Interdisciplinary partnerships are encouraged among academic units in the college, with other university academic units and with the private sector, enhancing the process of inquiry and critical thinking which is crucial to total quality management.

The College of Business Administration is fully accredited by the American Assembly of Collegiate Schools of Business and is associated with other leading graduate schools of business as a member of the Graduate Management Admission Council.

The College of Business Administration offers programs leading to five advanced degrees—the Doctor of Philosophy with majors in business administration, economics, industrial and organization psychology, and management science; the Master of Arts with a major in economics; the Master of Science with majors in human resource development, management science, and statistics; the Master of Accountancy; and the Master of Business Administration.

A limited number of teaching and other assistantships that require from 10 to 20 hours of service per week are available through the departments of the college. Remuneration includes remission of fees and tuition as well as a monthly stipend. Awards are generally made on the basis of scholarship and performance on the appropriate (GMAT or GRE) admission test. Application forms may be obtained in any of the departments. Information on college-administered fellowships is available from the appropriate department or office.

Applications must be received by March 1 for consideration of assistantships and fellowships to be awarded for the following fall term.
Academic Standards

A graduate student in the College of Business Administration whose grade point average falls below 3.0 will be placed on probation. A student on probation will be dropped from the program unless his/her cumulative grade point average is 3.0 or higher at the end of the probationary period. The probationary period is defined as the next semester’s coursework as established by the degree program.

MASTER OF BUSINESS ADMINISTRATION

Business Administration Major

Two tracks are available for the MBA: the regular, full-time program and the executive program.

The full-time MBA is for students seeking a full-time, weekday program that follows the traditional academic format. The nature of this program precludes students from simultaneously working full-time outside of school. In addition to the regular full-time program, there are two full-time dual-degree programs: the JD-MBA with the College of Law and the MS-MBA with the College of Engineering. Descriptions of these dual-degree programs follow the description of the executive tracks of the MBA.

For students who wish to continue working full-time while they earn their MBA degree, there are three programs within the executive track of the MBA. In these programs, students carry a full academic course load in addition to their full-time jobs. Each of these programs is designed to serve a different group of students. Descriptions of the MBA programs in the executive track follow the description of the regular, full-time program.

To obtain an MBA application, contact the MBA Program Office, 527 Stokely Management Center, College of Business Administration, The University of Tennessee, Knoxville, Tennessee 37996-0552, Phone (865) 974-5033; email: mba@utk.edu. The application may also be downloaded from the Web site at http://mba.bus.utk.edu. For the executive programs, contact the Center for Executive Education, 708 Stokely Management Center, College of Business Administration, The University of Tennessee, Knoxville, Tennessee 37996-0575; Phone (865) 974-5001.

Full-Time MBA

The full-time MBA program is designed for students with undergraduate degrees in a wide variety of fields, including the social and natural sciences, the humanities, and professional fields such as engineering, business, agriculture, and architecture. In addition, most students in this program should have two or more years of work experience beyond their undergraduate degree(s). The MBA program is a 17-month program with students beginning in late July of each year and graduating in December of the following year. During the summer between the second and third semesters, students must complete an internship with a company using those skills acquired during the first year of the MBA program.

The MBA program consists of a common core (29 hours) and a selection of concentration and elective courses (15 hours). The first-year core develops a general management foundation upon which specialization is developed in the concentration area.

The objective of the 17-month program is to develop leaders able to enhance the success of their organizations.
Concentration and Electives

A concentration area may be indicated on the MBA Program Application or this declaration may be deferred until after matriculation. In any event, selection should be made after the first semester and must be made after completion of the first year. Requests for changes in concentration area must be submitted for approval to the MBA Program Office.

Among the 15 credit hours in the concentration/electives block, 9 credit hours must be taken in one of the following concentration areas. For specific courses required in concentration areas, see the appropriate department.

- Finance
- Logistics
- Marketing
- Operations Management

The first course in each concentration is designed to provide a foundation upon which the concentration can be built. These courses will be delivered in the latter part of the spring semester of the first year, after the spring core course has been completed. They are intended to prepare students for their summer internships. However, these courses should not be thought of as simply the first three hours in a nine-hour elective. Rather, these courses are self-contained, intensive introductions to a specialty area of business. Students will choose two of these courses in the spring semester, which will permit them flexibility for choosing concentrations in the second year of the program. Two additional courses in the concentration area will be taken in the second fall semester to meet the 9-hour requirement for a concentration.

Elective courses may be chosen from any 500-level courses in the College of Business Administration. Courses outside the college as well as courses listed in the Graduate Catalog numbered below 500 may be included as an elective only with written prior permission via formal petition to the MBA Program Office.

Transfer Credits

Graduate-level courses taken at other institutions accredited by the American Assembly of Collegiate Schools of Business that otherwise conform to university policy may be credited toward MBA degree requirements within the following limits:

- Concentration area—six hours (provided at least six hours of work at this institution are included in the concentration area).
- Elective Area—three hours.

Because of the fully integrated nature of the first-year curriculum, no credit hours are transferred into this core curriculum. The maximum number of hours that may be transferred to elective and concentration areas is six semester hours. Transfer credit will be considered upon formal petition to the Dean of the MBA Program and must meet all requirements of the Graduate Council.

Other Requirements

The Application for Admission to Candidacy must be approved by three faculty members in the student’s area of concentration and the Associate Dean for Academic Programs. It should be submitted to the Office of the University Registrar at least one full semester prior to the date the degree is conferred. (Admission to candidacy for the MBA degree must be submitted in the spring semester for graduation in the following fall semester.)

To qualify for the degree, the student must achieve a B average (3.0) or above in MBA core courses required in his/her program, a B average or higher in courses comprising the concentration area, and a B average or higher in the overall program.

Executive MBA Programs

Each of the four programs of the executive track is designed to serve the needs of a different student group.

The programs share a common course structure of 36 credit hours of classroom learning (Business Administration 551, 552, 553) and 9 credit hours of projects applied within the student’s business organization (Business Administration 561, 562 and 563). Students carry a full, 15 credit-hour load each semester. In each program, all participants begin and complete the program together.

The courses are functionally integrated, and the broad curriculum objectives are similar in each of the executive track programs. All are oriented toward applied learning and are highly interactive, making extensive use of experiential learning techniques. Emphasis and depth of subject material within the curriculum varies somewhat from program to program depending on the intended student group. All programs result in the same Master of Business Administration degree as the full-time MBA.

ADMISSION

Primary consideration is given to the applicant’s professional achievements and recommendations from the applicant’s organization. Applicants must meet the minimum requirements of the Graduate Council and submit transcripts of all undergraduate and graduate work. Applicants may need to take the Graduate Management Admission Test (GMAT) (see specific program descriptions). No specific cut-off score exists for either grade point averages or GMAT scores; however, admission is competitive, and applicants will be evaluated on their ability to operate on a par with other high achieving participants. Students whose native language is not English must take the Test of English as a Foreign Language (TOEFL) unless they are United States citizens or have earned a degree from an accredited United States college or university within the past two years. A minimum TOEFL score of 213 on the computer-based test is required for admission to graduate study.
Prerequisites

Although there are no specific course prerequisites for admission, undergraduate studies and professional experience should demonstrate ability with both qualitative and quantitative work.

Transfer Credit

Because of the integrated nature of the executive track curricula, no credit hours may be transferred as substitutes for program curriculum.

Other Requirements

Other requirements are the same as those for the full-time MBA program.

Aerospace Executive MBA Program

The aerospace executive MBA is provided for a national audience of managers from defense and commercial aerospace organizations. The students for whom this program is designed have five to ten years of work experience and are currently employed in the aerospace sector. The emphasis in this program is providing a solid grounding in the broad range of business functions. However, much of this coverage will be delivered within the context of the aerospace industry. Beyond a basic grounding in business fundamentals, this program will offer advanced concepts especially relevant to managing the complex value streams that produce today’s most advanced aircraft. Advanced coverage and emphasis will be given to value stream integration, lean manufacturing, and industrial statistics in particular. This mix of topical coverage is ideal for engineers and others with technical backgrounds who are transitioning into program management where business and leadership skills are critical.

The program starts each fall semester and is completed in three consecutive semesters spread over twelve months. Classes are held during six residency periods, lasting from eight to eleven days each. Between residency periods, formal coursework continues with bi-weekly distance learning through live, Internet cyber classes. Additional graded work includes a number of large-scale projects completed under faculty supervision, resulting in significant written reports and oral presentations.

Applications to this program are accepted for a fall entry only. The early application deadline is May 15, and the final application deadline is August 1, each year. Scores from either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) are required as part of a complete application.

The program will not be offered in those years in which the enrollment is not sufficient.

Physician Executive MBA Program

The physician executive MBA is provided for a national audience of physicians. The students for whom this program is designed have an MD or DO degree with five or more years of work experience. The curriculum objectives are the same as those for the executive MBA, but in the physician executive MBA, many of the functional skills are taught in the context of the health care industry with specialized content related to the health care environment. The physician executive MBA is the right choice for physicians who want to have a voice in the health care industry, in their own careers, and are seeking a program that allows them to continue their practice while earning their MBA degree.

The physician executive MBA is three consecutive semesters completed in 12 months. The class meets in Knoxville for 8-day residence periods in January, April, August and December. Between residence periods, live distance learning classes are held each Saturday morning, and there are asynchronous internet learning sessions each week.

Applications are accepted for January entry only. The final application deadline is November 1. Applicants to the physician executive MBA are not required to take the GMAT test.

Additional information on the physician executive MBA can be found at www.pemba.utk.edu.

Professional MBA Program

The weekend professional MBA is provided for fully-employed managers within commuting distance of the University of Tennessee, Knoxville. The group of students for whom this program is designed has approximately five years of work experience. The emphasis in this program is to provide a good grounding in the quantitative and qualitative tools of various business functions and a good basis in strategic thinking. Learning is expanded through applying these tools within the student’s own organization through a structured project each semester. The professional MBA is the right choice for individuals who wish to enhance their position within their organization by broadening their business knowledge beyond the functional area in which they are currently employed.

The professional program is three consecutive semesters completed in 16 months. Classes meet all day on Saturdays and via live, distance learning classes on Tuesday evenings. The program begins in August with an intensive week of classes, then continues with weekend classes. The final fall semester also includes an intensive week of courses in addition to weekend classes. Graduation is in December.

Applications are accepted for fall semester only. The application priority deadline is April 10.

Additional information on the professional MBA can be found at http://promba.utk.edu.

Senior Executive MBA Program

The senior executive MBA is provided for a national audience of managers holding middle and upper level positions in organizations that support their attainment of an MBA degree. The students for whom this program is designed have at least 10 years of work experience and are currently in management positions. Typical students bring a greater knowledge of business fundamentals than is true of other MBA programs. The senior executive MBA places considerable emphasis on global business and on individual skills of leadership. The program also has a heavy emphasis on strategic thinking and leading-edge management concepts. The senior executive MBA is the right choice for individuals who are in positions of broad responsibility or who have been designated to fulfill such roles within their organizations in the future.

The senior executive MBA is three consecutive semesters completed in 12 months. The class meets in Knoxville for 11-day residence periods in alternate months starting in January and ending in December. The May residence period is a global business seminar of two weeks and is held in South
America, Asia or Europe. Off-campus work includes distance learning classes and requires substantial and regular contact with faculty and other participants. The project work in the senior executive MBA is a large-scale management project running throughout the year. Students work with managers in their own organizations to choose a project of significant scale and scope. Each project has a faculty advisor.

Applications are accepted for January entry only. The early application deadline is June 1, and the final application deadline is September 15. The GMAT may be waived depending on work experience. Students will receive materials for study in mid-November preceding the January start date.

Additional information on the executive MBA can be found at www.emba.utk.edu.

Dual JD-MBA Program

The College of Business Administration and the College of Law offer a coordinated dual program leading to the conferral of both the Doctor of Jurisprudence and the Master of Business Administration. The dual program saves the student approximately 15 hours (one semester) over the time that would be required to earn both degrees independently.

The establishment of the dual program recognizes the increasingly complex body of knowledge necessary to the creative conduct of business and business-related law practice, the complementary nature of many aspects of the graduate programs of the College of Law and the College of Business Administration, and the intellectual benefits inherent in the concurrent study of both business and business-related law. The program is designed to accommodate the interests of students who (a) contemplate a career in public service and want to acquire the skills and perspective of the lawyer and the business-oriented manager, (b) contemplate a career in business management and want to acquire the skills and perspective of a lawyer, or (c) contemplate a career as a lawyer specializing in business-related law and want to acquire the skills and perspective of the business-oriented manager.

ADMISSION

Applicants for the JD-MBA program must make separate application to, and be competitively and independently accepted by, the College of Law for the JD, Graduate Admissions and College of Business Administration for the MBA degree, and by the Dual Program Committee.

Students who have been accepted by both colleges may apply for approval to pursue the dual program anytime prior to, or after, matriculation in either or both colleges. Such approval will be granted, provided that dual program studies are started prior to entry into the last 28 semester hours of JD coursework and prior to the third semester of the MBA program. Students interested in entering the dual degree program should submit a letter of application to the Dual Program Committee. Upon receipt of the application, the Dual Program Committee will determine eligibility and assign students to advisors who will be responsible for course approval and supervision of the student’s progress through the dual program.

REQUIREMENTS

A dual program candidate must satisfy the graduation requirements of each college. Students withdrawing from the dual program before completion of both degrees will not receive credit toward graduation from either college for courses in the other college, except as such courses qualify for credit without regard to the dual program.

The College of Law will award up to nine semester hours of credit toward the JD for acceptable performance in approved graduate-level courses offered by the College of Business Administration. The College of Business Administration will award up to six semester hours of credit toward the MBA for acceptable performance in approved courses offered in the College of Law. The approval of courses is the responsibility of the student’s assigned advisors.

Students may begin their studies in either the JD or the MBA program, but may not enroll in MBA coursework while completing the first year of the law curriculum and may not enroll in JD coursework while completing the first year of the business curriculum. During the first year in the JD program, students register through the College of Law. During the first year in the MBA program, students register as graduate students. After the first two years, any term in which students take law courses or a mixture of law and graduate courses, they are classified and registered as law students. If taking only graduate courses, they are classified and registered as graduate students.

Approved Dual Credit

MBA courses in which the student has earned a B grade or higher and are to be counted toward the JD program must include nine semester hours approved by the College of Law. The six hours of law courses in which the student has earned a 2.3 or C+ grade or higher and are to be counted toward the MBA must be selected from those approved by the assistant dean of the MBA Program.

Dual MS–MBA Program

The College of Business Administration and the College of Engineering offer an integrated program leading to the conferral of the Master of Business Administration degree with a major in business administration (concentration in operations management) and the Master of Science degree in one of the following engineering majors: aerospace, biomedical, chemical, computer, electrical, engineering science, industrial, materials science, mechanical, and nuclear engineering. (Refer to each major for specific information and requirements).

The establishment of the dual program addresses the critical need for personnel trained in both engineering and management who can integrate an increasingly complex body of knowledge for rapid introduction of new products to the marketplace. The objective of the dual degree program is to prepare graduates to take a leading management role in companies that must react quickly to a dynamic market where forces of competition require rapid changes via short cycles in design, manufacturing, and product development. Since the development of a commercial product is a central part of the program, this program is also for students who wish to become entrepreneurs.

ADMISSION

Applications are accepted for fall semester only. Applicants for the MS-MBA program must make separate application to, and be competitively and independently accepted by, Graduate Admissions for the Master of Business Administration and the Master of Science in one of the following engineering majors: aerospace, biomedical, chemical, computer, electrical, engineering science, industrial, materials science, mechanical, or nuclear engineering, and by the Dual Program Committee.
Students will initially apply for the MBA program, indicating on their application the intent to pursue the dual MS-MBA program and the appropriate engineering major (refer to the MBA program for separate instructions). Students accepted for both the MBA and one of the engineering degree programs will be assigned to Dual Program Committee advisors, who will be responsible for course approval and supervision of the students’ progress through the dual program.

Applications by United States citizens and permanent residents received after the MBA application deadline (March 1) will be considered as space allows. Additional information is required and different application dates are established by Graduate Admissions for international students.

**REQUIREMENTS**

All engineering students enrolled in the dual program must complete common coursework designed to provide them with an integrated, multidisciplinary teamwork experience. The MBA curriculum consists of 30 hours of common coursework in the College of Business Administration and 12 hours of common coursework in the College of Engineering. Engineering common coursework includes a culminating three-hour integrated project course requiring a comprehensive report, and a final examination as required by the Dual Program Committee, to be taken during the first session of summer following the second year.

During the second year dual degree candidates will take courses in their engineering major. The coursework for each option is designed to provide students with a concentration in their major and advanced skills to accomplish their teamwork assignments.

Dual degree candidates enrolled in engineering science option are required to take 18 hours of graduate level engineering courses during the second year of the program. This option requires a coursework plan, approved by the Dual Program Committee, including a concentration such that the student can accomplish his/her teamwork assignments.

**Curriculum for Dual MS-MBA Degree**

**August—First Year**

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<tr>
<th>Course</th>
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<td>Business Administration 511 MBA Core I</td>
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**Fall—First Year**

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<td>*504 Product Development Process</td>
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**Spring**

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<td>Business Administration 513 MBA Core III</td>
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<tr>
<td>*506 Product Selection and Evaluation</td>
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<tr>
<td>*508 Integrated Product, Process, and Manufacturing System Design</td>
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**Summer**

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<td>*509 Multidisciplinary Project</td>
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**Fall—Second Year**

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</tr>
<tr>
<td>— Engineering Major</td>
<td>9</td>
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</tbody>
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**Spring**

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<td>— MBA Hub Course Elective</td>
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</tr>
<tr>
<td>*509 Multidisciplinary Project</td>
<td>1</td>
</tr>
<tr>
<td>— Engineering Major</td>
<td>9</td>
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</table>

**Summer (first session)**

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<thead>
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<th>Course</th>
<th>Credits</th>
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<tr>
<td>*594 Culminating Integrated Project Report</td>
<td>3</td>
</tr>
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Total 60

*See showcases in the College of Engineering for course disciplines.

For additional requirements for the Master of Science degree with majors in aerospace engineering, biomedical engineering, chemical engineering, computer engineering, electrical engineering, engineering science, industrial engineering, materials science and engineering, mechanical engineering, or nuclear engineering, refer to program descriptions for those majors.

The dual degree candidate must satisfy the curriculum and graduation requirements of the engineering major being pursued and the College of Business Administration.

Students withdrawing from the dual degree program before completing both degrees will not receive credit toward graduation in either degree program for courses taken in the other degree program, except as such courses qualify for credit without regard to the dual degree program. The MS and the MBA degrees will be awarded upon successful completion of the requirements of the dual program.

**Approval Dual Credit**

A maximum of 15 hours of the common program courses completed in the College of Engineering may be counted toward the MBA degree program.

**DOCTOR OF PHILOSOPHY**

**Business Administration Major**

The primary objective of the PhD with a major in business administration is to prepare a select number of qualified students for careers in university-level teaching and research and for responsible positions in business and government.

**ADMISSION**

Students seeking a PhD must be recommended for acceptance by the College of Business Administration to the Office of Graduate Admissions. Actual admission is based on the applicant’s overall standing compared with other applicants and with the number of vacancies in each department. The Graduate Council requires the Graduate Admissions Application, transcripts from all previous college work, and additional information from international students. The college requires the PhD application, scores from the GMAT, and four written recommendations. All materials should be received by the College of Business Administration not later than March 1. Late applications are considered only if space is available.

Under exceptional circumstances, a student may be considered for acceptance into the PhD program without having a master’s degree. An applicant in this situation should have an outstanding undergraduate background and should represent a deep and sincere commitment to the pursuit of a career in research and instruction.
OVERVIEW
The PhD normally requires four years of intensive study and research beyond the master’s degree. Typically, the first two years of a student’s program consist of coursework, writing, and research. The third and fourth years require completion of courses, the comprehensive exam, and completion of the dissertation. It is emphasized that the PhD program of study is structured for full-time students only. Upon acceptance of a student by a particular departmental faculty, the student is expected to remain in residence until the dissertation has been completed and all requirements are met for completion of the PhD.

Since the program focuses on the development of competent scholars, heavy emphasis is placed on both teaching and research skills. As part of the doctoral program, each student is required to serve as a teaching assistant to an undergraduate business class or as a research assistant to a senior faculty member. Students with strong teaching skills may be assigned their own classes. Typically, the College of Business Administration offers financial support for doctoral students during their tenure in the program.

The PhD program is highly flexible, offering a wide array of concentrations and cognates. Moreover, heavy emphasis is placed on individualized instruction and close student-faculty interaction. Instruction takes the form of regular classes, doctoral seminars, and independent study and research. Students are also encouraged to attend lectures and discussions by visiting scholars throughout the year.

There are seven concentrations offered in the PhD program.
- Accounting
- Finance
- Human Resource Development
- Logistics
- Management (Operations Management and Strategic Management)
- Marketing
- Statistics

More detailed information concerning these specific areas is available by writing directly to each department or by accessing the College of Business Administration Web page.

REQUIREMENTS
Doctoral students must file a program of study that has been approved by their doctoral committee within one year of completing their first year of doctoral studies. This committee is nominated by the department chairperson in a student’s intended area of concentration, subject to the Graduate Council’s policies and procedures.
- Students must complete at least three years of full-time coursework beyond the baccalaureate degree, with two years of residence on the Knoxville campus.
- Students are required to have a sound and broad base on which to build their PhD coursework. The departmental doctoral advisor will work with the student to determine what, if any, courses need to be completed. All such work is subject to approval by the temporary doctoral advisory committee and the Dean of the MBA Program. Specific concentrations may have prerequisites.
- Research Tools—A minimum of nine semester hours of graduate research methods must be completed. At least 6 semester hours in statistics courses beyond Statistics 531 are required. The remaining three semester hours may be completed in additional statistics courses (not to include Statistics 531) or in other areas such as research methodology, management science, computer science, econometrics, and psychometrics.
- Concentrations—The concentration is the focal point of the PhD program. Students are expected to master the literature and research techniques in the concentration area and to do quality research as evidenced by the preparation of an acceptable dissertation. A minimum of 12 semester hours of coursework is required, including at least nine hours of doctoral seminars. Graduate work taken in the concentration at other institutions is considered by the temporary doctoral advisory committee in approving the specific coursework required. Available concentrations are: accounting, finance, human resource development, logistics, management (operations management and strategic management), marketing, and statistics. See the appropriate departments for specific course requirements.
- A minimum of nine semester hours of graduate coursework is required in an area outside, but complementary to, the concentration. The student may choose the cognate from one of the following: one of the seven concentration business areas listed above, economics, or a related area in another school or college of the university. Hybrid cognates combining courses from multiple disciplines are permitted with the approval of the doctoral advisor and the temporary doctoral advisory committee.

Comprehensive Examinations
Comprehensive written examinations over the concentration area are required of each person seeking candidacy for the PhD. This examination is administered in two sessions of approximately four hours each. Students qualify in the cognate area by completing a one-session, four-hour examination or an equivalent jointly approved by the student’s major professor and the student’s advisor in the cognate area. Comprehensive examinations are generally offered during the fall and spring terms. Comprehensive examinations must be taken within five years of matriculation.

When either the concentration or cognate area examination is passed, the remaining examination must be passed within the next 13 months.

Doctoral Committee
A doctoral student is advised to give serious attention early in the program to the composition of his/her doctoral committee. In accordance with Graduate Council policy, the student and the major professor identify a doctoral committee composed of at least four faculty members, three of whom, including the chair, must be approved by the Graduate Council to direct doctoral research. When the doctoral committee has been formed, the temporary doctoral advisory committee ceases to exist.

Admission to Candidacy
Students may apply for admission to candidacy for the PhD after maintaining at least a B average in coursework, successful completion of comprehensive examinations, and acceptance of a research proposal for the dissertation by the student’s doctoral committee.
Admission to candidacy must be approved at least one full semester prior to the date the degree is conferred. (Admission in the fall permits graduation in the following spring semester.) Application for admission to candidacy must include a listing of all courses taken in each of the fields required for the degree (business functional areas, basic disciplines, concentration and cognate area). Graduate courses accepted from other institutions must be included. Under “Other Requirements,” the date of acceptance of the research proposal by the doctoral committee should be indicated. The application must be approved by the student’s doctoral committee and the Associate Dean before submission to the Office of the University Registrar.

Dissertation
Minimum of 24 semester hours—The student must complete a dissertation embodying the results of original research demonstrating the ability to do scholarly writing. The dissertation is supervised by the candidate’s doctoral committee, which must certify its completion and acceptability after oral defense of the candidate’s research effort.

The dissertation normally must be completed within three years of the student’s advancement to candidacy.

Department of ACCOUNTING AND INFORMATION MANAGEMENT

http://bus.utk.edu/acct

Daniel P. Murphy, Head
Kenneth E. Anderson, Graduate Liaison

Professors
Anderson, K.E. (Pugh and Company Professor), PhD, CPA Indiana
Carcello, J.V. (William B. Stokely Distinguished Scholar), PhD, CPA, CMA, CIA Georgia State
Fisher, B.D., LLM George Washington
Kiger, J.E. (Warren L. Slagle Professor), PhD, CPA Missouri
Murphy, D.P. (Deloitte & Touche Professor), PhD, CPA North Carolina
Reeve, J.M. (William and Sara Clark Professor of Enterprise Information Management), PhD, CPA Louisiana State
Roth, H.P., PhD, CPA, CMA Virginia Tech
Stanga, K.G. (Andersen Professor), PhD, CPA Louisiana State
Williams, J.R. (Dean and Ernst & Young Professor), PhD, CPA Arkansas

Associate Professors
Behn, B.K. (William B. Stokely Distinguished Scholar), PhD, CPA Arizona State
Townsend, R.L. (Accounting Excellence Teaching Scholar), PhD, CPA Texas
Woodroof, J.B., PhD, CPA Texas Tech

Assistant Professors
DeVries, D.D., PhD, CPA, CISA Arizona State
Pennington, R.R., PhD, CPA South Carolina

Lecturers
Anderson, E.B., MAcc, CPA Tennessee
Gilbert, P.S., MS Tennessee
Hendrick, L.W., MBA, CPA, JD Houston
Hollander, A.S. (Reagan Faculty Scholar), PhD Tennessee
Hughes, H.N., BS Tennessee
Reeves, L.M., MAcc, CPA Tennessee
Valades, K.L., MAcc Tennessee

MAJORS DEGREES
Accounting MAcc
Business Administration PhD

MASTER OF ACCOUNTANCY

Accounting Major

The objective of the Master of Accountancy program is to prepare individuals who have a high level of ability and motivation for successful careers in professional accounting and industry. This nationally recognized program uses active learning methods to engage students in global business planning, practices, and strategies. The program offers students the breadth of a broad business perspective and exposure to cutting-edge management issues. It also provides students with the technical depth required for a career in assurance services, information management, or taxation. Coursework includes a particular focus on the development of analytical skills, communication skills (both oral and written), and research skills.

The Master of Accountancy program is a full-time, weekday program. The nature of the program precludes students from simultaneously working full-time outside of classes. UT’s accounting undergraduate and graduate programs are accredited by AACSB International and are among the first programs in the nation to receive this accreditation.

ADMISSION

Students may begin graduate coursework for the MAcc degree only in fall semester. The application deadline is March 1 and applications received after that date will be considered as space allows.

The program is designed both for students who have completed an accredited baccalaureate degree program with a major in accounting and others. Students with an accounting degree from an accredited baccalaureate degree program normally meet all prerequisites for the program. Students with outstanding undergraduate records in areas other than accounting may enter the MAcc program (which starts in the fall semester) by completing coursework in introductory accounting and economics, and the following prerequisite undergraduate courses: Accounting 311, 321, 411, 414, and 431, Information Management 341, and Finance 301 or their equivalents as approved by the Director of the MAcc program. In addition, students choosing the information management concentration must have completed Information Management 351 or an equivalent course in object oriented-programming. All prerequisites must be completed prior to the start of graduate coursework in fall semester.

In addition to the general admission requirements, MAcc applicants are required to take the Graduate Management Admission Test (GMAT) and submit information in forms provided by the Department of Accounting and Information Management. Applicants whose native language is not English must submit results of the Test of English as a Foreign Language (TOEFL).

For admission to the MAcc program, consideration is given to:

• applicant’s academic records with particular attention to the last two years of undergraduate work.
• scores on the GMAT, and TOEFL for those whose native language is not English.
• internships and/or work experience and other activities that demonstrate potential for leadership.
• recommendations from professors and/or work supervisors.

The admission decision is based on all factors that make up the total application; therefore there is no automatic cut-off for either grade point averages or GMAT scores.
Students will be expected to have a laptop computer for use in the classroom and for assignments. Additional details concerning the hardware and software configurations required are posted on the departmental Web site.

**REQUIREMENTS**

A student’s program encompasses a minimum of 30 semester hours of graduate coursework. Specifically, the student must complete courses in accounting and other areas as indicated below. Each course is 3 semester hours of graduate credit.

Students take 12 hours each semester and 6 hours in the first summer session.

Program requirements are:

- **Business Core (12 hours)** Business Administration 521, 522, 523, 524
- **Accounting Concentration (18 hours)**

Three concentrations are available:

- **Assurance Services**: Accounting 507, Accounting 518, Accounting 519, Accounting 531; Information Management 541 and 543.
- **Information Management**: Information Management 541, 542, 543, 549; Accounting 507, and 518.
- **Taxation**: Accounting 531, 532, 533, 534, 539, and an additional course.

Students may further modify their programs with approval of the Director of the MAcc program.

**Transfer Credits**

A maximum of six semester hours taken at other AACSB accredited institutions that otherwise conform to the transfer policy of the Graduate Council may be credited toward MAcc degree requirements.

**Other Requirements**

To qualify for the degree, a student must maintain a B average (3.0) or above in the program. The student must satisfactorily demonstrate his/her ability to recognize, analyze, and solve accounting policy problems and integrate concepts from the various areas of accounting by passing a comprehensive written examination. This examination is included in the capstone courses in each concentration as follows: Accounting 519, 539, and Information Management 549.

**DOCTOR OF PHILOSOPHY**

**Business Administration Major - Accounting Concentration**

This degree provides a research-oriented terminal qualification for those seeking entry-level faculty positions in accounting. Students take approximately three years of coursework beyond the bachelor’s degree, including a doctoral sequence designed to expose students to various areas of accounting research. Courses in accounting and other areas are selected to supplement the student’s individual background and to prepare the student in an area of accounting specialization (financial, managerial, auditing, tax or systems). The final year is normally spent completing the doctoral dissertation. Minimum course requirements are 12 hours including 611, 612, 619, and one other accounting course to be approved by PhD accounting program advisor.

**Department of ECONOMICS**

[URL]

Robert A. Bohm, Head
M.N. Murray, Graduate Liaison

**Professors**

Bohm, R.A. (Head), PhD .................................................Washington (St. Louis)
Chang, H.S., PhD ..............................................................Vanderbilt
Clark, D.P. (Stokely Faculty Scholar), PhD .........................Michigan State
Fox, W.F. (William B. Stokely Distinguished Professor of Business),
PhD ..................................................................................Ohio State
Herzog, Jr., H.W. (George A. Spiva Scholar), PhD ...............Maryland
McKee, M. (J. Fred Holly Chair of Excellence), PhD ..........Carlton (Canada)
Murray, M.N. (Douglas A. and Brenda Horne Professor), PhD ...Syracuse

**Associate Professor**

Gauger, J.A., PhD ............................................................Iowa State

**Assistant Professors**

Bruce, D., PhD .................................................................Syracuse
Evans, M., PhD .................................................................Colorado
Gilpatric, S., PhD .............................................................Texas A&M
Mohsin, M., PhD ..............................................................York (Canada)
Munkin, M., PhD ...............................................................Indiana
Santero, R., PhD ...............................................................Ohio State
Vossler, C., PhD ...............................................................Cornell

**Research Associate Professor**

Burton, M., PhD ...............................................................Tennessee

**Lecturers**

Baker, K., PhD .................................................................New Mexico
Bueckman, D., PhD ..........................................................Tennessee
Das, S., PhD .................................................................Vanderbilt
Schuler, G., PhD ...............................................................Houston

**Emeriti Faculty**

Davidson, P. (J. Fred Holly Chair of Excellence Emeritus),
PhD ..............................................................................Pennsylvania
Moore, J.R. (Alumni Distinguished Service Professor Emeritus),
PhD .............................................................................Cornell
Russell, M., PhD .................................................................Oklahoma
Spiva, Jr., G.A., PhD ...........................................................Texas

**Adjunct Faculty**

Bjornstad, David, PhD ....................................................Syracuse
Curlee, T.R., PhD .............................................................Purdue
D’Ursano, V.T., PhD ...........................................................Massachusetts Institute of Technology
Schriver, W.R., PhD .........................................................Tennessee
Shelton, R.B., PhD ..........................................................Southern Illinois
Vogt, D.P., PhD .................................................................Syracuse

**MAJORS**

Economics ........................................................................MA, PhD

The Department of Economics offers graduate programs leading to the MA and PhD. The MA may be completed by either a thesis or non-thesis option, while the PhD requires successful completion of a dissertation. Applicants to these programs should contact the Director of Graduate Studies, Department of Economics, for further information.

**ACADEMIC STANDARDS**

A graduate student whose grade point average falls below 3.0 will be placed on probation. A student on probation will be dropped from the program unless his/her cumulative grade point average is 3.0 or higher at the end of the probationary period. The probationary period is defined as the next semester’s coursework established by the degree program for
full-time students and the next two semesters’ coursework as established by the degree program for part-time students.

**STUDENT’S RIGHT TO PETITION**

Graduate students in good academic standing have the right to petition the department for modification of departmental degree requirements and redress of grievances. Petitions must be in writing and addressed to the Director of Graduate Studies.

**MASTER OF ARTS**

**Economics Major**

Admission to the MA program is based on undergraduate academic performance and on scores from the general portion of the GRE. The student may choose either the thesis or non-thesis option.

**REQUIREMENTS**

**Non-Thesis Option**

Thirty hours of coursework at the 400 level or above. Of these, at least 24 hours (at least 18 hours of which are in economics) must be at the 500 level or above. Of the minimum of 18 hours in economics at the 500 level or above, 12 hours must consist of 511, 512 and 513, 514, and the remaining six hours must be in one field of economics. Of the 30 hours, a maximum of nine hours in courses approved by the department may be taken in fields other than economics. Students electing the non-thesis option are required to pass a final comprehensive examination.

**Thesis Option**

Thirty hours of coursework at the 400 level or above, including at least 24 hours at the 500 level or above, six hours of which may be thesis hours. Of the remaining 18 hours at the 500 level or above, at least 15 hours must be in economics and must include 511, 512, 513, and 514. A maximum of six hours may be in an area other than economics.

**DOCTOR OF PHILOSOPHY**

**Economics Major**

Admission to the PhD program is based on promise of outstanding scholarship as demonstrated by previous academic performance, by scores achieved on the general portion of the GRE, and by recommendations.

**REQUIREMENTS**

The program requires a minimum of 48 hours of coursework beyond the bachelor’s degree or 24 hours beyond the master’s degree, at least 24 hours of 600 Doctoral Research and Dissertation, and successful completion of the following.

- Economic Theory: Microeconomic theory and macroeconomic theory by a qualifying exam taken not later than the beginning of the fourth semester of study.
- Quantitative Methods: Completion of 581, 582 and 583 with grades of B or better, or by qualifying examination.
- Students failing a qualifying examination must retake the examination the next time offered. A qualifying examination may be taken a third time only with approval of the department. Failing a qualifying examination for a third time will result in dismissal from the doctoral program.
- Students are required to demonstrate competence by comprehensive examination in at least two fields of specialization in economics. Students failing a comprehensive examination must retake the examination the next time offered. A comprehensive examination in a specific field may be taken a third time only with approval of the department.
- Students are required to complete with a grade of B or better two elective courses in economics at the 500 level or above, outside the core subject areas and outside the fields of specialization.
- Students are required to complete a doctoral dissertation and to defend it successfully before the faculty.

**Environmental Policy Minor**

The program is designed to give master’s and doctoral level graduate students an opportunity to develop an interdisciplinary specialization in environmental policy. While administered through the Political Science Department, the program is coordinated by a committee of representatives from the following participating departments and programs: Agricultural Economics; Botany; Civil and Environmental Engineering; Ecology and Evolutionary Biology; Economics; Forestry, Wildlife and Fisheries; Geography; Management; Planning; Political Science; and Sociology.

Students may request admission to the minor following admission to a graduate program in one of the participating departments. Students in good standing in one of these programs may apply for admission to the minor in environmental policy. The coordinating committee will consider the admission of interested students. Applicants should have a background in both natural and social sciences evidenced by prior coursework or experience.

**REQUIREMENTS**

One course in environmental studies from the student’s major discipline and one course in quantitative methods are required. These requirements may be fulfilled before or after admission to the minor. All students admitted to the minor will be required to register for at least three hours of Economics 579, Environmental Policy Research Workshop, and to complete successfully the following.

- Ecology and Evolutionary Biology 520 or Plant Sciences 414 or Geography 433 or an equivalent course approved by the coordinating committee.
- Six hours of coursework outside the major discipline approved by the coordinating committee.

Doctoral students seeking a minor in environmental policy must also complete, in addition to above, a policy-relevant dissertation approved by the coordinating committee.
Department of
FINANCE
http://bus.utk.edu/finance

James W. Wansley, Head
Phillip R. Daves, Doctoral Program Advisor

Professors
Black, H.A. (James F. Smith Professor, Jr.), PhD .........................Ohio State
Boehm, T.P. (AmSouth Scholar), PhD .........................Washington (St. Louis)
DeGennaro, R.P. (SunTrust Professor, Jr.), PhD .........................Ohio State
Ehrhardt, M.C. (Paul and Beverly Castagna Professor in Investments),
PhD ..........................New York
Philippatos, G.C. (Distinguished Chaired Professor of Banking and Finance),
PhD ..........................Georgia Tech
Shriever, R.E. (William Voigt Professor), PhD .........................UCLA
Wachowicz, Jr., J.M. (AmSouth Scholar), PhD ........................Illinois
Wansley, J.W. (Clayton Homes Chair of Excellence),
PhD ..........................South Carolina

Associate Professors
Collins, M.C. (Home Federal Faculty Fellow), PhD ..........................Georgia
Daves, P.R., PhD ..........................North Carolina
Murphy, D.L. (Reagan Faculty Scholar), PhD ..........................Florida

Assistant Professor
Woidtke, T., PhD ..........................Tulane

Instructors
Murphy, S.P., MBA ..........................Loyola
Sexton, L.S., MBA ..........................Tennessee

MAJOR DEGREES
Business Administration ...............................................................MBA, PhD

MAJOR DEGREE
Business Administration Major • Finance Concentration

The curriculum offers courses for those interested in careers in corporate financial management, security analysis and investments, banking and financial institutions, and real estate. Minimum course requirements are three courses—511 plus two from the following—512, 525, 532, 581, and 599 (Torch Fund only).

DOCTOR OF PHILOSOPHY
Business Administration Major • Finance Concentration

Minimum course requirements for the concentration—Finance 641, 651, 652, 653, and 654.

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY
(Interdepartmental)
http://bus.utk.edu/iopsyc

David J. Woehr, Program Liaison

Committee
James, L.R., Management
Ladd, R.T., Management
Rentsch, J.R., Management
Rush, M.C., Management
Woehr, D.J., Management

Adjunct Members
Judge, W.Q., Management
Schumann, D.W., Marketing and Logistics

MAJOR DEGREE
Industrial and Organizational Psychology ........................................PhD

The doctoral program is designed to prepare students for personnel, managerial, and organizational research; for university teaching; and for consulting relationships with industry. The program emphasizes a scientist/practitioner model in applying and conducting research based on accepted theory, organizational behavior, psychology, management, and statistics. The degree program is administered by a committee appointed by the Dean of Graduate Studies on recommendations from the Management Department Head and the Program Director.

It is intended that students entering the Industrial/Organizational Psychology program will represent widely different undergraduate and graduate backgrounds including psychology, business administration, engineering, science, and liberal arts. The first-year program provides the opportunity to take courses that will assist the students in attaining a reasonable level of sophistication in areas of deficiency.

DOCTOR OF PHILOSOPHY
Industrial And Organizational Psychology Major

ADMISSION

Applicants for admission should request information and application forms from both the Office of Graduate and International Admissions, 218 Student Services Building; and the Director, Industrial and Organizational Psychology Program, 408 Stokely Management Center, The University of Tennessee, Knoxville, Tennessee 37996-0545.

Two separate applications must be completed. One Graduate Application for Admission (apply for major in industrial and organizational psychology) and one application for admission to the Industrial and Organizational Psychology program. Deadline—new students are admitted in fall semester only, and applications must be received by Graduate Admissions by February 1.

The Master’s Degree in Industrial and Organizational Psychology is generally not required of individuals pursuing a doctoral degree.

At least one year of college mathematics and one course in statistics are required. Ordinarily, an undergraduate grade point average of 3.7 or above is required with no evidence of special weakness in mathematics and physical sciences.

Test scores on each section of the general portion (verbal and quantitative) of the Graduate Record Examination (GRE) are required. Customarily, those students admitted to the program have performed at or above the 69-79th percentile on the general tests. (This corresponds to a raw score of approximately 600 on each of the tests.)

REQUIREMENTS

The PhD with a major in industrial and organizational psychology can be completed with a minimum of 90 semester hours in the major. Students must be in residence full time for one year; must maintain an overall 3.0 grade point average with no more than one grade below B in the Industrial/Organizational Psychology, General Psychology,
and Research core; must complete an applied research project prior to beginning dissertation work; must pass a comprehensive examination; and must pass a final oral examination on their dissertation research.

Course Requirements

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Hours Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial/Organizational Psychology Core</td>
<td>9</td>
</tr>
<tr>
<td>Research Core</td>
<td>12</td>
</tr>
<tr>
<td>General Psychology Core</td>
<td>9</td>
</tr>
<tr>
<td>Industrial/Organizational Psychology Seminars</td>
<td>9</td>
</tr>
<tr>
<td>Approved Electives</td>
<td>9</td>
</tr>
<tr>
<td>Supervised Practicum, Internship, or Field Training</td>
<td>15</td>
</tr>
<tr>
<td>Ethics (635 or equivalent)</td>
<td>3</td>
</tr>
<tr>
<td>Dissertation (600)</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
</tr>
</tbody>
</table>

The human resource development master’s degree program integrates occupational education, training, career development, and organizational development. The curriculum goal of the program centers around producing organizational effectiveness through a guiding framework that focuses on developing human resource skills and understanding of organizational culture, systems and structures, and decision-making; individual, group, organizational learning; high performance teaming; organizational change, communication processes; and analysis, action, measurement of economic outcomes. Human resource development required (core) courses and human resource electives are offered in diverse formats enabling working professionals to obtain the master’s or doctoral degree.

MASTER OF SCIENCE

Human Resource Development Major

The Master of Science degree with a major in human resource development provides a flexible graduate program for professionals wishing to pursue in-depth study within and across subject areas of human resources.

ADMISSION

Applicants for admission should request information and application forms from both the Office of Graduate and International Admissions (218 Student Services Building) and the Human Resource Development Program (408 Stokely Management Center, The University of Tennessee, Knoxville, Tennessee 37996).

Applicants are to submit an application for admission to Graduate and International Admissions. Additionally, applicants are to submit an application, three letters of reference from individuals familiar with their potential for success in academic work, and a statement describing personal career objectives directly to the Human Resource Development Program. Applicants must hold a bachelor’s degree from an accredited institution and present evidence of ability to do graduate work, including a GPA of 3.0 on a 4.0 scale for the last two years of undergraduate work. Any student below this level of academic quality must justify admission via other exceptional credentials. If the applicant has prior work experience in human resource development, a reference letter should also be provided by the work supervisor. Applicants without an undergraduate degree in an area related to human resource development, previous human resource employment experience, or a statistical background may be required to complete additional course work as part of their program. Recent Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores are required of all applicants. Deadline—new students are admitted in fall semester only. Applications must be received by March 1.

REQUIREMENTS

The human resource development master’s degree program is a 39 hour non-thesis program. All students must take the program core of 18 hours consisting of Human Resource Development 510, 556, 557, 559, 561, and 563. In addition to the program core, all students must complete Management 521 and six hours of 400 and/or 500 level courses in human resource management. For the remaining 12 hours, students will select four out of the five following courses: Human Resource Development 511, 517, 518, 519, or 520.
DOCTOR OF PHILOSOPHY

Business Administration Major · Human Resource Development Concentration

ADMISSION

Applicants for admission should request information and application forms from both the Office of Graduate and International Admissions, 218 Student Services Building, and the Human Resource Development Program, 408 Stokely Management Center, The University of Tennessee, Knoxville, Tennessee 37996.

Applicants are to submit an application for admission to Graduate and International Admissions. Additionally, applicants are to submit an application, three letters of reference from persons familiar with their potential for success in doctoral work, a statement describing personal career objectives, and a sample of written work directly to the Human Resource Development Program. Deadline: New students are admitted in fall semester only. Applications must be received by the Graduate and International Admissions Office and the Human Resource Development Program by March 1.

Applicants must hold a master’s degree from an accredited institution and present evidence of ability to do PhD work, including having maintained a graduate GPA of 3.3 on a 4.0 scale or better. Applicants without a graduate degree in an area related to human resources may be required to complete additional course work as part of their program. If the applicant has prior work experience in human resource development, human resource management, or a related occupational area, a reference letter should be provided by the work supervisor. Recent Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores are required of all applicants. Any person whose native language is not English must submit results of the Test of English as a Foreign Language (TOEFL).

REQUIREMENTS

The Doctor of Philosophy degree with a major in business administration and a concentration in human resource development is for graduate students who seek careers in higher education or as managers/administrators of human resources. The curriculum (60 hours) is designed to enable students to achieve professional objectives, develop needed competencies, and gain desirable experiences and understanding of human resources. Students not possessing a master’s degree before acceptance to the program may be required to complete additional course work before enrolling into any courses associated with the doctoral program. Students must be in residence full time for one year; must maintain an overall 3.0 grade point average with no more than one grade below B in the Human Resource Development courses, research core, and business core; students who did not complete a thesis in their master’s program must complete a pre-doctoral research project prior to beginning dissertation work. All students must pass a comprehensive examination; and must pass a final oral examination on their dissertation research. Detailed information regarding the PhD concentration program of study may be obtained from the program liaison. Course equivalencies and substitutions must be approved by the student’s doctoral committee.

Note: For latest update, check the homepage of the Human Resource Development Program through the College of Business Administration’s Web site.

Course Requirements

<table>
<thead>
<tr>
<th>Course Requirements</th>
<th>Hours Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Development Core</td>
<td>6</td>
</tr>
<tr>
<td>Human Resource Development Seminars</td>
<td>9</td>
</tr>
<tr>
<td>Research Core</td>
<td>12</td>
</tr>
<tr>
<td>Business Core</td>
<td>9</td>
</tr>
<tr>
<td>Dissertation</td>
<td>24</td>
</tr>
<tr>
<td>Total 60</td>
<td></td>
</tr>
</tbody>
</table>

Minimum course requirements are:

- for operations management—541 and 542; two semesters of 640 (may be repeated for credit); one additional semester of approved doctoral seminar work;
- for strategic management—610, 611, 612, 613.

Environmental Policy Minor

The department participates in a program designed to give graduate students an opportunity to develop an interdisciplinary specialization in environmental policy. See Department of Economics for program description.

Department of MARKETING AND LOGISTICS

http://mkt.bus.utk.edu

Robert B. Woodruff, Head
Lloyd M. Rinehart, Graduate Liaison (Logistics)
D.W. Schumann, Graduate Liaison (Marketing)

Professors

Barnaby, D.J., PhD ..............................................................Purdue
Cadotte, E.R., PhD ..............................................................Ohio State
Davis, Jr., F.W., PhD .........................................................Michigan State
Garold, S.F. (Associate Dean and Stokely Faculty Scholar), PhD ......Houston
Mentzer, J.T. (Harry J. and Vivienne R. Bruce Chair of Excellence in ......Business), PhD ..............................................................Michigan State
Schumann, D.W. (Taylor Professor in Business), PhD ...............Missouri
Stank, T.P. (John H. Red Dove Professor of Logistics), PhD.......Georgia
Woodruff, R.B. (Provost’s, Inc. Professor of Marketing), DBA ......Indiana

Associate Professors

Dabholkar, P.A., PhD .............................................................Georgia State
Fogggin, J.H., DBA ..............................................................Indiana
Holcombe, M.C., PhD ...........................................................Tennessee
Kahn, K.B., PhD .................................................................Virginia Tech
Moon, MA, PhD .................................................................North Carolina
Myers, M.B. (Reagan Faculty Scholar), PhD ................................Michigan State
Reizenstein, R.C., PhD .........................................................Cornell
Rentz, J.O., PhD .................................................................Georgia
Rinehart, L.M., PhD .............................................................Tennessee

Assistant Professors

Esper, T.L., PhD .................................................................Arkansas
Flint, D.J., PhD .................................................................Tennessee
Sahin, F., PhD .................................................................Texas A&M
Instructors
Collins, M.E., MBA .................................................. Middle Tennessee State
Dittmann, J.P., PhD ................................................. Missouri

Emeriti Faculty
Dier, G.N., DBA ................................................. Indiana
Mundy, R.A., PhD ................................................. Penn State

MAJOR DEGREES
Business Administration ................................. MBA, PhD

MASTER OF BUSINESS ADMINISTRATION
Business Administration Major

Logistics Concentration
Minimum course requirements: Logistics 510, 546, and 547.

Marketing Concentration
Minimum course requirements: Marketing 520 and 530.

DOCTOR OF PHILOSOPHY
Business Administration Major

Logistics Concentration
Minimum course requirements—Logistics 611, 612, 613, 614, and 615.

Marketing Concentration
Minimum course requirements—611, 612, 613, 614, 615, and 616.

Department of
STATISTICS, OPERATIONS AND
MANAGEMENT SCIENCE
http://stat.bus.utk.edu
http://www.bus.utk.edu/mgmtsci

Kenneth C. Gilbert, Head
Mary Sue Younger, Graduate Liaison

Professors
Bozdogan, H. (Toby and Brenda McKenzie Professor in Business), PhD .................................. Illinois
Edirisinghe, C.P., PhD ........................................... British Columbia
Gilbert, K.C., PhD .................................................. Tennessee
Guess, F.M., PhD .................................................. Florida State
Leitnaker, M.G (Reagan Faculty Scholar), PhD ....................................... Kentucky
Mee, R.W (Stokely Faculty Scholar), PhD ........................................ Iowa State
Noon, C.E., PhD ........................................................ Michigan
Parr, W.C., PhD .......................................................... Southern Methodist
Srinivasan, M.M. (Ball Corporation Distinguished Professor of Business), PhD ............... Northwestern

Associate Professors
Bowers, M.R., PhD .............................................. Clemson
Leon, R.V., PhD .................................................... Florida State
Seaver, W.L., PhD .................................................. Texas A&M
Younger, MS, PhD .................................................. Virginia Tech

Assistant Professor
Bensmail, H., PhD .................................................. Paris VI

Lecturers
Cwiek, C.M., MS .................................................. Tennessee
Schmidhammer, J.L., PhD .................................. Pittsburgh

Adjunct Faculty
Cooper, T, PhD ..................................................... Tennessee
Hild, C, PhD ......................................................... Tennessee
Husch, D.S., PhD .................................................. Tennessee
McGuire, S.A., PhD ................................................ Kansas State

MAJORS DEGREES
Business Administration ................................. MBA, PhD
Management Science ......................................... MS, PhD
Statistics ................................................................. MS

MASTER OF BUSINESS ADMINISTRATION
Business Administration Major · Operations
Management Concentration

Minimum course requirements—Operations and Management Science 540, 541, and one course from the following: Management Science 526, 551, Statistics 566, Industrial Engineering 522, 526, or an applicable course approved by designated faculty.

MASTER OF SCIENCE
Management Science Major

The Master of Science in Management Science is designed as preparation for a career in the application of quantitative techniques for the solution of complex problems. The program’s flexibility also makes it appropriate as preparation for doctoral study in management science.

Management science coursework will expose students to both the theoretical development of quantitative techniques and their application to managerial decision making. In addition to the development of sufficient mathematical maturity for creative use of quantitative skills, the program requires concentrated study in a supporting area.

Supporting areas are available in other departments of the College of Business Administration as well as in computer science, public administration, geography, health, and other areas, subject to approval by the Management Science Committee.

ADMISSION

The master’s program requires three applicant recommendation forms and the GRE or GMAT. Applications are encouraged from all majors, but a mathematics background equivalent to the completion of at least two years of college calculus and proficiency in a computer language is required.

The program is designed to be completed in four semesters by full-time students. However, students may start the program in any semester and may pursue an Master of Science in Management Science on a part-time basis.
A thesis option is available to qualified students. The Management Science Committee will work closely with the student in tailoring a program to his/her needs. The committee must approve a tentative overall program during the student’s first semester and must approve all courses on a semester-by-semester basis.

Recognizing the diverse backgrounds and needs of management science MS students, the Management Science Committee is prepared to waive some of the above requirements on an individual basis. The total course load will remain 40 hours for all students.

**DOCTOR OF PHILOSOPHY**

**Management Science Major**

The PhD in management science is designed to prepare students for research related to the application of mathematical tools to complex decision making. Three primary objectives of the program are

- To provide, through management science coursework, a thorough knowledge of common management science/operations research mathematical models and their uses.
- To provide sufficient advanced study in a supporting area to qualify the graduate for a joint faculty position in the supporting area and management science. The candidate may choose from the business functional areas (accounting, finance, marketing, management, and transportation and logistics) or other disciplines, (e.g., computer science, forestry, ecology, and public administration).
- To develop in the student, through coursework in mathematics, statistics and computer science, a high degree of mathematical maturity to enhance a potential career in management, research, or teaching.

**ADMISSION**

The doctoral program requires three applicant recommendation forms and the GRE or GMAT, in addition to the Graduate Council’s requirements.

**REQUIREMENTS**

A minimum of 48 semester hours of coursework taken for graduate credit (exclusive of thesis or dissertation) is required. Some of this may be the coursework from a master’s program although a master’s is not a prerequisite for the doctorate. The candidate must complete a minimum of 24 semester hours at the University of Tennessee, Knoxville, at least six of which must be at the 600 level. Both of these requirements are also exclusive of thesis or dissertation credits. Entering students who have completed graduate studies in applicable fields will be granted course credits for work which is equivalent to required courses in the program.

The program includes approximately 16 to 20 semester hours of coursework in the applied area.

**Qualifying Examinations**

The student must demonstrate mastery of probability theory and statistical inference, Statistics 563, 564, by passing a written qualifying examination.

Mastery of 12 to 14 semester hours in mathematics coursework must be demonstrated by passing a written qualifying examination. Topics normally include numerical analysis, either Mathematics 471, 472, 453, and 571, or 571-572, and real analysis, Mathematics 445-446. Other options may be approved. In exceptional circumstances, the faculty will consider waiving the mathematics and/or statistics qualifying examinations.

These requirements generally are completed by the end of the first year of the program.

There is no foreign language requirement.

**Comprehensive Examination**

Prior to admission to candidacy for the degree, and normally after completion of the second year of the program, the student must pass a written comprehensive examination covering the theory of deterministic and stochastic management science models. Topics included in this examination are determined on an individual basis. Students will be expected to demonstrate an integrative ability that goes beyond simple mastery of course content.

**Research and Dissertation**

The student must complete 24 hours of Management Science 600: Doctoral Research and Dissertation, through which he/she is expected to make a significant contribution to the science. A final oral examination is conducted over the dissertation and such other segments of the program that the faculty committee deems appropriate. This effort, which is beyond the minimum 48 hours of coursework, normally is completed in the third year of the program.

**Academic Standards**

A graduate student in the College of Business Administration whose grade point average falls below 3.0 will be placed on probation. A student on probation will be dropped from the program unless his/her cumulative graduate grade point average is 3.0 or higher at the end of the probationary period. The probationary period is defined as the next semester’s coursework as established by the degree program for full-time students and the next two semester’s coursework as established by the degree program for part-time students.

**Prerequisites For Management Science Courses**

The management science program is interdisciplinary and students in other degree programs are encouraged to enroll in management science courses. Course prerequisites are designed to indicate the level at which courses are taught. Interested students whose prior coursework does not match the prerequisites are encouraged to seek the instructor’s guidance and consent to enroll.
STATISTICS

MASTER OF SCIENCE

Statistics Major

The Master of Science in Statistics provides students with the foundations in theory and practice required for careers in applied statistics. In addition to the education traditionally offered in such a program, the department offers a concentration in industrial statistics, which provides unique opportunities for experiences in practical applications of statistics. Through involvement in the University of Tennessee Practical Strategies for Process Improvement Institute and related programs, department faculty participates in a variety of consulting and research projects in industry. Students may supplement their classroom study with an industrial internship and participation in research projects dealing with industrial problems. Department faculty also collaborates with researchers from many academic disciplines. Statistics graduate students may gain consulting experience by working with faculty involved in these consulting activities. All students are encouraged to participate in supervised internship or consulting activities as part of their graduate program.

Individuals with undergraduate or graduate degrees in other disciplines are encouraged to enter the program. The candidate’s mathematics background should include differential and integral calculus of several variables. Individuals with limited mathematics background should seek departmental guidance regarding specific ways in which they may prepare themselves for the program by taking coursework as non-degree students. Requests for application forms and further information may be sent to the Director of Graduate Studies, Department of Statistics, Operations and Management Science, Stokely Management Center, The University of Tennessee, Knoxville, Tennessee 37996-0532 or mleitnaker@utk.edu or http://stat.bus.utk.edu.

ADMISSION

Applicants for statistics must submit results of the Graduate Record Examination (GRE) general portion, although GMAT exam scores may be substituted. Applicants for the statistics program must have completed at least two years of college-level mathematics, including the calculus of several variables and matrix algebra, and be proficient in a computer language. Applicants whose native language is other than English must submit results of the Test of English as a Foreign Language (TOEFL).

REQUIREMENTS

A minimum of 33 hours must be completed for the master’s degree. Required of all students are six hours in statistical methods, six hours in statistical theory and 1 hour in statistical computing. Students must complete a minimum of 21 hours in approved statistics courses, exclusive of consulting, internship, independent study, or thesis.

Thesis or Independent Study

The thesis option for the master’s degree requires the student to complete six hours for the thesis. Alternatively, the non-thesis option requires a minimum of 3 hours for an independent study project.

Comprehensive Examination

Students must pass a two-part written comprehensive examination covering theory and methods. Upon failing either part of the examination, the student may retake it. The result of the second examination is final. For students writing a thesis, this examination must be passed before the thesis is defended.

INTERCOLLEGIATE GRADUATE STATISTICS PROGRAM

The Intercollegiate Graduate Statistics Program (IGSP) is a formal University of Tennessee, Knoxville, academic program established to enable students to earn either a minor or an MS in statistics simultaneously with a master’s or doctoral degree in another department. Approved coursework taken to meet doctoral requirements in the student’s home department may also be credited toward the MS in statistics. Similarly, approved coursework in statistics taken to meet the requirements for a master’s or doctoral degree in another department may also count toward the minor in statistics. The program is open to graduate students in all departments, which have an approved minor, and/or MS joint major curriculum offered through the program. The program is administered by an executive committee, consisting of college representatives from all colleges with approved programs, with advisory input from the program faculty.

REQUIREMENTS

Degree Program Hours in Approved IGSP Courses
Master’s in home department, minor in statistics.................................9
Master’s in home department, MS in statistics*.................................24
Doctorate in home department, minor in statistics.............................15
Doctorate in home department, MS in statistics*...............................24

*The MS in statistics requires 33 hours.

Course options consist of courses in statistics, offered either by the Department of Statistics, Operations and Management Science or by other departments, which have been reviewed and approved by the IGSP Executive Committee. Students taking an MS in statistics must pass the two-part comprehensive examination covering statistical theory and methods. Students taking a minor in statistics in conjunction with a doctorate in another field must pass a written comprehensive examination in statistics, constructed and evaluated by the student’s examination committee. No formal comprehensive examination is required of students earning a statistics minor along with a master’s in another field beyond questions, which the home department wishes to include as part of the comprehensive examination for the master’s degree.

Procedures

- The student’s home department must have approved a program of courses with the executive committee. That program will specify the sequences of statistics courses, chosen from the IGSP approved list, that are considered appropriate by the home department. Students who wish to participate in this program should contact their college representative or the Chair of IGSP in the Department of Statistics, Operations and Management Science.
• The student’s graduate committee must include a member of the IGSP faculty. For students seeking doctoral degrees or the Master in Science in Statistics, the committee member must be a faculty member in the Department of Statistics, Operations and Management Science.

• The student’s Admission to Candidacy form must contain all courses required for the chosen degree program set off in a group and labeled “Statistics courses required for the minor or MS in statistics.” Should the student not decide to apply for admission to the program until after completion of some of the courses, the student’s major professor should file a program change with the cooperating departments and assist the student in obtaining a Department of Statistics, Operations and Management Science faculty member to serve on the student’s graduate committee.

Successful completion of the statistics MS or minor is recognized by appropriate documentation on the student’s transcript. Students who do not complete the requirements of the minor or MS will still receive academic credit for the statistics courses they have successfully completed.

For information contact msyounger@utk.edu or http://www.bus.utk.edu/stat/igsp.

DOCTOR OF PHILOSOPHY
Business Administration Major · Statistics Concentration

This concentration provides students with a broad knowledge of the field of statistics, the ability to apply statistics in practical situations to problems of business and industry and the ability to develop new statistical methods; all of which takes place while students are exposed to coursework in the basic functional areas of business.

Minimum course requirements are: 592, 662, 663, 664, 691, and two courses chosen from 666, 673, 674, 679.

Graduate Certificate in Applied Statistical Strategies

The Department of Statistics offers a graduate certificate in applied statistical strategies. The program is designed for the part-time student, and several of the courses are offered through distance education.

The 12-credit certificate is available by completing two required courses, 571-572, and two electives selected from the following: 573, 575, 579, and 585 or 566 or other graduate statistics courses as approved by the Statistics Graduate Program Committee Chair.