The MS in Management and Administrative Sciences (MS MAS) degree is a flexible degree that allows students to design a program of study that fits their specific needs. Students complete a 36-hour program, beyond prerequisite courses, consisting of 10 hours of basic core courses, and 26 credit hours of graduate level electives. Students must maintain a 3.0 grade point average in both core courses and in aggregate courses to qualify for the MS degree.

Students should be aware that separate Master of Science programs, with varying core and elective requirements exist in the following areas:

- Accounting
- Finance
- Healthcare Management (for Professionals)
- Information Technology and Management
- Innovation & Entrepreneurship
- Supply Chain Management
- International Management Studies

For the MS-MAS degree program, students choose their own course of study, pulling courses from the School of Management graduate catalog.

**NOTE:** The Executive Education area of the School of Management offers three additional and separate MS MAS programs, which retain the same set of core courses but have their own set of specific topical electives. These include: the MS MAS with an emphasis in project management, the Executive Healthcare MS MAS, and the MS MAS with an emphasis in Organizational Behavior and Coaching. These are described in the Executive Education section of the School of Management chapter. All three programs are supported entirely by participant fees and special admissions requirements apply.

**Course Requirements**

Basic Core Courses: 10 hours
Each candidate must satisfactorily complete the following 10 hours basic core:

- 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

Elective Courses: 26 hours

A student's course of study beyond the core can be determined in consultation with faculty members, area coordinators, or the Advising Office. A student can continue to generalize in management courses or choose to concentrate in a given subject.

Degree Concentrations: 15+ hours

Students may choose to concentrate in one of the areas listed below that have historically been offered as defined specialties in the masters programs. Concentrations are informal collections of electives that address a student's educational goals. A concentration may be aligned with functional area specialties, or may cut across functional areas. Typical concentrations have a minimum of 15 credit hours in a given area, and include:

**Accounting:** In today's global and technology-driven environment, managers need skills to effectively analyze accounting information and make value-enhancing decisions. Students may select accounting courses to concentrate in financial analysis, consulting, corporate governance, and tax management.

**Finance:** Students can prepare for careers in corporate finance, investment management, or the management of financial institutions. Courses in this area emphasize creative solutions to business financing problems, the development of value maximizing investment and financing strategies, and the analysis and management of fixed income and equity investments. Students may choose to concentrate in either corporate financial planning or the analysis of financial securities and investment portfolios.

**Healthcare Administration:** The primary goal of this concentration is to prepare students for leadership positions in healthcare organizations. The healthcare concentration is cross-functional and industry focused. Courses will contain cases, projects, and assignments that are centered around applying management skills to healthcare issues and organizations. Classes are taught by faculty and healthcare executives who bring special expertise and experience to the program.

**Information Technology Management:** Information Technology permeates all aspects of modern business and our courses will enable you to make the most of information technology to solve business problems and gain strategic advantage. We also provide advanced courses for students who wish to be on the "supply" side of information technology in the areas of IT consulting, software management, and e-business.
**Innovation and Entrepreneurship:** Focused on the processes of technological innovation in both large and small organizations, a set of multidisciplinary courses prepares students for successful careers either as principals or as key functional managers in emerging growth firms, or as leaders of technological innovation in established firms.

**International Management:** In this concentration, students can take a multi-disciplinary approach to the study of international management, with courses in finance, marketing, strategic management, and the legal and cross-cultural differences that effect business.

**Leadership in Organizations:** The leadership concentration prepares students for upper management positions through the study of the psychological, sociological, and organizational behavior disciplines. The program provides a foundation of leadership theory, building and problem solving in interpersonal work relationships, group dynamics, organizational decision making and change, and ethics.

**Marketing:** Students learn to understand customers' needs and purchase behaviors, how to satisfy those needs, and how to make a profit in competitive industries and markets. Topics include: developing an effective marketing strategy, developing new products, and managing different brands and product categories. Students can also acquire expertise in pricing, advertising and promotions, market research, and retailing strategies.

**Operations/Supply Chain Management:** Firms can use effective and innovative operations to create and sustain competitive advantages. Students in these courses gain a deep, analytical understanding of how challenges posed by fast developing business environments can become profit-making opportunities. Integration of various parties (suppliers, factories, stores) and various functional areas (marketing, finance, procurement) is an important theme. In particular, incentives, contracts and information technologies fostering collaboration among financially independent parties are emphasized.

**Organizations:** This concentration emphasizes organizational behavior and theory, and human resources management. Students learn how to effectively integrate and leverage human resources to create sustainable advantages in a competitive marketplace. Courses chosen in this area integrate a wide variety of disciplines, including economics, organization theory, finance, psychology, and sociology.

**Real Estate:** this concentration includes courses in real estate finance and capital markets, covering real estate loans, syndication, securitization, and regulation; investment and analysis, combining lectures and case studies to explore the sources of real estate value, project feasibility, strategies for financing, and portfolio management; and, development, covering market analysis, government approvals, financing and risk assessment.

**Strategy:** This concentration focuses on corporate level strategic management, including implementation of strategic designs; top management team leadership; the strategic implications of the social, governmental, technological and international environments; organization structuring; and strategic alliances. Students will learn how to integrate accounting, finance, economics and organization theory to create sustainable competitive advantage.