

# College of Business

## Alvah H. Chapman, Jr., Graduate School of Business

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### Mission Statement

The Chapman Graduate School in the College of Business exists to create enduring educational value for our students, for our alumni, and for the business, professional, and academic communities we serve.

**For our students**—whom we prepare to succeed in a rapidly changing, technology-driven global business environment;

**For our alumni**—to whom we provide opportunities for continuing professional development and a legacy that appreciates as our excellence grows;

**For the business and professional communities**—to whom we offer knowledgeable graduates, educational programs, research, and collaborative projects;

**For the academic community**—to whom we bring new knowledge through high-quality research and the development of future scholars.

The Alvah H. Chapman Jr., Graduate Business School is a school distinguished among urban public business schools as a center for global business education, technology, and research. Our most noteworthy teaching and research expertise lies in the business arenas linking South Florida, Latin America, and the world economy.

The College itself offers undergraduate, graduate, professional education, customized training, and executive education programs to enterprises around the world. While continuing to meet the needs of students in the South Florida community, we are intensifying our educational service delivery to international students and enterprises, especially those in Latin America.

In all of our programs, we strive to instill in students a profound understanding of the changing nature of international business in an integrated and digital global economy. We ensure they are well versed in the impact information technology is having on how enterprises are organized and managed and on how products and services are created and marketed. We provide them with a solid grasp of business processes, the ability to think critically and to solve problems ethically, and the sense to conduct themselves with integrity and within the context of social and environmental responsibility. We foster their commitment to life-long learning in a dynamic, complex, and competitive world.

Our faculty engage in basic and applied research and in instructional development to contribute not only to the general knowledge base in the field of business but also to the ways in which this knowledge is created and shared. The College boasts a state-of-the-art information technology infrastructure that enables us to provide leading edge instruction and research, including online course delivery. At the same time, our IT investment supports our ongoing curricular innovation in related fields like enterprise-wide computing and logistics.

### Organization

The College is organized into the Alvah H. Chapman, Jr., Graduate School of Business, the School of Accounting, the Tibor and Sheila Hollo School of Real Estate, and the Departments of Finance, Global Leadership and Management, Information Systems and Business Analytics, International Business, as well as Marketing and Logistics.

The College also houses several centers of excellence dedicated to teaching, research, and service. These include the Jerome Bain Real Estate Institute, the Ryder Center for Supply Chain Systems, the Knight Ridder Center for Excellence in Management, the Office of Professional Education, the Office of Executive and Professional Education, and the Global Center for Entrepreneurship and Innovation.

### Graduate Programs

The Chapman Graduate School offers a Doctor of Philosophy (Ph.D.) in Business Administration, and a Doctorate in Business Administration (D.B.A.) as a track under the Ph.D. program, Master of Business Administration (MBA), Master of International Business (MIB), Master of Accounting (MACC), Master of Science in Finance (MSF), Master of Science in International Real Estate (MSIRE), Master of Science in Information Systems (MSIS), Master of Science in Health Informatics and Analytics (MSHIA), Master of Science in Human Resource

Management (MSHRM), and Master of Science in Marketing (MSM). In addition, the school offers programs leading to a Certificate in Healthcare Management, Certificate in Business Analytics, and a Certificate in Health Informatics.

## Ph.D. Program

The Chapman School offers a Ph.D. in Business Administration. The objective of this degree program is to prepare students for a career in academia by building their understanding of the substantive domains and literature within their selected areas of concentration. It provides them with the methodological and analytical tools required for executing research and creating knowledge. It develops their skills in formulating, conducting, and communicating quality research. In the process, it also fosters their ability to teach effectively.

The Ph.D. program typically requires a minimum of four years of full-time study. The first two years involve coursework and summer projects. The remaining two years focus on completion of a dissertation. Students will take a minimum of 16 courses (with a minimum of six courses in their chosen area of concentration). Students also will complete summer research projects under faculty supervision.

### Areas of Concentration

Accounting, Management Information Systems, Marketing, Finance, and Management, which includes the sub-areas:

- Strategic Management
- Entrepreneurship
- International Business and International Management
- Human Resource Management
- Organizational Behavior
- Hospitality Management

### Ph.D. Admission Requirements

All qualified students are encouraged to apply to the program, regardless of their sex, age, race, color, creed, handicap, marital status, or national or ethnic origin. Applications are accepted from prospective students with a broad variety of educational backgrounds, including areas like business, liberal arts, and the sciences. Those students selected for the Ph.D. program must demonstrate strong evidence of ability, scholarly interest, and success.

Applicants should submit the following:

1. A completed application form and processing fee.
2. Three letters of recommendation.
3. Official transcripts from all institutions in which the applicant has completed any undergraduate and graduate course work.
4. All applicants are required to have taken either the GMAT or GRE within five years of their application. A GMAT score (or its GRE equivalent) of 600 or higher and a 3.0 GPA or better in post-secondary education is desired, although some applicants falling short of these desired scores and grades have been accepted into our program. Those with GMAT score below 500 or its GRE equivalent score will NOT be considered for admission. For more information about how to convert a GRE score into its GMAT equivalent, go to: <http://www.ets.org/gre/comparison>.

5. A formal statement of purpose for seeking the doctoral degree and specific reasons for applying to Florida International University.
6. A curriculum vitae.
7. International graduate student applicants whose native language is not English are required to submit a score for the Test of English as a Foreign Language (TOEFL) or for the International English Language Testing System (IELTS). A total score of 80 on the iBT TOEFL or 6.5 overall on the IELTS is required. Such applicants also should review the "General Admission Requirements for Foreign Students" in the "Admission" section of this catalog.

### ***The College admits a new class of doctoral students every year during the Fall semester.***

Complete applications must be received by January 15. Acceptance decisions for fall admission are typically made not later than March.

Applicants are considered once all the required documents have been received.

### Degree Requirements

General degree requirements for all candidates for a Ph.D. in Business Administration include:

1. Successful completion of all required coursework.
2. Successful completion of a comprehensive examination at the end of this coursework.
3. Successful completion of a doctoral dissertation.

### Financial Aid

Applicants to the doctoral program may request financial aid by completing the appropriate form. Stipends requiring a mixture of research and teaching are also available. These stipends may include both a cash award and a tuition waiver, depending upon the applicant's qualifications. If you wish to apply for a stipend include this request with your application documents.

**Note:** The programs, policies, requirements, and regulations listed in this catalog are subject to continual review in order to meet the needs of the University's various publics and to respond to the mandates of the State Board of Education and the Florida Legislature. Changes may be made without advance notice. Please refer to the "General Information" section of this catalog for the University's policies, requirements, and regulations.

For more information please refer to our website: <http://business.fiu.edu> or call (305) 348-1746.

## Doctorate in Business Administration Track

The Chapman School offers a Doctorate in Business Administration (DBA). This program is offered as a track under the Ph.D. program and is designed for working senior-level professionals who desire to achieve a doctoral degree in business while continuing their work responsibilities and careers. The DBA will prepare students with the advanced knowledge necessary to manage complex organizational environments and solve real-world problems via the conduct of applied research in all areas of business. It provides them with the methodological and analytical tools required for executing applied research as well as the skills in formulating and communicating quality applied research.

The FIU DBA program of study is a 72-hour, three-year curriculum that focuses on every aspect of applied business research including strategic planning, organizational behavior, human resource management, financial management, innovation and entrepreneurship, and quantitative research. The program is taught using a cohort-based approach and a combination of online and on-campus instruction. A total of 27 residencies are required over the three-year program. The students will take 24 courses and will be required to complete a dissertation project in their third year under faculty supervision.

### DBA Track Admission Requirements

All qualified students are encouraged to apply to the program, regardless of their sex, age, race, color, creed, handicap, marital status, or national or ethnic origin. Applications are accepted from prospective students with a broad variety of educational backgrounds, including areas like business, liberal arts, and the sciences. Successful applicants must have a minimum of 10 years of work experience with a minimum of five years in a managerial role (managing people, budgets, and projects) and a Master's degree from an accredited college or university. Those students selected for the DBA program must demonstrate strong evidence of ability, scholarly interest, and success.

Applicants should submit the following:

1. A completed application form and processing fee.
2. Two letters of recommendation.
3. Official transcripts from all institutions in which the applicant has completed any undergraduate and graduate course work.
4. A formal statement of purpose for seeking the DBA degree and specific reasons for applying to Florida International University.
5. A resume detailing chronological professional experience and dates of earned degrees.

The College admits a new class of DBA students every year during the Fall semester. Applications for the DBA program are accepted on a rolling basis. Acceptance decisions for fall admission are typically made up through August 1 of each intake year. Applicants are considered once all the required documents have been received.

### Degree Requirements

General degree requirements for all candidates for a Doctorate in Business Administration include:

1. Successful completion of all required coursework.
2. Successful completion of a doctoral dissertation.

The following courses and sequence are required for the DBA:

Fall I A			
QMB 7910	Quantitative Research Methods I		3
GEB 7918	Philosophy and Process of Applied Business Research		3
Fall I B			
GEB 7910	Quantitative Research Methods II		3
GEB 7912	Experiment and Survey Design		3
Spring I A			
MAN 7207	Theory of Organizations		3

GEB 7892	Advanced Theory Development		3
Spring I B			
GEB 7366	Financial Issues in the Global Environment		3
	Doctoral Research Project		3
Summer 1	Individual Summer Project		
Fall II A			
GEB 7911	Qualitative Research Methods I		3
GEB 7892	International Business Theory and Practice		3
Fall II B			
GEB 7915	Qualitative Research Methods II		3
MAN 7206	Organizational Analysis		3
Spring II A			
GEB 7876	Marketing and Behavioral Theory		3
MAN 7718	Analysis of Corporate Policy Methods		3
Spring II B			
MAN7275	Organizational Behavior Dissertation Prep and Proposal		3
Fall III and Spring III			
GEB XXXX	Special Topics Seminars		8
	Doctoral Dissertation		16

### Residencies

Each semester will have four required residencies plus one additional residency at the beginning of each Fall term for a total of 27 required residencies over the three-year program. The initial Fall term residency will be Monday through Friday for orientation (typically during third week of August) with all remaining residencies occurring monthly on a Friday and Saturday (typically toward the end of each month).

### Financial Aid

Applicants to the DBA program may request financial aid through external scholarships, and federal student loans by completing the FAFSA application for those who qualify.

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### Master's Degree Programs

The Chapman Graduate School of Business aims to provide a high-quality graduate educational experience rooted in our Miami location and focused on the unique requirements for doing business in a global and interconnected market.

### Application Procedures

To apply for admission to graduate study in the Chapman Graduate School, prospective students must:

1. Submit a Graduate Application for Admission to the Admissions Office. The application form can be accessed online at (<https://admissions.fiu.edu/how-to-apply/graduate-applicant/index.html>). The admission process may take as long as two months after the University receives a student's application, depending upon the time involved in obtaining transcripts and test scores. Students are encouraged to apply early.
2. Have a copy of the official transcripts of all previously earned college or university credits sent from the formerly attended institution(s) to the Chapman's Graduate Admissions Office. Copies submitted directly by student applicants will not be accepted.
3. Submit scores, if applicable, on the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE), administered by the Educational Testing Service (ETS), Box 966, Princeton, New Jersey 08540. Scores must be submitted by the ETS. Registration forms will be mailed upon request. Have the ETS submit TOEFL scores as well, if applicable. For additional requirements, consult individual program offices listed below.

### Transfer Credit

A student may receive permission to transfer up to a maximum of six semester hours of graduate credit towards his/her degree program, if:

1. The courses were taken at the graduate level at an accredited college or university;
2. The courses were not introductory or survey in nature;
3. The student earned grades of "B" or higher in the courses;
4. The courses are judged by the Department Chair, College Dean, Graduate School Dean, and program manager to be relevant to the student's graduate program;
5. The credits were not used toward another degree; and
6. The credits were completed within six years immediately preceding the College's awarding of the degree. Credits are not transferable until the student has earned 15 semester hours in a Chapman School graduate degree program.

### Degree Requirements

To be eligible for a Master's degree, a student must:

1. Satisfy all University requirements for a Master's degree;
2. Satisfy required prerequisites;
3. Meet the requirements of his or her graduate "Course of Study." This "Course of Study" is developed by the student and his or her graduate advisor or degree program director following his or her admission to a program and is approved by the appropriate Department Chair, Academic Advisor, or Program Director.
4. Complete the required courses in the specific graduate program in which he/she is enrolled.
5. Earn a minimum average of "B" (3.0) in all approved courses in the student's approved course of graduate study.

No courses in which a graduate student earns a grade below "C" may be counted towards any Master's degree

program in the Chapman School. However, all approved undergraduate and graduate course work a graduate student takes will be counted in computing his or her grade point average, including courses in which he or she has earned a "D" or "F" grade. To improve a grade, please refer to the University Forgiveness Policy under General Information.

Faculty have the discretion to administratively drop students who do not attend the first class of a course.

### Time Limit

All work applicable to a Master's degree, including transfer credit, must be completed within six years immediately preceding the awarding of the degree.

### Study Abroad Programs

Graduate students in the College may earn a maximum of three (3) credit-hours for study abroad programs unless otherwise prescribed by their degree program.

### Dual Degree Programs

The Chapman School has developed a series of dual degree programs with universities in Asia, Europe, and Latin America whereby partial credit is given by both institutions for academic work carried out in each respective program. This leads to the possibility of obtaining two Masters degrees, one from each partner institution, in less time and with fewer credits than if the two degree programs were taken sequentially.

### Joint Degree Programs

Approval has been obtained for students in one of the Chapman School's Masters programs to qualify for a joint degree program with other Chapman School programs (e.g., MBA and MS in Finance) as well as with other university graduate programs (e.g., Joint MBA-JD program). See below for more information.

### Scholarships

The Chapman Graduate School of Business has set aside funds from operations and donations to the School to support a limited program of scholarships destined to cover tuition and fees for our International MBA, Master of International Business, and other value-added Master's degree programs. These scholarships are limited. Priority will be given to students who are admitted to a program and exhibit extraordinary academic merit in addition to financial hardship. For more information, interested students and candidates should contact the respective Program Manager.

### Master of Business Administration (MBA)

The College offers several programs leading to the MBA degree. Programs are designed to meet different student needs and are offered in different locations and delivery modes including online, face-to-face, and blended, hybrid modes. The MBA programs are: the Executive MBA, the Professional MBA, the Professional MBA Healthcare Management Track, and the International MBA.

An overview of each of these programs is provided below. For specific degree requirements in each program, please contact the program office or director.

## Executive Master of Business Administration (EMBA)

The Executive Master of Business Administration (EMBA) degree program is designed for working business professionals at the director level and above. FIU's Executive MBA delivers unique graduate level experiences that broaden executives' horizons and prepares them for new and expanding responsibilities.

The curriculum includes 4 eight-hour interdisciplinary courses that synthesize concepts and techniques from a variety of business disciplines to address a variety of complex and ambiguous issues senior managers typically face. It is a rigorous hands-on program where we focus on:

- application rather than theory,
- learning by doing rather than lecturing, and
- critical thinking in addition to quantitative analysis.

It is a distinctive program for a select number of qualified students who see their "body-of-work" as unfinished.

Program participants earn their MBA degree without interrupting their careers. Structured so that all requirements can be completed in twenty-two months, the program is offered on Saturdays at the FIU complex at 1101 Brickell in the heart of Miami's financial district. The EMBA program incorporates these unique features:

- An interdisciplinary curriculum specifically designed for executives and strategic decision-making
- Leadership & Innovation Project teams focus curriculum in each semester on application not theory
- Class meetings every other Saturday focus on discussions not lectures
- Small class of 25 +/- of nominated candidates provides opportunity to learn from a diverse and highly select group of peers
- Access to a professional executive coach
- Interact with top notch experienced faculty and international business executives
- International Research that includes a one-week residency abroad
- Professional staff provides logistical support that caters to the needs of participating executives

### Admission Requirements

The Executive Master of Business Administration (EMBA) program considers students' work experience, industry knowledge and management skills as strengths in a candidate's qualifying portfolio. Candidate's professional maturity and managerial experience are highly considered in the admission selection process because the EMBA program at FIU fosters students' ability to contribute real-world experiences to add value to overall student learning in this competitive degree program.

To be eligible for admission to the EMBA program in the Chapman Graduate School of Business, applicants must meet the following qualifications:

1. Hold a bachelor degree or equivalent from either a U.S. accredited college or university or the equivalent degree from institutions outside the U.S. in addition to being in good standing with all previously attended colleges and universities; and
2. Have eight years of demonstrated professional full time work experience, with five of those in management.

### Additional Requirements:

1. Resume describing current and past responsibilities, leadership and management experience highlights and, if any, demonstrated accomplishments in the application of quantitative and analytical skills;
2. Statement of purpose (short essay) describing how the program fits within your personal and career goals. The essay will be evaluated for applicants' effective and succinct writing skills;
3. Two letters of recommendation from employers and/or faculty who can attest to applicants' motivation to succeed in EMBA program at FIU; and
4. International graduate student applicants whose studies were completed outside of the U.S. must demonstrate proficiency of the English language by presenting a minimum score of 80 on the iBT TOEFL (equivalent to 550 on the paper-based version or 213 on the computer based version of the test of English as a Foreign Language) or 6.5 overall on the International English Language Testing System (IETLS).

Applicants are encouraged to provide any additional documentation to strengthen their application portfolio. Examples of documentation include: Master's degree in any discipline other than an MBA, law degree, professional certifications (i.e. CPA, CFA, SHRM, etc.), GMAT or GRE scores, specialized leadership experience or training documentation that the applicant is part of a "fast track" or "high potential" management group at their organization, or any other similar evidence.

Candidates with diverse backgrounds are encouraged to apply. While all applications will be evaluated based on a full review of the application portfolio, we desire students with an undergraduate upper division grade point average (GPA) of 3.0.

An interview, by invitation only, may be required prior to the final selection.

Admissions at the graduate level are competitive and meeting minimum requirements does not guarantee admission.

For additional information about this value-added program, call the EMBA office at (305) 779-7896 or email [emba@fiu.edu](mailto:emba@fiu.edu).

### Degree Requirements

In order to complete the EMBA, students must successfully complete:

- 1-week residency at beginning of program, international week residency in the middle of the program, and 1 week residency at end of program,
- 4 eight-credit-hour interdisciplinary courses,
- 4 one-credit-hour leadership courses,
- 3 three-credit-hour experiential courses (International research, Innovation Projects, Corporate Simulation),
- Total of 45 credit hours

The following courses and sequence are required for the EMBA:

<b>Semester I</b>		
GEB 6368	Navigating in a Globalizing World	8
MAN 6891	Leadership Development Seminar I	1
<b>Semester II</b>		
GEB 6529	Creating Economic and Social Value	8
MAN 6892	Leadership Development Seminar II	1

**Semester III**

GEB 6528	Organizational Processes that Deliver Economic and Social Value	8
MAN 6893	Leadership Development Seminar III	1

**Semester IV**

GEB 6896	Strategy Development and Implementation	8
MAN 6898	Leadership Development Seminar IV	1

**Semester V**

MAN 6675	Special Topics in International Business	3
MAN 6057	Managing Innovation	3
MAR 6816	Corporate Simulation	3

**Residencies**

- Residency One – August of first year: Teamwork, Curriculum overview, Leadership, Personal Development, and Innovation Project brainstorming
- Residency Two – Fall Semester of second year: International Research Course and Company visits. Students choose to attend one of the 7-day Business Innovation in a Global Economy programs, hosted by the 9 universities around the world who are members of our EMBA Consortium on Business Innovation
- Residency Three – last week in April of last semester intensive interactive corporate simulation

## Professional Master of Business Administration (PMBA)

Designed for working professionals, the Professional MBA program offers a fast-paced, intense program in which you can network with your peers and learn from each other in a dynamic environment.

**Admission Requirements**

The Professional Master of Business Administration (PMBA) program considers students' work experience, industry knowledge, management skills and undergraduate education as strengths in candidate's qualifying portfolio. Candidate's professional maturity, and managerial experience are highly considered in the admission selection process because the PMBA program at FIU fosters students' ability to contribute real-world experiences to add value to the overall student learning in this competitive degree program.

To be eligible for admission to the PMBA program in the Chapman Graduate School of Business, applicants must:

1. Hold a bachelor degree or equivalent from either a U.S. accredited college or university or the equivalent degree from institutions outside the U.S.; Students coming from programs where the primary degree is at the master level or higher will meet this requirement;
2. Show high promise of success in graduate studies as determined by the faculty based upon academic performance, work experience or a combination of academic and work experience.
3. Evidence a minimum score of 500 on the Graduate Management Admission Test (GMAT) or similar Graduate Record Exam (GRE) score. A GMAT waiver at the discretion of the academic director is available for:

- A. Applicants with two years of demonstrative work experience and success in completing other academic programs;
- B. Applicants who have an undergraduate business or related degree (economics, hospitality management, etc.) with an upper division grade point average (GPA) of 3.25;
- C. Applicants without a business or related degree having an upper division GPA of 3.35;
- D. If the applicant has already completed a graduate degree from an accredited university with a minimum grade point average (GPA) of 3.0, or is entering a business master's program under a special agreement for admissions with specific foreign and domestic universities;

4. Should, in general, have a minimum upper division grade point average (GPA) of 3.0. An applicant with substantial work experience and industry/work related recommendations will be evaluated based on academic qualifications, work experience, and performance;
5. Provide a resume describing current and past responsibilities, leadership and management experience highlights and, if any, demonstrated accomplishments in the application of quantitative and analytical skills;
6. Provide a statement of purpose (short essay) describing how the program fits within your personal and career goals. The essay will be evaluated for applicants' effective and succinct writing skills;
7. When the applicant's studies were completed in non-English speaking countries, demonstrate proficiency of the English language by presenting a minimum score of 80 on the iBT TOEFL (equivalent to 550 on the paper based version or 213 on the computer based version of the test of English as a Foreign Language) or 6.5 overall on the International English Language Testing System (IETLS) or by other university level English proficiency standards as they are approved.

Applicants are encouraged to provide any additional documentation to strengthen their application portfolio. Examples of documentation include: master degree in any discipline other than an MBA, law degree, professional certifications (i.e. CPA, CFA, SHRM, etc.), GMAT or GRE scores, specialized leadership experience or training documentation that the applicant is part of a "fast track" or "high potential" management group at their organization, or any other similar evidence including letters of reference and recommendations.

Admissions at the graduate level are competitive and meeting minimum requirements does not guarantee admission.

For additional information about this value-added program, please contact the PMBA office at (305) 779-7897 or email [pmba@fiu.edu](mailto:pmba@fiu.edu)

**Degree Requirements**

In order to complete the Professional Master in Business Administration (PMBA), students must successfully complete a total of 42 credit hours, 27 credit hours of core and 15 credit hours of electives and three professional development seminars.

The following courses are required:

ACG 6026	Accounting for Managers
ACG 6175	Financial Reporting & Analysis
FIN 6406	Corporate Finance
FIN 6446	Competitive Strategy
MAN 6245	Organizational Behavior
MAN 6726	Strategic Management
ISM 6021	Management of Information Systems
MAR 6805	Marketing Management in the Global Environment

QMB 6357	Business Statistical Analysis
Elective (can be in specialization area)	
Elective (can be in specialization area)	
Elective (in legal, regulatory or related Issues)	
Elective (in an international business area)	
Elective (in analytical and quantitative analysis)	

Professional development seminars I, II, and III

Each of the seminars will focus on soft skills such as leadership, team building, oral presentation, writing skills and career exploration.

Seminars will be mandatory, non-credit.

The MBA academic director in consultation with the Associate Dean for the Chapman Graduate School of Business can substitute up to two required courses.

The MBA academic director can waive a professional development seminar.

## Professional Master of Business Administration: Healthcare Management Track (PMBA/HM)

Designed for the early to mid-level working professional with a minimum of two years professional work experience, the Professional MBA in Healthcare Management program offers a fast-paced, intense program in which you gain the necessary skills for a management career in various health services organizations.

The PMBA program incorporates these unique features:

- Complete the MBA in approximately eighteen months;
- Study in convenient locations: FIU Downtown on Brickell, FIU at I-75, or online;
- Study with, learn from and network with a diverse group of peers in lock-step program;
- Strengthen critical thinking, leadership, team building and interpersonal skills;
- Enjoy a high level of customer service, catering to the needs of participating professionals;
- Have access to personalized career services;

### Admission Requirements

To be eligible for admission to the Professional MBA Program in the Chapman Graduate School, students must:

1. Hold a Bachelor's degree from an accredited college or university;
2. Have a minimum upper division grade point average (GPA) of 3.0;
3. Demonstrate at least two years of professional work experience;
4. Graduate student applicants whose studies were completed outside of the US must demonstrate proficiency of the English language by presenting a minimum score of 80 on the iBT TOEFL (equivalent to 550 on the paper-based version) or 6.5 overall on the International English Language Testing System (IELTS);
5. Provide two letters of recommendation from professional contacts;
6. Provide a personal statement on the motivation to attend the program, including personal and career goals;
7. Be in good standing with all previously-attended colleges and universities.

Admissions at the graduate level are competitive and meeting minimum requirements does not guarantee admission. For more information about this program, please contact the Healthcare MBA office at (305) 779-7900 or visit <http://healthcaremba.fiu.edu>.

### Degree Requirements

Students must successfully complete 14, three-credit hour courses for a total of 42 credit hours and three non-credit Professional Development Seminars.

The following courses are required for the PMBA/HM:

BUL 6810	Legal Environment of Business
MAN 6095	Management of Healthcare Organizations in the 21 <sup>st</sup> Century
MAN 6501	Operations Management
MAN 6245	Organizational Behavior
MAN 6098	Management of Healthcare Finance and Reimbursement
MAR 6805	Marketing Management in the Global Environment
MAN 6830	Organizational Information Systems
ACG 6026	Accounting for Managers
BUL 6605	Healthcare Fraud and Abuse Law and Regulation
MAN 6726	Strategic Management
FIN 6406	Corporate Finance
MAN 6097	Managerial Decision-Making in Health Economics
MAN 6974	Master's Project in Management
ACG 6175	Financial Reporting & Analysis

Professional Development Seminars I, II, and III

Each of the Professional Development Seminars will focus on soft skills such as leadership, team building, oral presentation, writing skills, health analytics, and career development. There will be team-building activities which include classroom exercises in group decision-making and problem-solving. Students will also work with a presentation and writing skills coach to improve the communication and writing skills that are critical to managerial success.

Seminars will be mandatory, non-credit.

### Professional Development Seminars I, II, III

Team Building, Writing Skills, Presentation Skills, Oral Communications, Excel and Statistics Fundamentals, Accounting Boot Camp, Quantitative Methods, Leadership, Lean Enterprise Training and Certification

## Flexible Master of Business Administration (Flex-MBA)

Designed for working professionals, the Flex MBA program offers a fast-paced, intense program in which you can network with your peers and learn from each other in a dynamic environment. Core competencies include problem solving on a local and global level; building teamwork and collaboration; analyzing balance sheets and budgeting; and identifying ethical problems.

### Admission Requirements

The Flex Master of Business Administration (Flex-MBA) program considers students' work experience, industry knowledge, management skills and undergraduate education as strengths in candidate's qualifying portfolio. Candidate's professional maturity, and managerial experience are highly considered in the admission selection process because the Flex-MBA program at FIU fosters students' ability to contribute real-world experiences to add value to the overall student learning in this competitive degree program.

To be eligible for admission to the Flex-MBA program in the Chapman Graduate School of Business, applicants must:

1. Hold a bachelor degree or equivalent from either a U.S. accredited college or university or the equivalent degree from institutions outside the U.S.; Students coming from programs where the primary degree is at the master level or higher will meet this requirement.
2. Show high promise of success in graduate studies as determined by the faculty based upon academic performance, work experience or a combination of academic and work experience.
3. Evidence a minimum score of 500 on the Graduate Management Admission Test (GMAT) or similar Graduate Record Exam (GRE) score. A GMAT waiver at the discretion of the academic director is available for:
  - a. Applicants with two years of demonstrative work experience and success in completing other academic programs;
  - b. Applicants who have an undergraduate business or related degree (economics, hospitality management, etc.) with an upper division grade point average (GPA) of 3.25, or higher;
  - c. Applicants without a business or related degree having an upper division grade GPA of 3.35, or higher;
  - d. If the applicant has already completed a graduate degree from an accredited university with a minimum grade point average (GPA) of 3.0, or is entering a business master's program under a special agreement for admissions with specific foreign and domestic universities;

4. Should, in general, have a minimum upper division grade point average (GPA) of 3.0. An applicant with substantial work experience and industry/work related recommendations will be evaluated based on academic qualifications, work experience, and performance;
5. Provide a resume describing current and past responsibilities, leadership and management experience highlights and, if any, demonstrated accomplishments in the application of quantitative and analytical skills;
6. Provide a statement of purpose (short essay) describing how the program fits within your personal and career goals. The essay will be evaluated for applicants' effective and succinct writing skills;
7. When the applicant's studies were completed in non-English speaking countries, demonstrate proficiency of the English language by presenting a minimum score of 80 on the iBT TOEFL (equivalent to 550 on the paper-based version or 213 on the computer based version of the test of English as a Foreign Language) or 6.5 overall on the International English Language Testing System (IETLS) or other university level English proficiency standards as they are approved;

Applicants are encouraged to provide any additional documentation to strengthen their application portfolio. Examples of documentation include: master degree in any discipline other than an MBA, law degree, professional certifications (i.e. CPA, CFA, SHRM, etc.), GMAT or GRE scores, specialized leadership experience or training documentation that the applicant is part of a "fast track" or "high potential" management group at their organization, or any other similar evidence including letters of reference and recommendations.

Admissions at the graduate level are competitive and meeting minimum requirements does not guarantee admission.

For additional information about this value-added program, call the Flex-MBA office at (305) 779-7897 or email [pmba@fiu.edu](mailto:pmba@fiu.edu).

### Degree Requirements

In order to complete the Flex-MBA, students must successfully complete a total of 42 credit hours, 27 credit hours of core and 15 credit hours of electives and three professional development seminars.

The following courses are required:

ACG 6026	Accounting for Managers
ACG 6175	Financial Reporting & Analysis
FIN 6406	Corporate Finance
FIN 6446	Competitive Strategy
MAN 6245	Organizational Behavior
MAN 6726	Strategic Management
ISM 6021	Management of Information Systems
MAR 6805	Marketing Management in the Global Environment
QMB 6357	Business Statistical Analysis
	Elective (can be in specialization area)
	Elective (can be in specialization area)
	Elective (in legal, regulatory or related Issues)
	Elective (in an international business area)
	Elective (in analytical and quantitative analysis)

Professional development seminars I, II, and III

Each of the seminars will focus on soft skills such as leadership, team building, oral presentation, writing skills and career exploration.

Seminars will be mandatory, non-credit.

The MBA academic director in consultation with the Associate Dean for the Chapman Graduate School of Business can substitute up to two required courses.

The MBA academic director can waive a professional development seminar.

## International Master of Business Administration (IMBA)

The IMBA (International MBA) degree program features an MBA curriculum with an international business focus. This value-added program has been especially designed for students and professionals interested in pursuing a career in international business. For students from outside the U.S., it represents an opportunity for them to prepare for executive positions in the U.S. as well as in other parts of the world. For students in the U.S. who would like to pursue business leadership in international businesses, it provides an integrated perspective of international business issues and the knowledge they need to succeed in a rapidly evolving, global economy.

Given the Chapman School's Miami location and expertise in Latin American and Caribbean business, the program is particularly valuable for those who want to secure executive positions in the Americas.

The IMBA program incorporates these unique features:

- An MBA curriculum that can be completed in 12 months;
- Day-time classes;
- Global and multicultural perspective throughout;
- Have access to personalized career services;
- Opportunity to participate in study abroad programs and attend;
- Professional development seminars focused on leadership, team-building skills, oral and written presentation skills, and career preparation.

### Admission Requirements

To be eligible for admission to the International MBA Program in the Chapman Graduate School, students must:

1. Hold a bachelor degree or equivalent from either a U.S. accredited college or university or the equivalent degree from institutions outside the U.S.; Students coming from programs where the primary degree is at the master level or higher will meet this requirement;
2. Show high promise of success in graduate studies as determined by the faculty based upon academic performance, work experience or a combination of academic and work experience.
3. Evidence a minimum score of 500 on the Graduate Management Admission Test (GMAT) or similar Graduate Record Exam (GRE) score. A GMAT waiver at the discretion of the academic director is available for:
  - a) Applicants with two years of demonstrative work experience and success in completing other academic programs;

b) Applicants who have an undergraduate business or related degree (economics, hospitality management, etc.) with an upper division grade point average (GPA) of 3.25, or higher;

c) Applicants without a business or related degree having an upper division grade GPA of 3.35, or higher;

d) If the applicant has already completed a graduate degree from an accredited university with a minimum grade point average (GPA) of 3.0, or is entering a business master's program under a special agreement for admissions with specific foreign and domestic universities;

4. Should, in general, have a minimum upper division grade point average (GPA) of 3.0. An applicant with substantial work experience and industry/work related recommendations will be evaluated based on academic qualifications, work experience, and performance;
5. Provide a resume describing current and past responsibilities, leadership and management experience highlights and, if any, demonstrated accomplishments in the application of quantitative and analytical skills;
6. Provide a statement of purpose (short essay) describing how the program fits within your personal and career goals. The essay will be evaluated for applicants' effective and succinct writing skills;
7. When the applicant's studies were completed in non-English speaking countries, demonstrate proficiency of the English language by presenting a minimum score of 80 on the iBT TOEFL (equivalent to 550 on the paper based version or 213 on the computer based version of the test of English as a Foreign Language) or 6.5 overall on the International English Language Testing System (IETLS) or by other university level English proficiency standards as they are approved.

Applicants are encouraged to provide any additional documentation to strengthen their application portfolio. Examples of documentation include: master degree in any discipline other than an MBA, law degree, professional certifications (i.e. CPA, CFA, SHRM, etc.), GMAT or GRE scores, specialized leadership experience or training documentation that the applicant is part of a "fast track" or "high potential" management group at their organization, or any other similar evidence including letters of reference and recommendations.

Admissions at the graduate level are competitive and meeting minimum requirements does not guarantee admission.

Students may also be eligible to pursue joint degree programs with the Master of Science in Finance (MBA/MSF), the Master of Science in Information Systems (MBA/MSIS), the Master of International Business (MBA/MIB), the Master of Science in Human Resource Management (MBA/MSHRM), the Master of Science in International Real Estate (MBA/MSIRE), the College of Law (MBA/JD), and the Master of Arts in Latin American and Caribbean Studies (MBA/MALACS).

For more detailed information about the IMBA program, please contact the program manager at (305) 348-6880 or by email [imba@fiu.edu](mailto:imba@fiu.edu).

## Degree Requirements

In order to complete the IMBA, students must successfully complete 45 credit hours of course work; including 42 credit hours of core course work; and three-credit hours of elective course work. In addition, Professional Development Seminars are required.

The following courses are required for the IMBA:

### Core

QMB 6357	Business Statistical Analysis
ACG 6026	Accounting for Managers
MAN 6608	International Business
MAN 6830	Organizational Information Systems
MAN 6245	Organizational Behavior
FIN 6406	Corporate Finance
MAN 6974	Master's Project in Management
MAN 6501	Operations Management
MAR 6805	Marketing Management in the Global Environment
BUL 6810	Legal Environment of Business
ACG 6175	Financial Reporting & Analysis
FIN 6644	Global Financial Strategy
MAN 6726	Strategic Management
MAR 6816	Corporate Simulation

IMBA Elective

### Elective Options (Choose one)

- MAN 6930 Master's Seminar in Management – Study Abroad
- GEB 6941C Graduate Internship
- Any course offered in the Summer term in any of the business disciplines.

Each of the Professional Development Seminars will focus on soft skills such as leadership, team building, oral presentation, writing skills and career exploration. There will be team-building activities which include classroom exercises in group decision-making and problem-solving. Challenging outdoor exercises will be included to help participants build the skills they will need to work together in the program and to succeed in today's team-based organizations. Students will also work with a presentation and writing skills coach to improve the communication and writing skills that are critical to managerial success.

Professional Development Seminars will be mandatory, non-credit.

### Professional Development Seminars include topics such as:

- Team Building
- Career Development
- Presentation Skills
- Writing Skills
- Leadership

The IMBA and MBA academic directors in consultation with the Associate Dean for the Chapman Graduate School of Business can substitute up to six credit hours of required courses.

The IMBA academic director can waive a professional development seminar.

## Global MBA Programs

The Chapman Graduate School also offers the Professional MBA in Jamaica and Panama. Curriculum and admission requirements are identical to those of the PMBA. For more information about these programs, please contact the Program Manager at (305) 348-3468.

## Other Master's Program

The Chapman School offers a variety of Master of Science and professional master's degree programs: Master of Accounting, Executive Master of Science in Taxation, Master of Science in Finance, Master of Science in International Real Estate, Master of Science in Information Systems, and Master of Science in Human Resource Management. These programs are described in the respective departmental pages of this catalog or at: <http://business.fiu.edu>.

## Master of Accounting/Master of Business Administration Joint Degree Pathway

The School of Accounting and the IMBA program in the Alvah H. Chapman Jr. Graduate School of Business at Florida International University offer a joint degree pathway culminating in both a Master of Accounting (MACC) and a Master of Business Administration. Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. The joint degree pathway will use existing faculty, courses, and resources. Important criteria relating to the joint degree program are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program. Candidates must indicate on the application their intention to pursue the joint degree pathway.
2. Applications for a joint degree will not be accepted from candidates who have already completed either degree.
3. Domestic undergraduate non-accounting degree holders; and international degree holders, regardless of major, will take the following courses, for a saving of 15 credits:
  - 34 credits at the 6000-level from the IMBA
  - 15 credits at the 5000-level from the MACC
  - 30 credits at the 6000-level from the MACC
4. Domestic undergraduate accounting degree holders from AACSB accredited universities, may petition to waive the 5000-level MACC courses, for a saving of an additional 15 credits.
5. All courses transferred between degrees must be completed with a grade point average of 3.0 or higher. Directors of the MACC and MBA degree programs may adjust these exact course requirements as a result of future changes to the MACC or MBA curriculums.
6. Joint degree candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first degree program requirements as if the student had never been a joint degree pathway candidate.

## **Master of Business Administration/ Master of Arts in Latin American and Caribbean Studies Joint Degree Pathway**

The Alvah H. Chapman Jr. Graduate School of Business and the Latin American and Caribbean Center at Florida International University have approved a joint degree pathway culminating in both a Master of Business Administration degree (MBA), awarded by the College of Business, and a Master of Arts in Latin American and Caribbean Studies degree (MALACS), administered by the Latin American and Caribbean Center (LACC) for the College of Arts and Sciences. Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. Essential criteria relating to the joint degree pathway are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program.
2. Applications for a joint degree will not be accepted from candidates who have already completed either degree. Business Administration students must apply and be admitted by no later than the semester in which they are expected to complete 18 pre-core and core credit hours in the MBA program. MALACS students must apply and be admitted by no later than the semester in which they are expected to complete 18 credit hours in that program.
3. Candidates must satisfy all requirements for each degree. Twelve (12) credit hours from the MBA curriculum pre-core and core requirements may count toward the MALACS degree to satisfy MALACS concentration requirements. Nine (9) credit hours from the MALACS course offerings may be applied to satisfy MBA elective requirements. All courses transferred between degrees must be completed with a grade point average of 3.0 or higher. MALACS courses transferred to meet MBA elective credit must be 6000 or 7000 level courses approved by the University Curriculum Committee and be from the approved MALACS course list in the social science disciplines of anthropology, economics, environmental studies, history, international relations, Latin American and Caribbean Studies (interdisciplinary), political science, or sociology. The Dean of the Chapman Graduate School of Business (or his/her delegate) has final authority on the approval of which courses may be transferred to meet MBA elective requirements.
4. Based on existing MBA and MALACS curriculums, specifics on the transfer of credits include the following. Participants in the joint degree pathway will obtain a MALACS concentration in International Business. Four MBA pre-core or core courses (12 credits) may be transferred to meet the student's MALACS concentration requirements. Students who have not taken MAN 6910 Research Methods in Management as an MBA elective course will be required to take a MALACS-approved social science research methods course as one of their first MALACS courses. With the 12 credit transfer from the MBA program, to obtain the MALACS degree, the student will be required to take the MALACS gateway interdisciplinary course LAS 6003 Survey of Latin America and the Caribbean (3 credits), the MALACS required data analysis course LAS 6930 Latin American and Caribbean Data Analysis (3 credits), one additional course in the MALACS concentration of International Business (the social science research methods course may meet this requirement) (3 credits), three additional courses in at least two MALACS concentrations other than International Business (9 credits), and a MALACS graduation exit option (6 credits), for a total of 24 MALACS credits. Candidates for the MALACS degree must also meet MALACS language proficiency requirements. With the 9 credit transfer from the MALACS program, to obtain the MBA degree, the student will be required to take all MBA pre-core, core, and professional development seminar courses, plus one MBA elective, for a total of 46 MBA credits. Directors of the MBA and MALACS degree programs may adjust the exact course numbers and titles required for degree completion as a result of future changes to the MBA or MALACS curriculums.
5. If the joint degree candidate chooses the thesis exit option for the MALACS degree, the thesis must address a Latin American or Caribbean business or management issue. The thesis committee must be chaired by a College of Arts and Sciences faculty member. Furthermore, the thesis committee must have at least one member from both the College of Business and College of Arts and Sciences. Thesis committee co-chairs with faculty members from both colleges are recommended. Candidates selecting a MALACS exit option other than the thesis must follow the procedures established by the MALACS program. MALACS will establish the necessary thesis, internship, independent study, or directed research course numbers to allow Graduate School of Business faculty to participate in MALACS exit options for joint degree students.
6. Candidates accepted to the joint degree pathway may begin their studies in either program first. All candidates must register for classes during the regular registration period for the respective program. Additionally, joint degree pathway students must register for a course or courses in their second degree no later than the semester commencing the second half of their first degree program.
7. Joint degree candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first degree program requirements as if the student had never been a joint degree candidate. Subject to prior approval, graduate students are normally allowed six (6) credit hours from graduate level courses offered by other units of the University as counting toward single degrees.
8. Candidates in the joint degree pathway will be eligible for the graduate teaching assistantships, graduate research assistantships, and scholarships in the Chapman Graduate School of Business and LACC on the same basis as other graduate students, subject to the guidelines and restrictions set by either program.
9. Future changes to the joint MBA/MALACS degree pathway must be endorsed by the College of Business Faculty Curriculum Committee and Associate Dean of the Chapman Graduate School of Business; the College of Arts and Sciences Faculty

Curriculum Committee and Dean of the College of Arts and Sciences; and approved by the University Curriculum Committee, Graduate Council, the Faculty Senate, Dean of the University Graduate School, and the Provost.

For additional information, contact the Evening MBA office at (305) 348-3256 or the Latin American and Caribbean Center (LACC) at (305) 348-2894.

## Master of Business Administration/Juris Doctor Joint Degree Pathway

Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. Essential criteria relating to the joint degree pathway are as follows:

1. Candidates for the pathway must meet the entrance requirements for and be accepted by both Colleges. The college of Business may accept LSAT scores in lieu of GMAT or GRE scores for candidates from the College of Law as part of the admission requirement in the MBA. Both Colleges must be informed by the student at the time of application to the second program that the student intends to pursue the joint degree.
2. The joint degree pathway is not open to students who have already earned one degree.
3. For law students, enrollment in the MBA program is required no later than the completion of 63 credit hours in the JD program. For MBA students, enrollment in the JD program is required no later than the third semester after beginning the MBA program. For purposes of this paragraph, a summer session is counted as half a semester.
4. A student must satisfy the curriculum requirements for each degree before either degree is awarded. The College of Business will allow 12 credit hours of upper level business and commercial law courses to be credited toward both the M.B.A. and J.D. degrees. These 12 credit hours of law classes will be in lieu of the Legal Environment of Business course (3 credit hours) and three of the elective courses (totaling 9 credit hours) required for the M.B.A. degree. A student may obtain a concentration in the M.B.A. program in accordance with the College of Business curriculum requirements for concentrations. Reciprocally, law students may receive 9 hours of credit toward the satisfaction of the J.D. degree for courses taken in the M.B.A. curriculum upon completion of the M.B.A. degree curriculum with a grade point average of 3.0 or higher.
5. A student enrolled in the joint degree pathway may begin the student's studies in either College, but full-time law students must take the first two semesters of law study consecutively and part-time law students must take the first three semesters of law study consecutively. Students admitted to one College but electing to begin study in the other College under the joint degree pathway may enter the second College thereafter without once again qualifying for admission so long as they have notified the second College before the end of the first week of the first semester in the second College and are in good academic standing when studies commence in the second College.

6. A student enrolled in the joint degree pathway will not receive either degree until the student has satisfied all of the requirements for both degrees, or until the student has satisfied the requirements of one of the degrees as if the student had not been a joint degree pathway candidate.
7. Students in the joint degree pathway will be eligible for the graduate teaching assistantships and research assistantships in the College of Business on the same basis as other MBA students, subject to the guidelines and restrictions set by the College of Business.

For additional information, contact the Chapman Graduate School of Business at (305) 348-0148 or the Law School Admissions Office at (305) 348-8006.

## Master of International Business/Master of Business Administration Joint Degree Pathway

The MIB and MBA programs in the Alvah H. Chapman Jr. Graduate School of Business at Florida International University offer a joint degree pathway culminating in both a Master of Business Administration degree (MBA), and a Master of International Business (MIB). Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. The joint degree pathway will use existing faculty, courses, and resources. Important criteria relating to the joint degree pathway are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program. Candidates must indicate on the application their intention to pursue the joint degree option. Candidates deciding to pursue the joint degree option after having been admitted to one program will indicate this intention only on their second application.
2. Applications for a joint degree pathway will not be accepted from candidates who have already completed either degree. MBA or MIB students must apply and be admitted no later than the second to last semester in which they are expected to complete their original degree requirements.
3. Candidates must satisfy all requirements for each degree. The two degrees will have four common courses. All courses transferred between degrees must be completed with a grade point average of 3.0 or higher. MIB courses transferred to meet MBA elective credit and vice versa must be 6000 level courses approved by the University Curriculum Committee. Directors of the MBA and MIB degree programs may adjust these exact course requirements as a result of future changes to the MBA or MIB curriculums.

### 3.1 Joint Flex MBA/MIB Degree Pathway

**3.1.1 To obtain MIB degree,** Flex MBA students must complete the following courses for a total of 63 credit hours as follows:

In the MIB program (36 credits hours):		
ACG 6026	International Accounting	3
ACG 6175	Financial Reporting & Analysis	3
BUL 6810	Legal Environment	3

FIN 6406	Corporate Finance	3	MAN 6830	Organizational Information Systems	3
FIN 6446	Competitive Strategy	3	MAR 6805	Marketing Management in the Global Environment	3
MAN 6501	Operations Management	3	MAR 6816	Corporate Simulation	3
MAN 6245	Organizational Behavior	3	QMB 6357	Business Statistical Analysis	3
MAN 6726	Strategic Management	3	MAN 6830	Organizational Information Systems	3
MAN 6830	Organizational Information Systems	3	MAR 6805	Marketing Management in the Global Environment	3
MAR 6805	Marketing Management in the Global Environment	3	MAR 6816	Corporate Simulation	3
MAR 6816	Corporate Simulation	3	QMB 6357	Business Statistical Analysis	3
QMB 6357	Business Statistical Analysis	3	Professional Development Seminars (PDS)		
Professional Development Seminars (PDS)			In the MIB program (24 credit hours):		
In the MIB program (24 credit hours):			MAN 6930	Master's Seminar in Management	3
MAN 6930	Master's Seminar in Management	3	MAN 6635	Global Strategy and Business Models	3
MAN 6635	Global Strategy and Business Models	3	MAN 6601	Global Management Skills	3
MAN 6601	Global Management Skills	3	MAN 6617	Managing Global Production and Technology	3
MAN 6617	Managing Global Production and Technology	3	MAN 6679	Master's Project in International Business	3
MAN 6679	Master's Project in International Business	3	MAR 6158	International Marketing	3
MAN 6158	International Marketing	3	MIB Elective		3
MIB Elective		3	MIB Elective		3
MIB Elective		3	Two of the following elective courses are required for the MIB degree:		
Two of the following elective courses are required for the MIB degree:			MAN 6678	Global Start-ups	3
MAN 6678	Global Start-ups	3	GEB 6941C	Graduate Business Internship	3
GEB 6941C	Graduate Business Internship	3	MAN 6937	Special Topics in Business Environment	3
MAN 6937	Special Topics in Business Environment	3	3.2.2. To obtain the International MBA (IMBA), MSIS degree students must complete a total of 69 credits as follows:		
3.2.2. To obtain the International MBA (IMBA), MSIS degree students must complete a total of 69 credits as follows:			In the MIB program (36 credit hours):		
In the MIB program (36 credit hours):			MAN 6930	Master's Seminar in Management	3
MAN 6930	Master's Seminar in Management	3	MAN 6606	Fundamentals of International Business	3
MAN 6606	Fundamentals of International Business	3	ACG 6026	Accounting for Managers	3
ACG 6026	Accounting for Managers	3	BUL 6850	International Business Law	3
BUL 6850	International Business Law	3	FIN 6644	Global Financial Strategy	3
FIN 6644	Global Financial Strategy	3	MAN 6635	Global Strategy and Business Models	3
MAN 6635	Global Strategy and Business Models	3	MAN 6601	Global Management Skills	3
MAN 6601	Global Management Skills	3	MAN 6617	Managing Global Production and Technology	3
MAN 6617	Managing Global Production and Technology	3	MAN 6679	Master's Project in International Business	3
MAN 6679	Master's Project in International Business	3	MAR 6158	International Marketing	3
MAR 6158	International Marketing	3	MIB Elective		3
MIB Elective		3	MIB Elective		3
MIB Elective		3	Two of the following elective courses are required for the MIB degree:		
Two of the following elective courses are required for the MIB degree:			MAN 6678	Global Start-ups	3
MAN 6678	Global Start-ups	3	GEB 6941C	Graduate Business Internship	3
GEB 6941C	Graduate Business Internship	3	MAN 6937	Special Topics in Business Environment	3
MAN 6937	Special Topics in Business Environment	3	In the IMBA program (33 credit hours):		
In the IMBA program (33 credit hours):			ACG 6175	Financial Reporting & Analysis	3
ACG 6175	Financial Reporting & Analysis	3	BUL 6810	Legal Environment of Business	3
BUL 6810	Legal Environment of Business	3	FIN 6406	Corporate Finance	3
FIN 6406	Corporate Finance	3	MAN 6501	Operations Management	3
FIN 6446	Competitive Strategy	3	MAN 6245	Organizational Behavior	3
MAN 6501	Operations Management	3	MAN 6726	Strategic Management	3
MAN 6245	Organizational Behavior	3	MAN 6703	Colloquium in Managing Organizational Ethics	1
MAN 6726	Strategic Management	3	MAN 6830	Organizational Information Systems	3
MAN 6703	Colloquium in Managing Organizational Ethics	3			

MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
	Professional Development Seminars (PDS) I, II, III	2

MIB Elective	3	
Two of the following elective courses are required for the MIB degree:		
MAN 6678	Global Start-ups	3
GEB 6941C	Graduate Business Internship	3
MAN 6937	Special Topics in Business Environment	3

**3.3. Joint Professional MBA/MIB Degree Pathway**

3.3.1. To obtain the MIB degree. Professional MBA (PMBA) students must complete the following courses for a total of 66 credit hours as follows:

In the PMBA program (42 credit hours):

ACG 6026	Accounting for Managers	3
ACG 6175	Financing Reporting & Analysis	3
BUL 6810	Legal Environment of Business	3
FIN 6406	Corporate Finance	3
FIN 6446	Competitive Strategy	3
FIN 6644	Global Financial Strategy	3
MAN 6608	International Business	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6830	Organizational Information Systems	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
	Professional Development Seminars (PDS)	

In the MIB program (24 credit hours):

MAN 6930	Master's Seminar in Management	3
MAN 6635	Global Strategy and Business Models	3
MAN 6601	Global Management Skills	3
MAN 6617	Managing Global Production and Technology	3
MAN 6679	Master's Project in International Business	3
MAR 6158	International Marketing	3
MAN 6606	Fundamentals of International Business	3
	MIB Elective	3
	MIB Elective	3

Two of the following elective courses are required for the MIB degree:

MAN 6678	Global Start-ups	3
GEB 6941C	Graduate Business Internship	3
MAN 6937	Special Topics in Business Environment	3

3.3.2. To obtain the Professional MBA (PMBA). MIB degree students must complete a total of 66 credits as follows:

In the MIB program (36 credit hours):

In the MIB program (36 credit hours):		
MAN 6930	Master's Seminar in Management	3
MAN 6606	Fundamentals of International Business	3
ACG 6026	Accounting for Managers	3
BUL 6850	International Business Law	3
FIN 6644	Global Financial Strategy	3
MAN 6635	Global Strategy and Business Models	3
MAN 6601	Global Management Skills	3
MAN 6617	Managing Global Production and Technology	3
MAN 6679	Master's Project in International Business	3
MAR 6158	International Marketing	3
	MIB Elective	3

In the PMBA program (30 credit hours):

ACG 6175	Financing Reporting & Analysis	3
FIN 6406	Corporate Finance	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6830	Organizational Information Systems	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
	Professional Development Seminars (PDS)	

Notes:

<sup>1</sup> Requirements for the CMBA depend on track chosen. If a candidate has elected the option of a specialization, the number of credit hours required and shared for the Flex will be used. Otherwise, the number of credit hours required and shared for the PMBA will be used.

<sup>2</sup> The Executive MBA and Professional MBA in Healthcare Management programs are not included as an option for the joint degree.

1. Joint degree candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first degree program requirements as if the student had never been a joint degree candidate.

For additional information, contact the MIB office at (305) 348-3279 or the MBA office at (305) 348-0148.

**Master of Science in Finance/Master of Business Administration Joint Degree Pathway**

The Department of Finance and the MBA program in the Alvah H. Chapman Jr. Graduate School of Business at Florida International University have a joint degree pathway culminating in both a Master of Business Administration degree (MBA), and a Master of Science in Finance degree (Fast Track-MSF). Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. The joint degree pathway uses existing faculty, courses, and resources. Important criteria relating to the joint degree pathway are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program. Candidates must indicate on the application their intention to pursue the joint degree option. Candidates deciding to pursue the joint degree option after having been admitted to one program will indicate this intention only on their second application.
2. Applications for a joint degree pathway will not be accepted from candidates who have already completed either degree. MBA or Fast Track-MSF students must apply and be admitted by no later than

the second to last semester in which they are expected to complete their original degree requirements.

3. Candidates must satisfy all requirements for each degree. The two degrees will have four-five common courses. Courses transferred between degrees must be completed with a grade point average of 3.0 or higher. MSF courses transferred to meet MBA elective credit must be 6000 level courses approved by the University Curriculum Committee. Directors of the MBA and MSF degree programs may adjust these exact course requirements as a result of future changes to the MBA or MSF curriculums.

### 3.1 Joint Flex MBA/MSF Degree Pathway

To obtain MSF/MBA through the Flex program, students must complete the following courses for a total of 66 credit hours as follows:

In the Flex MBA program (33 credit hours):

ACG 6175	Financial Reporting & Analysis	3
BUL 6810	Legal Environment	3
FIN 6406	Corporate Finance	3
FIN 6446	Competitive Strategy	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6830	Organizational Information Systems	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3

Professional Development Seminars (PDS) I, II, III

In the MSF program (33 credit hours):

FIN 6456	Quantitative Methods in Financial Analysis	3
FIN 6515	Securities Analysis	3
FIN 6246	Financial Markets and Institutions	3
FIN 6537	Financial Futures and Fixed Income Investments	3
FIN 6487	Financial Risk Management	3
FIN 6644	Global Financial Strategy	3
FIN 6525	Portfolio Management	3
FIN 6465	Financial Planning and Statement Analysis	3

One of the following specialty tracks, in addition to the core MSF courses is required for the MSF degree:

Financial Management

FIN 6326	Commercial Banking	3
FIN 6436	Capital Budgeting and Long Term Resource Allocation	3
FIN 6425	Financial Management Policies	3

Investments

FIN 6425	Financial Management Policies	3
FIN 6489	Advanced Financial Risk Management	3
FIN 6517	Advanced Investments	3

International Banking

FIN 6326	Commercial Banking	3
FIN 6625	International Bank Management	3
FIN 6346	Credit Analysis	3

### 3.2. Joint International MBA/MSF Degree Pathway

To obtain MSF/MBA through the International program, students must complete the following courses for a total of 72 credit hours as follows:

In the IMBA program (42 credit hours):

ACG 6026	Accounting for Managers	3
ACG 6175	Financial Reporting & Analysis	3
BUL 6810	Legal Environment	3
FIN 6406	Corporate Finance	3
FIN 6444	Global Financial Strategy	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6608	International Business	3
MAN 6703	Colloquium in Managing Organizational Ethics	3
MAN 6830	Organizational Information Systems	3
MAN 6679	Master's Project in International Business	3
MAR 6805	Marketing Management in the Global Environment	3
QMB 6357	Business Statistical Analysis Professional Development Seminars (PDS) I, II, III	3

In the MSF program (30 credit hours):

FIN 6456	Quantitative Methods in Financial Analysis	3
FIN 6515	Securities Analysis	3
FIN 6246	Financial Markets and Institutions	3
FIN 6537	Financial Futures and Fixed Income Investments	3
FIN 6487	Financial Risk Management	3
FIN 6525	Portfolio Management	3
FIN 6465	Financial Planning and Statement Analysis	3

One of the following specialty tracks, in addition to the core MSF courses is required for the MSF degree:

Financial Management

FIN 6326	Commercial Banking	3
FIN 6436	Capital Budgeting and Long Term Resource Allocation	3
FIN 6425	Financial Management Policies	3

Investments

FIN 6425	Financial Management Policies	3
FIN 6489	Advanced Financial Risk Management	3
FIN 6517	Advanced Investments	3

International Banking

FIN 6326	Commercial Banking	3
FIN 6625	International Bank Management	3
FIN 6346	Credit Analysis	3

#### Notes:

<sup>1</sup> Requirements for the CMBA depend on track chosen. If a candidate has elected the option of a specialization, the number of credit hours required and shared for the Flex will be used. Otherwise, the option for a joint degree is not available with the MSF.

<sup>2</sup> The Executive MBA, Professional MBA, and Professional MBA in Healthcare Management programs are not included as an option for the joint degree.

<sup>3</sup>Joint degree candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first degree program requirements as if the student had never been a joint degree candidate.

For additional information, contact the MBA office at (305) 348-0148 or the Master of Science in Finance office at (305) 348-4198.

**Master of Science in Information Systems/Master of Business Administration Joint Degree Pathway**

The Master of Science in Information Systems and the MBA program in the Alvah H. Chapman Jr. Graduate School of Business at Florida International University are offering a joint degree pathway culminating in both a Master of Business Administration (MBA), and a Master of Science in Information Systems degree (MSIS). Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. The joint degree pathway will use existing faculty, courses, and resources. Important criteria relating to the joint degree pathway are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program. Candidates must indicate on the application their intention to pursue the joint degree option. Candidates deciding to pursue the joint degree option after having been admitted to one program will indicate this intention only on their second application.
2. Applications for a joint degree pathway will not be accepted from candidates who have already completed either degree. MBA or MSIS students must apply and be admitted no later than the second to last semester in which they are expected to complete their original degree requirements.
3. Candidates must satisfy all requirements for each degree. The two degrees will have two – four common courses. All courses transferred between degrees must be completed with a grade point average of 3.0 or higher. MSIS courses transferred to meet MBA elective credit must be 6000 level courses approved by the University Curriculum Committee. Directors of the MBA and MSIS degree programs may adjust these exact course requirements as a result of future changes to the MBA or MSIS curriculums.

**3.1 Joint Flex MBA/MSIS Degree Pathway**

To obtain MSIS/MBA through the Flex program, students must complete the following courses for a total of 66 credit hours as follows:

In the Flex MBA Program (33 credit hours)

ACG 6026	Accounting for Managers	3
ACG 6175	Financial Reporting and Analysis	3
BUL 6810	Legal Environment	3
FIN 6406	Corporate Finance	3
FIN 6446	Competitive Strategy	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6830	Organizational Information Systems	3
MAR 6805	Marketing Management in the	

	Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
In the MSIS program (33 credit hours):		
ISM 6106	Systems Analysis	3
ISM 6205	Database Management	3
ISM 6136	Business Analytics Applications	3
ISM 6307	Management of the Information Systems Function	3
ISM 6208	Data Warehousing	3
ISM 6128	Business Process Design	3
ISM 6328	Information Security Management	3
ISM 6338	Information Systems Strategy and Governance	3
ISM 6316	Project Management of Information Sciences	3
	MIS Elective	3
	MIS Elective	3

Professional Development Seminars (PDS) I, II, III

Two of the following courses (selected at the Department's discretion for each cohort) are required for the MSIS Degree:

ISM 6024	Managing Distributed Architecture	3
ISM 6156	Enterprise Information Systems	3
ISM 6251	Emerging Information Technologies	3
ISM 6489	E-business and Blockchain Applications	3
ISM 6138	Managing Unstructured Data	3
ISM 6930	Special Topics in Management Information Systems	3
ISM 6942	MIS Internship	3

Optional Elective

ISM 6942	MIS Internship	1-3
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**3.2. Joint International MBA/MSIS Degree Pathway**

To obtain MSIS/MBA through the International program, students must complete the following courses for a total of 75 credit hours as follows:

In the IMBA program (42 credit hours):

ACG 6026	Accounting for Managers	3
ACG 6175	Financial Reporting and Analysis	3
BUL 6810	Legal Environment of Business	3
FIN 6406	Corporate Finance	3
FIN 6644	Global Financial Strategy	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6608	International Business	3
MAN 6703	Colloquium in Managing Organizational Ethics	1
MAN 6679	Master's Project	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
Professional Development Seminars (PDS) II, III		2

In the MSIS program (33 credit hours):

ISM 6106	Systems Analysis	3
ISM 6205	Database Management	3
ISM 6136	Business Analytics Applications	3

ISM 6307	Management of the Information Systems Function	3	MIS Elective	3	
ISM 6208	Data Warehousing	3	Professional Development Seminars (PDS) I, II, III		
ISM 6128	Business Process Design	3	Two of the following courses (selected at the Department's discretion for each cohort) are required for the MSIS degree:		
ISM 6328	Information Security Management	3	ISM 6024	Managing Distributed Architecture	3
ISM 6338	Information Systems Strategy and Governance	3	ISM 6156	Enterprise Information Systems	3
ISM 6316	Project Management of Information Sciences	3	ISM 6251	Emerging Information Technologies	3
	MIS Elective	3	ISM 6489	E-business and Blockchain Applications	3
	MIS Elective	3	ISM 6138	Managing Unstructured Data	3
Professional Development Seminars (PDS) I, II, III			ISM 6930	Special Topics in Management Information Systems	3
Two of the following courses (selected at the Department's discretion for each cohort) are required for the MSIS degree:			ISM 6942	MIS Internship	3
ISM 6024	Managing Distributed Architecture	3	Optional Elective		
ISM 6156	Enterprise Information Systems	3	ISM 6942	MIS Internship	1-3
ISM 6251	Emerging Information Technologies	3			
ISM 6489	E-business and Blockchain Applications	3			
ISM 6138	Managing Unstructured Data	3			
ISM 6930	Special Topics in Management Information Systems	3			
ISM 6942	MIS Internship	3			
Optional Elective					
ISM 6942	MIS Internship	1-3			

**Notes:**

<sup>1</sup> Requirements for the Corporate MBA depend on track chosen. If a candidate has elected the option of a specialization, the requirements and shared/common courses for the Flex MBA will be used. Otherwise, the requirements and shared/common courses for the PMBA will be used.

<sup>2</sup> The Executive MBA and Professional MBA in Healthcare Management programs are not included as an option for the joint degree pathway.

<sup>3</sup> Joint degree pathway candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first degree program requirements as if the student had never been a joint degree pathway candidate.

For additional information, contact the MBA office at (305) 348-6852 or the MSIS Office at (305) 348-0148.

**3.3. Joint Professional MBA/MSIS Degree Pathway**

To obtain MSIS/MBA through the Professional program students must complete the following courses for a total of 72 credit hours as follows:

In the PMBA program (39 credit hours):

ACG 6026	Accounting for Managers	3
ACG6175	Financial Reporting and Analysis	3
BUL 6810	Legal Environment of Business	3
FIN 6406	Corporate Finance	3
FIN 6446	Competitive Strategy	3
FIN 6644	Global Financial Strategy	3
MAN 6608	International Business	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3

Professional Development Seminars (PDS)

In the MSIS program (33 credit hours):

ISM 6106	Systems Analysis	3
ISM 6205	Database Management	3
ISM 6136	Business Analytics Applications	3
ISM 6307	Management of the Information Systems Function	3
ISM 6208	Data Warehousing	3
ISM 6128	Business Process Design	3
ISM 6328	Information Security Management	3
ISM 6338	Information Systems Strategy and Governance	3
ISM 6316	Project Management of Information Sciences	3
	MIS Elective	3

**Master of Science in International Real Estate/Master of Business Administration Joint Degree Pathway**

The Department of Finance and the Master of Business Administration program in the Alvah H. Chapman, Jr. Graduate School of Business at Florida International University have a joint degree pathway culminating in both a Master of Business Administration degree (MBA), and a Master of Science in International Real Estate degree (MSIRE). Under the joint degree program pathway, a student can obtain both degrees in less time than it would take to obtain both degrees if pursued consecutively. The joint degree pathway will use existing faculty, courses, and resources. Important criteria relating to the joint degree pathway are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program.
2. Applications for a joint degree pathway will not be accepted from candidates who have already completed either degree. MBA or MSIRE students must apply and be admitted prior to or concurrent with the last semester in which they are expected to complete their original degree requirements.
3. Candidates must satisfy all requirements for each degree. To obtain the MSIRE degree, the student will be required to take ten (10) finance courses totaling

30 hours as required by the program. This includes two finance courses, FIN 6428 Corporate Finance and FIN 6644 Global Financial Strategy, included in the MBA (and required by all the individual MBA programs) which are also required by the MSIRE Program, plus five real estate core courses in the MSIRE Program, plus two real estate (REE prefix) electives and an additional graduate course approved by the Program Director.

4. To obtain the MBA degree, the student will have to fulfill all the MBA program requirements for the specific MBA program in which they are also enrolled including the three 3-credit hour prerequisites, ten 3 credit core courses, four 1-credit seminars, and four 3-credit hour electives, for a total of 55 credit hours. Two finance courses are specifically required by both programs. In addition, two of the real estate (REE prefix) courses in the MSIRE may be considered as partially satisfying the elective requirements of the MBA program. The two degrees will have 4 common courses.
5. All courses transferred between degrees must be completed with a grade point average of 3.0 or higher. MSIRE courses transferred to meet MBA elective credit must be 6000 level courses. Directors of the MBA and MSIRE degree programs may adjust these exact course requirements as a result of future changes to the MBA or MSIRE curriculums.
6. Joint degree pathway candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all first degree program requirements as if the student had never been a joint degree pathway candidate.
7. With the joint degree pathway students will take a total of 73 credit hours to get both degrees. Without the joint degree pathway students would need to take 85 credit hours to earn both degrees. A maximum of 12 credit hours or four courses will be double counted for both degree programs. This means that a MBA student will be required to take a minimum of six courses or 18 additional credit hours above the requirements for the MBA Program to earn both degrees. Similarly, a student of the MSIRE must satisfy an additional 43 credit hours in order to earn both degrees.

For additional information, contact the Evening MBA office at (305) 348-3256 or the Master of Science in International Real Estate office at (305) 348-4198.

### **Master of Science in Human Resource Management/Master of Business Administration Joint Degree Pathway**

The Department of Management & International Business and the MBA program in the Alvah H. Chapman Jr. Graduate School of Business at Florida International University have a joint degree pathway culminating in both a Master of Business Administration degree (MBA), and a Master of Science in Human Resource Management (MSHRM). Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. The joint degree pathway will use existing faculty, courses, and

resources. Important criteria relating to the joint degree pathway are as follows:

1. Candidates to the joint degree pathway must meet the entrance requirements established by each individual program. Candidates must indicate on the application their intention to pursue the joint degree option. Candidates deciding to pursue the joint degree option after having been admitted to one program will indicate this intention only on their second application.
2. Applications for a joint degree pathway will not be accepted from candidates who have already completed either degree. MBA or MSHRM students must apply and be admitted no later than the second to last semester in which they are expected to complete their original degree requirements.
3. Candidates must satisfy all requirements for each degree. The two degrees will have two - four common courses. All courses transferred between degrees must be completed with a grade point average of 3.0 or higher. MSHRM courses transferred to meet MBA elective credit must be 6000 level courses approved by the University Curriculum Committee. Directors of the MBA and MSHRM degree programs may adjust these exact course requirements as a result of future changes to the MBA or MSHRM curriculums.

#### **3.1 Joint Flex MBA/MSHRM Degree Pathway**

- 3.1.1. To obtain the MSHRM degree, Flex MBA students must complete the following courses for a total of 68 credit hours as follows:

In the Flex MBA program (36 credit hours):

ACG 6026	Accounting for Managers	3
ACG 6175	Financial Reporting & Analysis	3
BUL 6810	Legal Environment of Business	3
FIN 6406	Corporate Finance	3
FIN 6446	Competitive Strategy	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6830	Organizational Information	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
	Professional Development Seminars (PDS)	

In the MSHRM program (32 credit hours):

MAN 6157	Wellness Management	3
MAN 6403	Employment Law and Human Resource Management	3
MAN 6626	International Human Resource Management	3
MAN 6297	Labor Issues and Conflict Management	3
MAN 6359	Human Resource Knowledge Management	3
MAN 6316	HRM Metrics	3
MAN 6347	Performance and Talent Management	3
MAN 6336	Reward Systems Management	3
MAN 6365	Staffing Organizations	3
MAN 6317	Critical Thinking in Human Resource Management	3
	Professional Development Seminars (PDS) I, II, III	2

- 3.1.2. To obtain the Flex MBA, MSHRM degree students

must complete a total of 68 credits as follows:

In the MSHRM program (38 credit hours):

MAN 6157	Wellness Management	3
MAN 6403	Employment Law and Human Resource Management	3
MAN 6327	High involvement Human Resource Management	3
MAN 6626	International Human Resource Management	3
MAN 6297	Labor Issues and Conflict Management	3
MAN 6359	Human Resource Knowledge Management	3
MAN 6316	HRM Metrics	3
MAN 6385	Human Resource Strategy and Planning	3
MAN 6347	Performance and Talent Management	3
MAN 6336	Reward Systems Management	3
MAN 6365	Staffing Organizations	3
MAN 6317	Critical Thinking in Human Resource Management	3
	Professional Development Seminars (PDS) I, II, III	2

In the Flex MBA program (30 credits hours):

ACG 6255	Accounting for Managers	3
ACG 6175	Financial Reporting & Analysis	3
BUL 6810	Legal Environment	3
FIN 6406	Corporate Finance	3
FIN 6446	Competitive Strategy	3
MAN 6501	Operations Management	3
MAN 6830	Organizational Information Systems	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
	Professional Development Seminars (PDS)	

### 3.2. Joint International MBA/MSHRM Degree Pathway

3.2.1. To obtain the MSHRM degree, international MBA (IMBA) students must complete the following courses for a total of 77 credit hours as follows:

In the IMBA program (45 credit hours):

ACG 6026	Accounting for Managers	3
ACG 6175	Financial Reporting & Analysis	3
BUL 6810	Legal Environment	3
FIN 6406	Corporate Finance	3
FIN 6444	Global Financial Strategy	3
MAN 6501	Operations Management	3
MAN 6245	Organizational Behavior	3
MAN 6726	Strategic Management	3
MAN 6703	Colloquium in Managing Organizational Ethics	3
MAN 6830	Organizational Information Systems	3
MAN 6679	Master's Project in International Business	3
MAR 6805	Marketing Management in the Global Environment	3
QMB 6357	Business Statistical Analysis	3
	Professional Development seminars (PDS) I, II, III	2

In the MSHRM program (32 credit hours):

MAN 6157	Wellness Management	3
MAN 6403	Employment Law and Human Resource Management	3
MAN 6327	High involvement Human	

MAN 6626	Resource Management	3
MAN 6297	International Human Resource Management	3
MAN 6359	Labor Issues and Conflict Management	3
MAN 6316	Human Resource Knowledge Management	3
MAN 6385	HRM Metrics	3
MAN 6347	Human Resource Strategy and Planning	3
MAN 6336	Performance and Talent Management	3
MAN 6365	Reward Systems Management	3
MAN 6317	Staffing Organizations	3
	Critical Thinking in Human Resource Management	3
	Professional Development Seminars (PDS) I, II, III	2

3.2.2. To obtain the International MBA (IMBA), MSHRM degree students must complete a total of 77 credits as follows:

In the MSHRM program (38 credit hours):

MAN 6157	Wellness Management	3
MAN 6403	Employment Law and Human Resource Management	3
MAN 6327	High Involvement Human Resource Management	3
MAN 6626	International Human Resource Management	3
MAN 6297	Labor Issues and Conflict Management	3
MAN 6359	Human Resource Knowledge Management	3
MAN 6316	HRM Metrics	3
MAN 6347	Performance and Talent Management	3
MAN 6336	Reward Systems Management	3
MAN 6365	Staffing Organizations	3
MAN 6317	Critical Thinking in Human Resource Management	3
	Professional Development Seminars (PDS) I, II, III	2

In the IMBA program (39 credit hours):

ACG 6026	Accounting for Managers	3
ACG 6175	Financial Reporting & Analysis	3
BUL 6810	Legal Environment of Business	3
FIN 6406	Corporate Finance	3
FIN 6444	Global Financial Strategy	3
MAN 6608	International Business	3
MAN 6830	Organizational Information Systems	3
MAN 6703	Colloquium in Managing Organizational Ethics	3
MAN 6679	Master's Project	3
MAR 6805	Marketing Management in the Global Environment	3
MAR 6816	Corporate Simulation	3
QMB 6357	Business Statistical Analysis	3
	Professional Development seminars (PDS) I, II, III	2

### 3.3. Joint Professional MBA/MSHRM Degree Pathway

3.3.1. To obtain the MSHRM degree, Professional MBA (PMBA) students must complete the following courses for a total of 74 credit hours as follows:

In the PMBA program (42 credit hours):

ACG 6026	Accounting for Managers	3
ACG 6175	Financing Reporting & Analysis	3

BUL 6810	Legal Environment of Business	3	MAN 6245	Organizational Behavior	3
FIN 6406	Corporate Finance	3	MAN 6726	Strategic Management	3
FIN 6446	Competitive Strategy	3	MAR 6805	Marketing Management in the Global Environment	3
FIN 6644	Global Financial Strategy	3	MAR 6816	Corporate Simulation	3
MAN 6608	International Business	3	QMB 6357	Business Statistical Analysis	3
MAN 6501	Operations Management	3		Professional Development Seminars (PDS)	
MAN 6245	Organizational Behavior	3			
MAN 6726	Strategic Management	3			
MAN 6830	Organizational Information Systems	3			
MAR 6805	Marketing Management in the Global Environment	3			
MAR 6816	Corporate Simulation	3			
QMB 6357	Business Statistical Analysis	3			
	Professional Development Seminars (PDS)				
In the MSHRM program (32 credit hours):					
MAN 6157	Wellness Management	3			
MAN 6403	Employment Law and Human Resource Management	3			
MAN 6626	International Human Resource Management	3			
MAN 6297	Labor Issues and Conflict Management	3			
MAN 6359	Human Resource Knowledge Management	3			
MAN 6316	HRM Metrics	3			
MAN 6347	Performance and Talent Management	3			
MAN 6336	Reward Systems Management	3			
MAN 6365	Staffing Organizations	3			
MAN 6317	Critical Thinking in Human Resource Management	3			
	Professional Development Seminars (PDS) I, II, III	2			
3.3.2. To obtain the Professional MBA (PMBA). MSHRM degree students must complete a total of 74 credits as follows:					
In the MSHRM program (38 credit hours):					
MAN 6157	Wellness Management	3			
MAN 6403	Employment Law and Human Resource Management	3			
MAN 6327	High Involvement Human Resource Management	3			
MAN 6626	International Human Resource Management	3			
MAN 6297	Labor Issues and Conflict Management	3			
MAN 6359	Human Resource Knowledge Management	3			
MAN 6316	HRM Metrics	3			
MAN 6347	Performance and Talent Management	3			
MAN 6336	Reward Systems Management	3			
MAN 6365	Staffing Organizations	3			
MAN 6317	Critical Thinking in Human Resource Management	3			
	Professional Development Seminars (PDS) I, II, III	2			
In the PMBA program (36 credit hours):					
ACG 6026	Accounting for Managers	3			
ACG 6175	Financing Reporting & Analysis	3			
BUL 6810	Legal Environment of Business	3			
FIN 6406	Corporate Finance	3			
FIN 6446	Competitive Strategy	3			
FIN 6644	Global Financial Strategy	3			
MAN 6608	International Business	3			
MAN 6501	Operations Management	3			

**Notes:**

<sup>1</sup> Requirements for the Corporate MBA depend on track chosen. If a candidate has elected the option of a specialization, the requirements and shared/common courses for the Flex MBA will be used. Otherwise, the requirements and shared/common courses for the PMBA will be used.

<sup>2</sup> The Executive MBA and Professional MBA in Healthcare Management programs are not included as an option for the joint degree pathway.

Joint degree pathway candidates will not receive either degree until all requirements for both programs have been satisfied. Students deciding against completing a second degree must satisfy all degree requirements for the first program as if the student had never been a joint degree pathway candidate.

For additional information, contact the MBA office at (305) 348-0148 or the Master of Science in Human Resource Management office at (305) 348-5945.

### **Master of Business Administration/ Doctorate of Medicine (MD) Joint Degree Pathway**

The Herbert Wertheim College of Medicine (HWCOCM) and the MBA in Healthcare Management program in the Alva H. Chapman Jr. Graduate School of Business at Florida International University have a joint degree pathway culminating in both a Doctorate of Medicine (MD) and a Master of Business Administration degree (MBA). Under the joint degree pathway, a student can obtain both degrees in significantly less time than it would take to obtain both degrees if pursued consecutively. The joint degree pathway will use existing faculty, courses, and resources. Important criteria relating to the joint degree pathway are as follows:

1. HWCOCM Medical students in their third year of medical study may apply to the MBA program. Each college (College of Medicine and College of Business) will independently review and admit applicants to their programs. Only students admitted to both programs will enroll in classes in the joint program.
2. Joint degree pathway students will complete the first three years of coursework in the College of Medicine. Then, beginning in the fourth year, students in the joint pathway will interrupt their medical studies and begin classes for the MBA program. Classes in the MBA program will be taken during fall and spring semesters of the fourth year. During this time, students will complete 33 hours of course work in the MBA program. Nine credits taken in the medical school will count toward the 42 credits required for the MBA degree. At the beginning of the fifth year, students will recommence taking courses in the

medical program. Students will graduate with both degrees at the end of the 5 years.

3. Students will be expected to complete a minimum of 42 credits for the MBA and 189 credits as well as all requirements for the MD degree. Thirty- three of those credits will be taken in the College of Business, with nine HWCOC credits being accepted toward the MBA degree. There is no change in course requirements for the MD degree.
4. Students will apply for the combined MD/MBA pathway in the following manner: Medical students in the summer or fall of their third year (prior to November first) must be in good academic standing and must get approval from the Medical Student Evaluation and Promotions Committee (MSEPC), the Office of Student Affairs (OSA), and the Office of Academic Affairs (OAA), in order to apply for admission to the MBA program. Applications will be reviewed by the MBA program admission committee. Applicants to the joint MD/MBA pathway will not be required to submit standardized test scores; they must have a minimum GPA of 3.0. However, they are required to have completed two years of experience, which includes volunteering, any internships or clerkships, and any full or part-time employment. All medical students interested in this program should already have at least two years of experience to satisfy this requirement.
5. Students begin taking classes in business in the fourth year. The entire fourth year is devoted to classes in the MBA program. The fall semester consists of five courses divided into two quarters. Three of the courses are face to face, and two courses are online. The spring semester consists of six courses, divided into two quarters. Four courses are face to face and two courses are online. There is also a requirement for program residencies (face to face/online) in August and March.

The curriculum in the MD/MBA pathway follows a prescribed course of study shown below. Structure of new joint MD/MBA degree. The proposed schedule is as follows. (HWCOC does not have semesters. Therefore, we have used Period designations.)

First Year Period 1 (M1) August to end of March:  
College of Medicine curriculum  
Second Year Period 2 (M2) April to end of March:  
College of Medicine curriculum  
Third Year Period 3 (M3) April to end of March:  
College of Medicine: all required clerkships  
Fourth Year Period 4 (M4) April through July only:  
medical students start M4 electives, selectives or subinternship Students take USMLE Step I May or June

Medical students must be counseled as to when to take USMLE Step I and USMLE Step 2 CK and CS, and which electives, selective or subinternship to engage in prior to taking a leave to pursue the MBA.

The remainder of Period 4 (M4) then consists of MBA courses. That is, from August through end of April.

Fifth year- Spring semester of the MBA program ends the end of April. Medical students take the remainder of M4 period in the medical school (May through April).

The MBA residency #3 (online) could be taken during the first quarter of Spring term. Therefore, this will allow for the student to have additional time for the M4 year. The Lean Six Sigma Green Belt case offered in May, (listed below) would be optional for the MD/MBA pathway students.

Medical students will be counseled as to which electives, selectives or subinternship to take prior to applying for residency in September of this fifth year.

Below are the courses to be taken for the MBA and their location (Brickell or online).

#### FALL 2018

##### Quarter 1

MAN 6245	Organizational Behavior (HCMBA Brickell)	3
ACG 6026	Accounting for Managers (online Corporate MBA)	3

##### Quarter 2

BUL 6810	Legal Environment of Business (HCMBA Brickell)	3
FIN 6406	Corporate Finance (HCMBA online)	3
MAR 6805	Marketing Management in Global Environment (PMBA Flex)	3

#### SPRING 2019

##### Quarter 1

MAN 6098	Management of Healthcare Finance & Reimbursement (HCMBA Brickell)	3
MAN 6830	Organization Information Systems (HCMBA Brickell)	3
ACG 6175	Financial Reporting & Analysis (HCMBA online)	3
MAN 6726	Strategic Management (HCMBA online)	3

##### Quarter 2

MAN 6501	Operations Management (HCMBA Brickell)	3
MAN 6097	Managerial Decision Making in Health Economics (HMBA Brickell)	3

**NOTE:** HCMBA Brickell courses meet on Saturdays. PMBA (Flex) Brickell course meets Tuesdays or Thursdays 6:30-9:30 PM.

Courses waived in MBA:

MAN 6095	Management of Healthcare Organizations in the 21 <sup>st</sup> Century	3
BUL 6605	Healthcare Fraud and Abuse Law & Regulation	3
MAN 6974	Master's Project in Management	3

Credits accepted from HWCOC: 9 credits

MDR 7910	Research Scholarship	4
BMS 6880	Foundations of Clinical Epidemiology & Quantitative Research	2
BMS 6067	US Healthcare Delivery System	2
BMS 6826	Ethical Foundations of Medicine	1

There are, therefore, 11 courses to be taken in the College of Business, for a total of 33 credits.