The College of Business Administration was originally the School of Commerce, dating back to 1919. Commerce was changed to Business in 1937 and gained college status in 1947. The college-wide MBA program was approved in 1966 and the doctoral program in 1971.

Graduate programs of the College of Business Administration are designed to prepare men and women to assume positions in the increasingly complex world of business and industry, teaching and research, and government.

Viewing the business firm as operating in dynamic social, political, and economic environments that demand leaders capable of dealing with innovation and rapid change, the college places central importance on development of students’ thought processes and leadership potential. Emphasis is focused on flexibility of mind, receptivity to new ideas, and capacity to adapt one’s reasoning powers. Our objective is to encourage the student to develop the ability to reason analytically and logically, and to develop a commensurate plan of action. Above all else, we strive to instill the irrepressible desire to continue to learn and grow in knowledge throughout the student’s life.

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 ten to twenty 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. Applications 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.

Facilities for research and service include the Center for Business and Economic Research, and the Center for Executive Education.

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.

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 three full-time dual-degree programs – the JD-MBA with the College of Law, the MS-MBA with the College of Engineering, and the College of Education, Health and Human Sciences. 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.

http://bus.utk.edu/
To obtain an MBA application for the full-time program, 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; e-mail 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 seventeen-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 the 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 seventeen-month program is to develop leaders able to enhance the success of their global organizations. Specific emphasis is placed upon competency in the area of integrated value chain management. This managerial perspective acknowledges that an organization’s success is strongly related to its ability to function effectively and efficiently within a larger network of allied businesses. Managers must understand how to integrate business functions within their organizations, as well as across the other organizations within their value chain. Integrated value chain management rests upon a foundation including supply chain management, information management, resource management, and customer relationship management. In addition, students will pursue concentrations and careers in a variety of areas, including finance, logistics, marketing, operations management, and a secondary concentration in innovation and entrepreneurship.

Admission
Applications are accepted for fall semester only. The application deadline for fall semester is February 1. Applications by United States citizens and permanent residents received after February 1 will be considered as space allows.

To be considered for admission, the applicant’s file must be complete. A completed file includes the Application for Graduate Admission, transcripts of prior college work, an MBA program application, two completed applicant recommendation forms, and the Graduate Management Admission Test (GMAT) score report. Additional information is required by Graduate Admissions for international students.

For admission to the MBA program, consideration is given to (1) applicant’s academic record with particular attention to the last two years of undergraduate work and previous graduate studies; (2) scores on the GMAT and the Test of English as a Foreign Language (TOEFL) for those whose native language is not English; (3) quality of work experience and other activities that demonstrate potential for leadership; and (4) recommendations from professors and 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. However, admission preference will be given to applicants with full-time work experience after obtaining the undergraduate degree.

Prerequisites
There are no specific course prerequisites for admission, however, we recommend that non-business undergraduates take an introductory course in accounting, finance or statistics prior to entry. Undergraduate courses and work experience should demonstrate ability with both qualitative and quantitative work.

Requirements
MBA Core
The MBA core (29 hours) consists of a 3-hour foundations course taken during the three weeks prior to the beginning of fall semester, a 15-hour core course and a 1-hour career development course taken in the first semester (fall 1), a 9-hour core course taken in the second semester (spring 1), and a 1-hour capstone in the third semester (fall 2). The topics introduced within these courses follow three major themes. The first theme covers what every manager needs to know, and includes such functional topics as finance, economics, strategy, decision tools, global business, environmental analysis, and leadership skills development. The second theme focuses on functions involved in the flows of product, information, and finances within a globally integrated value chain, to include, but not limited to, operations management, logistics management, demand management, customer relationship management, supplier management, and resource management. The third theme involves integrating the content of the other two themes using information technology. Throughout all three themes, significant emphasis is placed on learning the topics in an integrated fashion. Students will understand how various business functions are integrated within an organization, as well as how integration should occur across organizations within the context of a value chain.

Students in the first-year core undertake active learning within a team-based environment. Many core requirements are experiential exercises in which self-discovery within a team setting is an important element of the learning process. Individualized support is provided for developing both written and oral communication skills.

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 areas must be submitted for approval to the MBA Program Office.

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

Finance, logistics, marketing, and operations management represent primary concentrations. A secondary concentration, innovation and entrepreneurship, can be taken in conjunction with one of the primary concentrations.

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 3 hours in a 9-hour elective. Rather, these courses are self-contained, intensive introductions to a specialty area of business. Students 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.
Secondary Concentration - Innovation and Entrepreneurship

Innovation and entrepreneurship is a secondary concentration (9 hours) that must be taken in conjunction with one of the other MBA concentrations. The secondary concentration makes the MBA concentration/electives block 18 total credit hours. It provides the skills to launch a new business and to function successfully within an established corporation that employs entrepreneurial management strategies. It teaches how to assess entrepreneurial opportunities, apply strategic consultative thinking to problem solving, assess the commercial potential of an idea or innovation, develop strategic, business and financial plans, develop effective presentations, and serve as an effective member of an entrepreneurial/innovation team. Minimum course requirements are Business Administration 520, plus two from Business Administration 595, Finance 551, Management 551.

Transfer Credits

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

- Concentration area – 6 hours (provided at least 6 hours of work at this institution are included in the concentration area).
- Elective Area – 3 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 6 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 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, 550 on the paper test, or 80 on the Internet-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 curriculum, 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 that 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 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 an international audience of physicians. The students for whom this program is designed have an MD, MBBS 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 con-
text 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 twelve months. The class meets in Knoxville for eight-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 assignments each week.

Applications are accepted for January entry only. Applications are accepted throughout the year. 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 professionals 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 sixteen 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 ten 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 twelve 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 conferment 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 effective 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 and International 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 twenty-eight 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 9 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 6 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 9 semester hours approved by the College of Law. The 6 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 director of the MBA Program.

Dual MS–MBA Program (Engineering)

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 establishmment 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 and International 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 (February 1) will be considered as space allows. Additional information is required and different application dates are established by Graduate and International 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 3-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 team assignment.

DUAL MS-MBA

<table>
<thead>
<tr>
<th>August – First Year</th>
<th>Hours</th>
<th>Credit</th>
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<tbody>
<tr>
<td>Business Administration 511 (MBA Core I)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Business Administration 512 (MBA Core II)</td>
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<tr>
<td>MBA Hub Course Elective</td>
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<td>Total 60</td>
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*See showcases in the College of Engineering for course disciplines.

Total 60

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.

Dual MS–MBA Program (Sport Management)

The College Business Administration and the College of Education, Health, and Human Sciences offer an integrated program leading to the conferral of the Master of Science with a major in sport studies (concentration in sport management) and the Master of Business Administration.

Increasingly, sports and sports-related companies are represented by significant business enterprises. Success in these en-
terprises requires the application of business fundamentals, analytical techniques, and management skills within the specific context of the sports industry. The objective of the dual degree program is to train individuals in sport management and business management to integrate both sport and management and to prepare them to undertake leadership roles in this growing, dynamic, and competitive industry.

**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 and International Admissions for the Master of Business Administration program and for the Master of Science sport studies major (sport management concentration).

Students will initially apply for the MBA program, indicating on their application the intent to pursue the dual MS-MBA program. Students accepted for both the MBA and MS 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 U.S. citizens and permanent residents received after the application deadline (February 1) will be considered as space allows. Additional information is required and different application dates are established by Graduate and International Admissions for international students.

**Requirements**

The MBA curriculum consists of 31 hours of common coursework in the College of Business Administration. Dual degree candidates enrolled in sport management are required to take 30 hours of graduate level Sport Management courses and internship.

The dual degree candidate must satisfy the curriculum and graduation requirements of the sport management concentration 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 MBA and MS degrees will be awarded upon successful completion of the requirements of the dual program.

**DUAL MS-MBA**

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<tr>
<th>Semester</th>
<th>Courses</th>
<th>Hours</th>
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<tr>
<td>August – First Year</td>
<td>Business Administration 511 (MBA Core I)</td>
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<tr>
<td>Fall – First Year</td>
<td>Business Administration 501 (MBA Career Development)</td>
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<td>Business Administration 512 (MBA Core II)</td>
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<td>Business Administration 513 (MBA Core III)</td>
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<td>MBA Elective (Recommend: Marketing 520)</td>
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<tr>
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<td>Sport Management 554 (Readings in Sport Management)</td>
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<td>Summer</td>
<td>Sport Management 595 (Sport Management Internship)</td>
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<td>Sport Management 501 (Sport Management Special Projects)</td>
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<td>Fall – Second Year</td>
<td>Sport Management 544 (Leadership Theories in Sport)</td>
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<td>Sport Management 511 (Administration and Supervision in Sport)</td>
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<td></td>
<td>Sport Management 532 (Research Techniques in Sport)</td>
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<td>Spring – Second Year</td>
<td>Sport Management 530 (Sport and Media Issues)</td>
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<td>3</td>
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<td></td>
<td>Sport Management 512 (Legal Concepts in Sport)</td>
<td></td>
<td>3</td>
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<tr>
<td></td>
<td>Sport Management 535 (Social and Ethical Issues in Sport)</td>
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**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 and International 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 and International 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 no 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 coursework, 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.

The six concentrations offered in the PhD program are accounting, finance, human resource development, logistics, marketing, and 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 9 semester hours of graduate research methods must be completed. At least 6 semester hours in statistics courses beyond Statistics 531 are required. The remaining 3 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 – accounting, finance, human resource development, logistics, marketing, and statistics. 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 9 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. See the appropriate departments for specific course requirements.

A minimum of 9 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 six concentration 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 4 hours each. Students qualify in the cognate area by completing a one-session, 4-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 thirteen 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 (24 hours minimum)

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.
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 that begins in auditing 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 only in fall semester. The application deadline is March 1 (February 1 for international students) 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. 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 on 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 record 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 cutoff for either grade point average 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.
- Concentration (18 hours).

Two concentrations are available.

Audit and Controls
Accounting 507, 518, 531; Information Management 541, 543
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 6 semester hours taken at other AACSB accredited institutions that otherwise conform to the transfer policy of the Graduate Council may be credited toward MAcc 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 (Accounting 519 for the audit and controls concentration and Accounting 539 for the taxation concentration).

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 the PhD accounting program advisor.

DEPARTMENT OF ECONOMICS

http://econ.bus.utk.edu

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

Professors
Bohm, R.A., PhD . . . . . . . . . . . . . . . . . . . . . . . . . . .Washington (St. Louis)
Chang, H.S., PhD . . . . . . . . . . . . . . . . . . . . . . . . .Vanderbilt
Clark, D.P. (Beaman Professor), PhD . . . . . . . . . . . . .Michigan State
Fox, W.F. (William B. Stokely Distinguished Professor of Business), PhD . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Ohio State
Murray, M.N. (Douglas A. and Brenda Horne Professor), PhD . . . . . . . . . . . . . . .Syracuse

Associate Professor
Bruce, D., PhD . . . . . . . . . . . . . . . . . . . . . . . . . . .Syracuse
Cherry, T.L., PhD . . . . . . . . . . . . . . . . . . . . . . . . .Wyoming
Gauger, J.A., PhD . . . . . . . . . . . . . . . . . . . . . . . . .Iowa State
Neilson, W.S. (J. Fred Holly Chair of Excellence), PhD . . . . . . . . . . . . . . .California (San Diego)
Santore, R., PhD . . . . . . . . . . . . . . . . . . . . . . . . . .Ohio State
Assistant Professors
Chakraborty, A., PhD ........................................ Oregon
Evans, M., PhD ................................................. Colorado
Gilpatric, S., PhD ................................. Texas A&M
Mohsin, M., PhD ........................................ York (Canada)
Munkin, M., PhD ........................................ Indiana
Vossler, C., PhD ........................................ Cornell

Research Professor
Mckee, M., PhD ................................. Carlton (Canada)

Research Associate Professor
Burton, M., PhD ........................................ Tennessee

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

Emeriti Faculty
Davidson, P. (J. Fred Holly Chair of Excellence Emeritus), PhD ........................................ Pennsylvania
Herzog, Jr., H.W., PhD ................................. Maryland
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’Urso, V.T., PhD ................................. Massachusetts Institute of Technology
Schriver, W.R., PhD ........................................ Tennessee
Shelton, R.B., PhD ........................................ Southern Illinois
Vogt, D.F., PhD ........................................ Syracuse

MAJOR DEGREES
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 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 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 remaining 18 hours in economics at the 500 level or above, 12 hours must consisit of 511, 512 and 513, 514, and the remaining 6 hours must be in one field of economics. Of the 30 hours, a maximum of 9 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, 6 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 6 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, plus 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.

Other Requirements
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.

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, Jr, Professor), PhD ................ Ohio State
Boehm, T.P. (AmSouth Scholar), PhD ................ Washington (St. Louis)
DeGennaro, R.P. (SunTrust Professor), PhD ................ Ohio State
Ehrhardt, M.C. (Paul and Beverly Castagna Professor in Investments), PhD ................ Georgia Tech
Philippatos, G.C. (Distinguished Chaired Professor of Banking and Finance), PhD ................ New York
Shrieves, 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
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 major. New students are admitted in fall semester only. Applications must be received by Graduate and International Admissions by February 1.

The master's degree with a major 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 Requirement</th>
<th>Hours Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial/Organizational Psychology Core</td>
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</tr>
<tr>
<td>Research Core</td>
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</tr>
<tr>
<td>General Psychology Core</td>
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</tr>
<tr>
<td>Industrial/Organizational Psychology Seminars</td>
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</tr>
<tr>
<td>Approved Electives</td>
<td>9</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>

1 Industrial and Organizational Psychology 567, 568, and 569.
2 Statistics 537, 538, or equivalents 579, 679 or equivalent; Industrial and Organizational Psychology 605.
3 One course in each of the following areas – biological bases of behavior, cognitive bases of behavior, history, and systems of psychology.
4 600 level Industrial/Organizational Psychology courses, from a program committee approved list.
5 Courses supporting the student’s course of study.
DEPARTMENT OF MANAGEMENT

http://bus.utk.edu/mgt
Robert T. Ladd, Interim Head
E. Kate Atchley, Assistant Head

Professors
Ladd, R.T. (Associate Dean and William B. Stokely Professor of Business), PhD ..........................Georgia
Miller, A. (Associate Dean and William B. Stokely Chair of Management), PhD ..........................Washington
Rentsch, J.R., PhD .............................................Maryland
Rush, M.C., PhD ...............................................Akron
Stahl, M.J. (William B. Stokely Distinguished Professor of Management), PhD ..........................Rensselaer Polytechnic Institute
Woehr, D.J., PhD .............................................Georgia Tech

Associate Professors
Elenkov, D.S., PhD ...............................Massachusetts Institute of Technology
Kupritz, V.W., PhD .................................Virginia Tech
Morris, M.L. (Stokely Faculty Scholar), PhD, CFLE ........................Tennessee
Smith, A.D., PhD .................................North Carolina

Assistant Professors
Bartley, S.J., PhD ..........................Tennessee
Lim, D.H., PhD ..........................Illinois
Pierce, R.H., PhD ..........................Ohio State

Lecturers
Anderson, J.C., MIM ................................Thunderbird
Atchley, E.K.P., PhD ..........................Tennessee
Hoffman, J.G., MBA ...............................Notre Dame
Lyle, L.G., PhD ..........................Tennessee
Mackey, D.L., PhD ..........................Tennessee
Neubert, R.L., PhD ..........................Tennessee
Seat, J.E., PhD ..........................Tennessee
Swift, G.D., MBA ..........................Georgia State
Wood, K.C., MBA ..........................Wharton

MAJORS DEGREES
Business Administration
Human resource development concentration
PhD

Human Resource Development
MS

The human resource development 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 development 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).

DOCTOR OF PHILOSOPHY BUSINESS ADMINISTRATION MAJOR

HUMAN RESOURCE DEVELOPMENT CONCENTRATION

Admission
Applicants for admission should 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 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 coursework 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 the Graduate and International Admissions Office by February 1 and the Human Resource Development Program by March 1.

Requirements
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, and a statement describing personal career objectives directly to the Human Resource Development Program. New students are admitted in fall semester only. Applications must be received by the Graduate and International Admissions Office by February 1 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 or better, on a 4.0 scale. Applicants without a graduate degree in an area related to human resources may be required to complete additional coursework as part of their program. If the applicant has prior work experience in human resource development, 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, a minimum of 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 coursework before enrolling into any courses associated with the doctoral program. Students must be in residence full time for one year and 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 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 and program liaison.

For the latest updates check the home page of the Human Resource Development Program through the College of Business Administration’s Web site.

Course Requirements

<table>
<thead>
<tr>
<th>Course Requirement</th>
<th>Hours</th>
<th>Credit</th>
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<tr>
<td>1Human Resource Development Core</td>
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<td>2Human Resource Development Seminars</td>
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<td>12</td>
</tr>
<tr>
<td>4Business Core</td>
<td></td>
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<td>Dissertation</td>
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<tr>
<td>Total</td>
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<td>60</td>
</tr>
</tbody>
</table>

1 Human Resource Development 602, 603.
2 Students consult with doctoral advisor and committee to select 3 courses from: Human Resource Development 605, 606, 607, 608, 609, 613.
3 Statistics 531-532 or 537-538 or equivalent; Statistics 579 or Industrial/Organizational Psychology 627 or equivalent; Marketing 612.
4 Marketing 611; Management 571; Industrial/Organizational Psychology 508.

DEPARTMENT OF MARKETING AND LOGISTICS

http://mlt.bus.utk.edu

Ted Stank, Head
Lloyd M. Rinehart, Graduate Liaison (Logistics)
D.W. Schuman, Graduate Liaison (Marketing)

Professors

Baranay, D.J., PhD                       Purdue
Cadotte, E.R., PhD                      Ohio State
Gardial, S.F. (Associate Dean and Beamam Professor), 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

Associate Professors

Dabholkar, P.A., PhD . Georgia State
Flint, D.J. (Proffitt’s, Inc. Professor of Marketing), PhD . Tennessee
Foggins, J.H., DBA                      Indiana
Holcomb, M.C., PhD                     Tennessee
Kahn, K.B., PhD                        Virginia Tech
Moon, M.A., PhD                       North Carolina
Myers, M.B. (Nestle USA Professor of Marketing), PhD . Michigan State
Reizenstein, R.C., PhD                 Cornell
Renz, J.O., PhD                       Georgia
Rinehart, L.M., PhD                    Tennessee

Assistant Professors

Esper, T.L., PhD                       Arkansas
Mollenkopf, D., PhD                   Drexel
Sahin, F., PhD                        Texas A&M
Tate, W., PhD                         Arkansas

Emeriti Faculty

Davis, Jr., F.W., PhD                 Michigan State
Dicer, C.H., DBA                      Pennsylvania State
Woodruff, R.B., DBA                  Indiana

Instructors

Collins, M.E. (Distinguished Lecturer), MBA . Middle Tennessee State
Dittmann, J.P., PhD                   Missouri

MAJOR DEGREES

Business Administration
  Logistics concentration
  Marketing concentration

MASTER OF BUSINESS ADMINISTRATION

BUSINESS ADMINISTRATION MAJOR

LOGISTICS CONCENTRATION

Minimum course requirements are Logistics 510, 546, and 547.

MARKETING CONCENTRATION

Minimum course requirements are Marketing 520 and 530.

DOCTOR OF PHILOSOPHY

BUSINESS ADMINISTRATION MAJOR

LOGISTICS CONCENTRATION

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

MARKETING CONCENTRATION

Minimum course requirements are 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
Leinaker, M.G., PhD                    Kentucky
Mee, R.W., PhD                         Iowa State
Noon, C.E., PhD                        Michigan
Parr, W.C., PhD                        Southwestern 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, M.S., PhD                     Virginia Tech

Assistant Professors

Bensmail, H., PhD                     Paris VI
Zaretzki, R., PhD                     Cornell
Science on a part-time basis.

Students may start the program in any semester and may pursue the Master of Science degree with a major in management science, but an undergraduate degree in a computer language is required. The program 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 the hours 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 hours at the University of Tennessee, Knoxville, at least 6 of which must be at the 600 level. Both of these requirements are exclusive of thesis or dissertation credits. Entering students who have completed graduate studies in applicable fields will be granted course credits for work that 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 with a major in statistics provides students with the foundation 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 mathematical background should include differential and integral calculus of several variables. Individuals with limited mathematical 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 fguess@utk.edu or http://stat.bus.utk.edu.

Requirements
A minimum of 33 hours must be completed for the master’s degree. Six hours in statistical methods, 6 hours in statistical theory and 1 hour in statistical computing are required of all students. 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 6 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 with a major 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 of Science with a major 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 decide not 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-hour certificate is available by completing two required courses, 571-572, and two electives selected from 573, 575, 579, and 585 or 566 or other graduate statistics courses as approved by the Statistics Graduate Program Committee Chair.