management
- **IMS 6204** Global Business
- **MKT 6301** Marketing Management
- **OPRE 6302** Operations Management

Certificates and Degree Programs with an
emphasis in Product Lifecycle and Supply Chain Management

The graduate certificate and degree programs in Product Lifecycle and Supply Chain Management focus on educating executives and industry sponsored employees by combining theory and practice. It emphasizes the need to understand "the big picture," the importance of renewed focus on product lifecycle from design to disposal and supply chain from end to end. Students are trained to be effective problem solvers, and to continuously improve product performance and supply chain efficiency. The program will employ lectures, case studies, site visits, and the use of quantitative and qualitative methods to meet the learning objectives of the program. Students are required to integrate classroom learning with work projects. The program leverages the world-class faculty in the operations management and industry leaders/practitioners to deliver the program. Following completion of the product lifecycle and supply chain management core, students may then continue to complete the requirements for the Master of Science or the Master of Business Administration degree.

The product lifecycle and supply chain emphasis certificate and degree programs are supported entirely by participant fees and special admissions requirements apply. Both degree and non-degree seeking students with undergraduate degrees can study towards the Graduate Certificate in Project Management. Potential students are required to complete an application, provide written professional references from 3 people, attend an interview with the program director, and request all universities attended send an official transcript.

Graduate Certificates in Product Lifecycle and Supply Chain Management

15 hours minimum

The Graduate certificate in Product Lifecycle and Supply Chain Management is awarded after completion of the product lifecycle and supply chain management core courses described below, totaling 15 credit hours.

Courses Required for Graduate Certificate in Product Lifecycle and Supply Chain Management: 15 credit hours

- **OPRE 6366** Global Supply Chain Management
- **OPRE 6370** Logistics, Distribution and Warehousing
- **OPRE 6371** Purchasing, Sourcing and Contract Management
- **OPRE 6379** Product Lifecycle Management
- **OPRE 6364** Quality Control (Lean 6 Sigma)
Master of Science in Supply Chain Management

36 hours minimum

A Master of Science in supply chain management degree is awarded after the completion of an additional 22 credit hours beyond the product lifecycle and supply chain management Core requirements. The MS in Supply Chain Management requires the following coursework:

MS in Supply Chain Management supplemental curriculum: 22 hours

- **ACCT 6201** Introduction to Financial Accounting
- **ACCT 6202** Introduction to Managerial Accounting
- **FIN 6301** Financial Management
- **OB 6301** Organizational Behavior
- **OPRE 6301** Quantitative Introduction to Risk and Uncertainty in Business
- **OPRE 6302** Operations Management
- **OPRE 6367** Capstone Projects in Supply Chain Management (International Study)
- **OPRE 6368** Industrial Applications in Supply Chains (International Study)

Executive MBA degree with an emphasis in Product Lifecycle and Supply Chain Management

53 hours minimum

The Executive MBA is earned by waiving the Master of Science degree and completing an additional 16 credit hours, for a total of 53 hours. Students must include the executive core courses listed below to earn the degree.

Additional courses to fulfill requirements for the Executive MBA: 16 Credit Hours

- **BPS 6310** Strategic Management
- **MIS 6204** Information Technology and MIS Fundamentals
- **IMS 6204** Global Business
- **MKT 6301** Marketing Management
- **MECO 6303** Business Economics
- OPRE Elective
Master of Science in Healthcare Management for Physicians

36 hours minimum

The Master of Science in Healthcare Management is a specialized business degree available to licensed MDs and DOs. The 36 credit hour healthcare management curriculum consists of nine 4-day residential classes OR any eight classes plus a self-directed field study. A different class is offered every two months and classes may be started at any time and taken in any order. Eight classes are eligible for up to 36 hours each of Category 1 CME credit toward the AMA Physician's Award. Successful completion of any five classes is recognized by the award of a Graduate Certificate in Healthcare Management.

The curriculum is centered on real-life healthcare problems and cases. Classes are jointly taught by senior business and medical school faculty with outstanding academic credentials and real-world healthcare experience. Physicians and faculty work collaboratively in small teams to examine facts, evaluate alternatives, and develop workable solutions.

The healthcare management curriculum consists of the following courses

- **HMGT 6401** Negotiation and Conflict Management in Healthcare
- **HMGT 6402** Financial Management of Healthcare Organizations
- **HMGT 6403** Medical Cost and Performance Management
- **HMGT 6404** Service Quality Improvement and Patient Satisfaction
- **HMGT 6405** Healthcare Information, Management and Technology
- **HMGT 6406** Strategic Management of Healthcare Organizations
- **HMGT 6407** Healthcare Policy and Regulation
- **HMGT 6408** Motivational Leadership in Healthcare Organizations
- **HMGT 6410** Coaching as a Leadership Style
- **HMGT 6V10** Special Topics in Healthcare Management
- **HMGT 6V15** Self-Directed Field Study

Healthcare Management Executive MBA for Physicians

53 hours minimum

The Healthcare Management Executive MBA is a general business degree preferred by physicians who wish to pursue a career in healthcare consulting. It requires the completion of the healthcare management curriculum plus an additional 17 credit hours consisting of six non-healthcare related general business classes. These classes provide an integrated overview of functional areas of management as well as analytical tools for effective decision making. The general business classes are taken online for maximum flexibility and convenience. The online classes require no on-campus visits.

The six general business courses required are:

- FIN 6301 Financial Management
- IMS 6204 Global Business
- MECO 6303 Business Economics
- MKT 6301 Marketing Management
- OPRE 6301 Quantitative Introduction to Risk and Uncertainty in Business
- OPRE 6302 Operations Management

The Healthcare Management Executive MS and MBA degrees are supported entirely by participant fees and special admissions requirements apply. Further information may be obtained from the program website: http://amme.utdallas.edu.

Executive Education Program in Organizational Behavior and Coaching

As is the case with both Project Management and Healthcare Management for Physicians, students in the executive program in Organizational Behavior and Coaching can complete multiple levels of recognition in the program, including:

1. A Graduate Certificate in Executive and Professional Coaching after 15 credit hours
2. A Master of Science degree in Management and Administrative Sciences after the completion of an additional 21 credit hours beyond certificate requirements.

This concentration focuses on organizational behavior and coaching theory, methodology and techniques. Students learn how to become instruments of individual and organizational change, lead and manage organizational transitions, work effectively when there is resistance to change, and develop skills as an internal and external practitioner. Students deepen their knowledge of individual and organizational behavior through the integration of theory and practice. They leave the program with a set of tools for personal, group, organization, and community transformation, qualified to apply for professional accreditation by the International Coach Federation.

Classes are conducted utilizing the very best in interactive distance learning methodologies, making the program convenient, efficient, and geographically independent for busy professionals. Students are taught by outstanding master coaches with real-world coaching experience within business settings and School of Management faculty. Participants will be eligible to receive fifteen graduate
credit hours upon completion of the graduate certificate.

Graduate Certificate in Executive and Professional Coaching
15 hours minimum

The graduate level certificate requires the successful completion of the following six courses specific to Executive and Professional Coaching, including two Coaching Practice/Practicum courses, OB 624, OB 6249, or OB 6253.

Executive and Professional Coaching courses

OB 6248 Coaching Practice Lab I
OB 6249 Coaching Practice Lab II
OB 6350 Introduction to Executive and Professional Coaching
OB 6351 Coaching in the Business or Organizational Setting
OB 6352 Advanced Coaching Models and Methods
OB 6253 Coaching Practicum

Master of Science in Management and Administrative Sciences with a Concentration in Organizational Behavior and Coaching
36 hours minimum

After completion of the certificate requirements, students can go on to complete a Master of Science in Management and Administrative Sciences by completing another 21 hours of graduate level courses, including the courses in the MS-MAS core curriculum.

The MS-MAS core is comprised of the following courses:

MS-MAS Core Curriculum

ACCT 6201 Introduction to Financial Accounting
MECO 6303 Business Economics
MIS 6204 Information Technology and MIS Fundamentals
OPRE 6301 Quantitative Introduction to Risk and Uncertainty in Business
OB 6301 Organizational Behavior
Organizational Behavior and Coaching students take the executive MS-MAS core set, and then draw the remainder of their courses from the following list specific to the Organizational Behavior component of the curriculum.

Organizational Behavior Electives

- **OB 6331** Power and Politics in Organizations
- **OB 6332** Negotiation and Dispute Resolution
- **OB 6337** Motivational Leadership in Organizations (On Campus Only)
- **OB 6338** Coaching as a Leadership Style (On Campus Only)
- **OB 6355** Capstone in Organizational Behavior and Coaching

Executive Master of Science Degree and Certificate Programs in Systems Engineering and Management (MS-SEM)

*36 hours minimum*

The certificates and degree programs are jointly offered by the the Naveen Jindal School of Management and the Erik Jonsson School of Engineering and Computer Science.

Admissions Requirements

A student lacking undergraduate prerequisites for graduate courses must complete prerequisites or receive approval from the graduate advisor and the course instructor. Specific admission requirements for the MS-SEM follow.

A student entering the MS-SEM program should meet the following guidelines:

- A minimum of a BS in engineering, mathematics, physics, chemistry, economics or finance from an accredited program (specifically, programs that provide adequate fundamental skills in mathematics).
- A minimum of three years of work experience.
- Submission of three letters of recommendation from individuals who are able to judge the candidate's probability of success in pursuing a program of study leading to the MS-SEM degree.
- Submission of an essay outlining the candidate's background, education, and professional goals.

Degree Requirements

The MS-SEM program is designed to be flexible to accommodate different student backgrounds, allowing students to learn in areas in which they are deficient, while still guaranteeing core competency in systems engineering and systems management. This program has both a thesis and a non-thesis option. All part-time MS-SEM students will be assigned initially to the non-thesis option. Those wishing to elect the thesis option may do so by obtaining the approval of a faculty thesis supervisor.

The MS-SEM degree requires a total of 36 credit hours consisting of 12 courses in the non-thesis option or 10 courses plus six hours of thesis credit for the thesis option. All students must have an academic advisor and an approved degree plan. Courses taken without advisor approval will not count toward the 36 semester-hour requirement. Successful completion of the approved course of studies leads to the MS-SEM degree. Please also note that the University's general degree requirements are discussed in the graduate catalog.

Non-Thesis Option

Completion of a minimum of 36 semester hours of graduate-level lecture courses including the required core courses. With advisor approval, these may include some 5000 level courses. Students must earn a grade of B- or better in each of four core courses (see below).

Thesis Option

An alternative to the 36 credit-hour requirement for the MS-SEM degree is the completion of a minimum of 30 semester hours of graduate-level lecture courses, with a grade of B- or better in each of the required core courses (see below), six semester hours of a combination of master's research (SYSM 6V70) and thesis (SYSM 6V90), submitted to the graduate school, and a formal public defense of the thesis.

Students enrolled in the thesis option should meet with individual faculty members to discuss research opportunities and to choose a research advisor during the first or second semester that the student is enrolled. After the second semester of study, course selection should be made in consultation with the research advisor. Part-time students are encouraged to enroll in only one course during their first semester and in no more than two courses during any semester they are also working full-time.

Research and thesis hours cannot be counted in an MS-SEM degree plan unless a thesis is written and successfully defended. A supervising committee, which must be chosen in consultation with the student's thesis advisor prior to enrolling for thesis credit, administers the defense. With advisor approval, the lecture courses may include some 5000 level courses. Full-time UT Dallas students who receive financial assistance are required to enroll in nine semester credit hours each semester.
Required Courses

Students are required to take four courses (a total of 12 credit hours) from a set of eight courses in the list below. Two of the courses must be from the Engineering Core section and two from the Management Core section. The four required courses contribute a total of 12 credit hours toward the MS degree.

Prescribed Elective Courses

These consist of an additional four courses (a total of 12 credit hours) from the set of eight core courses listed and/or the set of courses listed below. Two of these courses must be chosen from the two Engineering sections (core and elective), and two from the two Management sections. Because a program objective is to maintain a high degree of flexibility, students are encouraged to work with a SEM program advisor to discuss possible (limited) exceptions and substitutions for the prescribed courses.

SEM Core Curriculum

Engineering 1 (Core)

- **SYSM 6301** Systems Engineering, Architecture and Design
- **SYSM 6302** Dynamics of Complex Networks and Systems
- **SYSM 6303** Quantitative Introduction to Risk and Uncertainty in Business
- **SYSM 6305** Optimization Theory and Practice

Management 1 (Core)

- **SYSM 6311** Systems Project Management in Engineering and Operations
- **SYSM 6312** Systems Financial Management
- **SYSM 6318** Marketing Management
- **SYSM 6333** Systems Organizational Behavior

Engineering 2 (Prescribed Elective)

- **SYSM 6304** Risk and Decision Analysis
- **SYSM 6306** Engineering Systems: Modeling & Simulation
- **SYSM 6307** Linear Systems
- **SYSM 6308** Software Maintenance, Evolution and Re-Engineering
- **SYSM 6309** Advanced Requirements Engineering
- **SYSM 6310** Software Testing, Validation and Verification
SYSM 6321 Financial Engineering I  
SYSM 7321 Financial Engineering II

Management 2 (Prescribed Elective)  
SYSM 6313 Systems Negotiation and Dispute Resolution  
SYSM 6314 Manufacturing & Service Systems Planning & Analysis  
SYSM 6315 The Entrepreneurial Experience  
SYSM 6316 Managing Innovation within the Corporation  
SYSM 6317 The Management of High Tech Products  
SYSM 6319 Business Economics  
SYSM 6320 Strategic Leadership  
SYSM 6332 Technology and New Product Development

Free Elective Courses

For the free elective, students will be able to take, with prior approval from the program director, any four additional and distinct courses of the remaining 12 core courses that have not already been taken as required courses or prescribed elective courses. Students will also be able to take additional free elective courses that are already being offered in management or in engineering that will allow "concentration" or "specialization" in specific industry sectors, including the following:

Healthcare Services
Energy, Resources and Infrastructure
Complex Brain, Biological and Behavioral
Aerospace, Defense and Space
Telecom and IT Networks
Information Assurance and Cyber-Security
Arts and Technology and Web Media
Transportation
Macro-economic and Finance
Global Supply Chain Management
Enterprise Systems
Entrepreneurship and Innovation

Students must take a minimum of five core and prescribed elective courses before taking any free
Certificates

The program offers two certificates: a Certificate in Systems Engineering and a Certificate in Systems Management. Each certificate requires 12 credit hours and is offered in an Executive Education, four-hour module format. See Course Descriptions for information on course content.

Certificate in Systems Engineering

Students are required to complete two from the set of engineering courses listed below, and any two additional from the remainder of the 20 SYSM-prefix listed below in either group, engineering or management.

Systems Engineering Courses

- **SYSM 6301** Systems Engineering, Architecture and Design
- **SYSM 6302** Dynamics of Complex Networks and Systems
- **SYSM 6303** Quantitative Introduction to Risk and Uncertainty in Business
- **SYSM 6304** Risk and Decision Analysis
- **SYSM 6305** Optimization Theory and Practice
- **SYSM 6306** Engineering Systems: Modeling and Simulation
- **SYSM 6307** Linear Systems
- **SYSM 6308** Software Maintenance, Evolution and Re-Engineering
- **SYSM 6309** Advanced Requirements Engineering
- **SYSM 6310** Software Testing, Validation and Verification
- **SYSM 6321** Financial Engineering I
- **SYSM 7321** Financial Engineering II

Certificate in Systems Management

Students are required to complete two from the set of management courses listed below, and any two additional from the remainder of the 20 SYSM-prefix listed in group, engineering or management.

Systems Management Courses

- **SYSM 6311** Systems Project Management
- **SYSM 6312** Systems Financial Management
- **SYSM 6313** Systems Negotiation and Dispute Resolution
**Manufacturing & Service Systems Planning & Analysis**

**The Entrepreneurial Experience**

**Managing Innovation Within the Corporation**

**The Management of High Tech Products**

**Marketing Management**

**Business Economics**

**Strategic Leadership**

**Technology and New Product Development**

**Systems Organizational Behavior**

**Engineering Courses**

**Systems Engineering, Architecture and Design**

**Dynamics of Complex Networks and Systems**

**Quantitative Introduction to Risk and Uncertainty in Business**

**Risk and Decision Analysis**

**Optimization Theory and Practice**

**Engineering Systems: Modeling and Simulation**

**Linear Systems**

**Software Maintenance, Evolution and Re-Engineering**

**Advanced Requirements Engineering**

**Software Testing, Validation and Verification**

**Financial Engineering I**

**Financial Engineering II**

**Research In Systems Engineering and Management**

**Special Topics in Systems Engineering and Management**

**Thesis**

**Management Courses**

**Systems Project Management in Engineering and Operations**

**Systems Financial Management**

**Systems Negotiation and Dispute Resolution**
Joint Executive MS-SEM/Global Executive MBA Program (Dual Degree)

63-65 hours minimum

The Naveen Jindal School of Management and the Erik Jonsson School of Engineering and Computer Science offer a Joint Executive MS-SEM and Global Executive MBA (GLEMBA) program because today's experienced graduate students seasoned by three or more years as workforce professionals often seek a more comprehensive education in technical skills as well as broad-based business-leadership capabilities for the global economy. The joint-degree option provides both deep knowledge in SEM, as well as a broad knowledge of all areas of management with an enhanced worldwide perspective of business leadership for increasing productivity, efficiency and profitability.

The joint-degree program allows students to earn a combination of an MS-SEM degree and a Global Executive MBA degree together. Separately, each degree would require 36 semester credit hours for the MS plus 53 semester credit hours for the MBA, or 89 credit hours total. However, in the joint program students can earn both degrees with a smaller total of 63 to 65 semester credit hours. The two degrees are awarded at the same time, upon completion of the requisite number of hours.

Those students who start out in the Executive MS-SEM Program and wish to join the joint program will (1) first complete 36 credit hours in the Executive MS-SEM program, and (2) will then transition to the 2nd year of the GLEMBA Program and complete the remaining 27 credit hours, by taking the following GLEMBA courses, for a total of 63 credit hours towards getting their joint degree:

- **BPS 6310** Strategic Management
- **IMS 6365** Cross-Culture Communication and Management
- **IMS 6151** Global Business Ethics
- **IMS 6355** Global Communications and Negotiations
- **IMS 6354** Global Marketing

IMS 6214  Global Mergers & Acquisitions
IMS 6213  Global Politics in Business
OPRE 6250  Global Supply Chain Management
ENTP 6352  International Business Plan
ENTP 6351  International Entrepreneurship and Innovation
IMS 6353  International Study Tour - GLEMBA

Those students who start out in the GLEMBA Program and wish to join the joint program will:

1. First finish 29 credit hours by completing the 1st year of GLEMBA, and
2. Then join the Executive SEM Program. Five of the courses they will have taken (OPRE 6301, FIN 6301, OB 6301, MKT 6301 and MECO 6303) in the 1st year of GLEMBA, overlap with five core required or prescribed elective courses in Executive MS-SEM - one engineering (SYSM 6303) and four management (SYSM 6312, SYSM 6333, SYSM 6318, and SYSM 6319). They will thus be required to take 4 more core or prescribed elective courses in Executive MS-SEM for a total of 12 credit hours, at least 3 of which will need to be engineering courses, and at least one of those will be from the core engineering courses.
3. They will then rejoin the 2nd year of the GLEMBA Program and complete the remaining 24 credit hours. They will thus have completed a total of 65 credit hours towards getting the joint degree.

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