In addition to any Pre-MBA Program courses required, some or all of which may be waived based on an individual's previous academic work, all M.B.A. candidates must complete 42 semester hours including:

- 12 hour beginning skill core courses: MBA 411, 412, 416, 468

- 15 hour central core courses: MBA 421, 427, 430, 440, 450; Students who have successfully completed 12 or more undergraduate semester hours in a required core area may be eligible to substitute a 400-level elective in that area for the required core course.

- 3 hour capstone course: MBA 485

- 12 hours of 400-level graduate business or other pre-approved elective courses. (Graduate courses at the 300-level may not be taken to fulfill the M.B.A. elective requirements). In consultation with a Master of Business Administration advisor, students are able to choose from among a wide offering of elective courses to design a Plan of Study. The choice should be congruent with each student's goals. Elective concentrations are offered based on student demand, including Business Analytics, Financial Management; Human Resource Management; Risk Management, Marketing Management; Organizational Leadership, Project Management; Elective courses taken outside the College of Business require prior approval by the Associate Dean and often involve additional course work to fulfill prerequisites.

Students without relevant full-time work experience are encouraged to consider a professional practice internship as an elective choice; up to three (3) hours of professional practice credit (498 in the ACC, FIL, MKT, and MQM departments) may be used in the Plan of Study toward the degree. A thesis may be substituted for up to six hours of elective course work. Please refer to the thesis section elsewhere in this catalog for Graduate School policies on thesis work.

**Course Limitations**

No more than a total of three (3) credits can be counted from any 400 (Independent Study) and 498 (Internship) courses. Exceptions must be approved by the Associate Dean. Credit will not be given for course numbers below 400 (no 300-level graduate course will be counted in an M.B.A. Plan of Study). All core and elective courses must be completed within six years from the time of taking the first core course.
Credit-Hour Limitations for Non-Business Graduate Students

While other graduate programs on campus may require and/or give elective credit for selected MBA courses, non-MBA graduate students will not be permitted to exceed 12 credit hours of MBA course work. Non-business students seeking to enroll in MBA courses will first need to obtain their major advisor’s permission to register for classes and then must submit to the MBA Office (201 State Farm Hall of Business) a completed “Non-Major Enrollment Request” form. Permission to enroll is dependent upon space availability in the requested course(s) and prior completion of prerequisites. MBA students will have priority in registration.

Courses

Descriptions of courses leading to the M.B.A. degree are found under the Departments of Finance, Insurance and Law; Management and Quantitative Methods; Marketing; Accounting; and Master of Business Administration.

Repetition of Courses in the M.B.A. Program

A student may register officially for an MBA course (core or elective) only twice. A student who completes a course or drops a course after census day (the tenth day of the semester) may officially enroll in the same course only one additional time.

Business Administration Courses

411 FUNDAMENTALS OF STRATEGIC DECISION MAKING
3 sem. hrs.
Understanding how firms gain and sustain competitive advantage. Topics include analyzing markets and developing company strategy across business disciplines.

412 CONTEMPORARY BUSINESS PERSPECTIVES AND LEADERSHIP SKILLS
3 sem. hrs.
Interdisciplinary course designed to provide students with an integrative perspective of contemporary business environments and development of key professional competencies. Prerequisites: Principles of Management. Principles of Marketing. Open to MBA students only.

416 APPLIED TOOLS FOR BUSINESS DECISION MAKING
3 sem. hrs.
Introduction to quantitative tools used in business decision making. Students are introduced to research design, statistics, data analytics, and data visualization. Prerequisite: Math and Statistical Concepts-Graduate or equivalent.

421 ANALYSIS OF ORGANIZATIONAL BEHAVIOR
3 sem. hrs.
A study of how people in organizations respond to managerial and organizational practices, using a systems orientation to analyze how environmental factors influence organizational practices and climate. Topics include reactions of people to structure and control, problems of motivation and performance, resolution of inter-departmental conflicts, adaptation to change. Formerly MQM 421. Prerequisite: Principles of Management or equivalent.

427 OPERATIONS AND QUALITY MANAGEMENT
3 sem. hrs.
Course focus is on strategies, concepts, and tools for management of quality and the core function of producing goods and services. Formerly MQM 427. Prerequisite: Math and Statistical Concepts-Graduate or equivalent.

430 ADVANCED MARKETING MANAGEMENT
3 sem. hrs.
Marketing principles, behavioral concepts, and quantitative techniques utilized in analyzing marketing problems and decisions. Emphasis on strategic and quantitative aspects of decision-making processes in marketing. A strategic marketing simulation game and/or rigorous case analyses are typical. Formerly MKT 430. Prerequisites: Principles of Marketing, Math and Statistical Concepts—Graduate or equivalents.

440 FINANCIAL MANAGEMENT
3 sem. hrs.
Analysis of financial problems of business enterprises and the formulation of financial policies. Financing of current operations and long-term capital needs, income management and expansion policies. Includes case studies. Formerly FIL 440. Prerequisites: Math and Statistical Concepts—Graduate and Understanding Corporate Finance or equivalents.

450 MANAGEMENT ACCOUNTING
3 sem. hrs.
Designed for non-accounting majors. Emphasis on the interpretation and use of accounting data. The course cannot be presented for graduate credit by a degree candidate in the ACC program. Formerly ACC 450. Prerequisite: Financial Accounting and Managerial Accounting or 6 hours of accounting coursework or consent of the department chairperson.
468 MANAGEMENT INFORMATION SYSTEMS: ORGANIZATIONAL AND TECHNOLOGICAL ISSUES
3 sem. hrs.
Analyzes business information systems components (people, procedures, hardware, software) from organizational and technological perspectives. Cases are used to explore the relationships between organizational and technological issues. Formerly ACC 468. Prerequisite: Demonstrated competency in microcomputer tools or consent of the department chairperson.

485 ADVANCED ORGANIZATIONAL STRATEGY
3 sem. hrs.
An integrating course analyzing the firm in its environment with emphasis on formulation of policies and strategies and application of concepts through case studies and/or simulation exercises integrating all functional areas. Formerly MQM 485. Prerequisites: MBA 421, 430, 440, and MBA 427 which may be taken concurrently with MBA 485.

ACCOUNTING (ACC)
301 State Farm Hall of Business
(309) 438-7651
Business.IllinoisState.edu
Interim Chairperson: Deborah Seifert.
Graduate Program Director: Jay Rich.
Graduate Faculty: Birkey, Crampton, Guidry, Hauck, Lindberg, Nelson, Patten, Rich, Sankara, Seifert, Walstrom.

Programs Offered
M.S. in Accountancy, Integrated B.S./M.P.A. in Accountancy

To be admitted to take the CPA examination in Illinois for the first time, a candidate must have successfully completed at least 150 semester hours of acceptable credit and earned a baccalaureate or higher degree. The semester hours accepted by the Board must include an accounting concentration or its equivalent. A candidate will be deemed to have met the education requirement if, as a part of the 150 semester hours of education or equivalent as determined by the Board, he or she has earned a graduate degree with a concentration in accounting from a program that is accredited in accounting by the Association to Advance Collegiate Schools of Business (AACSB). The Master of Science in Accountancy and the Integrated Bachelor of Science (B.S.) Master of Professional Accountancy (M.P.A.) are accredited by the AACSB.

Master of Science in Accountancy

Program Requirements
This 30 hour degree requires:

- A comprehensive examination administered near the end of the final semester of course study
- 9 hours: ACC 430, MBA 468, ACC 497
- 6 hours of 400-Level accounting electives chosen from ACC 431, 434, 435, 437, and 439
- 3-12 hours: ACC: 300- or 400-level graduate accounting courses
- 3-12 hours: BE, FIL, MBA, MQM or MKT: 300-400-level graduate courses
- 6 hours must be taken outside the accounting discipline (MBA 468 Management Information Systems counts as 3 hours outside the accounting discipline)

All 300-level courses must be approved in advance by the Department of Accounting graduate director. A