COLLEGE OF BUSINESS ADMINISTRATION

V. Tom Dock, Dean
Richard A. Aukerman, Associate Dean
Martin Brittain, Assistant Dean
Business Administration Building 108. MSC 182. Extension 3801.

Texas A&M University-Kingsville, through its College of Business Administration, is nationally accredited by the Association of Collegiate Business Schools and Programs (ACBSP) to offer the Bachelor of Business Administration degree at the undergraduate level and the Master of Business Administration degree at the graduate level.

The College of Business Administration is composed of the following three departments:
- The Department of Accounting and Finance
- The Department of Information Systems
- The Department of Management and Marketing

In addition, the college houses the J. R. Manning Center for Professional Ethics.

College of Business Administration Vision Statement
Establish the College of Business Administration “brand” with regional customers (students) and stakeholders as having high quality graduates.

College of Business Administration Mission Statement
“Leading in the 21st Century”
To prepare students to lead beneficial change in the 21st century through offering professional programs within an experiential-based, transformative learning environment grounded in communication, technology, ethics, globalization and teamwork.

Courses of Instruction
There are three components of the B.B.A. degree: (1) the university’s general education component; (2) the common professional component (BUSCORE) consisting of business courses required of all business majors; and (3) the required and elective courses specific to a major. The B.B.A. degree program consists of 120 hours.

ACCT 2301, ACCT 2302, BCOM 2206, BCOM 2207, ISYS 2302, ECON 2301 and ECON 2302 (or their equivalent) are prerequisites for all 3000 and 4000 level business administration courses except as provided elsewhere in this catalog for students in other majors. MGMT 4390 is required and must be taken at A&M-Kingsville during the final semester.

Accounting Students
Students planning to sit for the Certified Public Accountant (CPA) exam should consult with the College of Business Administration (CBA) academic adviser in CBA room 112 to arrange an appropriate degree plan.

Minor in Accounting (Available only to business majors)
A minor consists of 18 credit hours, including 12 credit hours selected from: ACCT 3308, ACCT 3311, ACCT 3312, ACCT 3314 and six additional hours to be chosen from the following courses: ACCT 3330, ACCT 3338, ACCT 4207, ACCT 4217, ACCT 4218, ACCT 4242, ACCT 4312, ACCT 4314, ACCT 4319, ACCT 4320, ACCT 4345, FINC 3351, FINC 4331, FINC 4331, FINC 4342 and FINC 4342.

Minor in Business Administration (Available only to nonbusiness majors)
A minor consists of 18 credit hours, including nine credit hours selected from: ACCT 2301, ECON 2301, ISYS 2302 and nine additional hours to be chosen from the following courses: ACCT 2302, BCOM 2206, BCOM 2207, BUAD 2374, BUAD 3211, BUAD 335, ECON 2302, FINC 2331, MGMT 2210, MGMT 3312, MGMT 3322 and MKTG 3324.

Minor in Finance (Available only to business majors)
A minor consists of 18 credit hours, including 12 credit hours selected from FINC 3345, FINC 3351, FINC 4331, FINC 4341 and FINC 4342 and six credit hours selected from ACCT 3308, ACCT 3311, ACCT 3312, ACCT 3314, ACCT 4218 and ACCT 4314.
Minor in Information Systems Audit and Control (Available only to business majors)
A minor consists of 19 credit hours earned by completing ACCT 4217, ACCT 4311, ACCT 4320 and ISYS 3351; three credits selected from ACCT 4305 or ACCT 4340; and at least five credits selected from ISYS 3356, ISYS 4230 and ISYS 4306. Accounting majors and Information Systems majors could structure their choices of electives and obtain this minor with a minimum of 12 additional credits. The minor must include at least 12 credits that are not counted in the major.

Bachelor of Applied Arts and Sciences (B.A.A.S. Program)
Candidates for the B.A.A.S. degree must complete a minimum of 36 hours in residence. Students must meet all requirements associated with their course selections.

For more information, contact the Center for Student Success office, (361) 593-3290. Details regarding this program can also be found at the B.A.A.S. Program webpage. For more information concerning B.A.A.S. degrees with business content, contact the College of Business Administration adviser at (361) 593-3902.

Requirements for the B.B.A. Degree
Admission Requirements
Students wishing to earn a Bachelor of Business Administration (BBA) degree must apply for admission to and be accepted by the College of Business Administration when they have earned between 54 and 60 credits. All students admitted to the College of Business Administration are expected to have a basic level of knowledge including the ability to read and write effectively, to think quantitatively and to have a basic understanding of our economic system. To gain admission to the College, students must meet the following requirements:

- Complete the following five courses with a grade point average of at least 2.00:
  - ECON 2301
  - ECON 2302
  - ENGL 1301
  - ENGL 1302
  - MATH 1314
- Earn a minimum ACT score of 17 or SAT score of 850
- Complete ENGL 1301 and 1302 with a C or better
- Complete MATH 1314 with a C or better
- Complete the Business Writing Fundamentals Program
- Earn a grade of C or better in each of the following five courses:
  - ACCT 2301
  - ACCT 2302
  - ECON 2301
  - ECON 2302
  - ISYS 2302
- Complete at least 54 credit hours
- Earn a grade point average of at least 2.30 in all undergraduate work completed prior to admission*
- Complete the Student Professional Development Program*

*Transfer students must have earned a grade point average of at least 2.00 on course work completed at Texas A&M University-Kingsville.

**The Student Professional Development Program must be completed no later than the end of the first semester after admission to the College.

Special situations that may arise with respect to completion of the lower-division course work and sequencing of courses such as students transferring from other majors within the university and students transferring from other institutions, may be handled on a case-by-case basis.

Communication Skills
The college requires that all of its majors demonstrate proficient communication skills. A minimum level of proficiency may be demonstrated by a minimum grade of B in BCOM 2206 and BCOM 2207.

Two options are available to students earning grades of C or D in BCOM 2206.
1. The class may be repeated in an attempt to earn a grade of A or B.
2. A student may elect to keep the grade of C or D and enroll in BCOM 2216. The student must pass BCOM 2216 (D or higher) to meet the college requirement for business communication.

Students earning a grade of F in BCOM 2206 must repeat the class. If the replacement grade is A or B, the student has met the college requirement for business communication. If the replacement grade is C or D, there are two options available to the student.
1. The class may be repeated in an attempt to earn a grade of A or B.
2. A student may elect to keep the grade of C or D and enroll in BCOM 2216. The student must pass BCOM 2216 to meet the college requirement for business communication.

If the replacement grade is F, the class must be repeated.

Students who have passed BCOM 2206 with a grade less than B and have elected to enroll in BCOM 2216 must earn a passing grade (D or higher) in BCOM 2216. Students earning a grade of F must repeat BCOM 2216 in an attempt to earn a passing grade.

**Grade Point Average for Graduation**
A minimum grade point average of 2.0 is required on: (1) all course work attempted including course work attempted at other universities, (2) all course work attempted at A&M-Kingsville, (3) all courses in business administration and (4) all courses in the professional field for each major.

**Residency Requirement**
Candidates for the degree must earn at least 30 business credit hours required for the degree in residence at Texas A&M University-Kingsville.
DEPARTMENT OF ACCOUNTING AND FINANCE

Chair

Professors
Holt, Krueger
Associate Professor
Verma
Assistant Professors
Huff, Schumann
Lecturers
Singh, Vasquez
Faculty Emeritus
Kirby

ACCOUNTING (ACCT)

2301. Principles of Accounting I. (ACCT 2301) 3(3-0)
Introduction to accounting with emphasis on the accounting cycle and financial accounting. Prerequisite: ISYS 1301.

2302. Principles of Accounting II. (ACCT 2302) 3(3-0)
Continuation of principles of financial accounting. Introduction to managerial accounting concepts with emphasis on planning and control. Prerequisite: ACCT 2301.

3250. Entrepreneurial Accounting. 2(2-0)
Setting up meaningful accounting practices for small businesses. Commercial small-business software packages; cost accounting; small business finance; and managing financial relationships between the entrepreneurs’ business and personal finances. Prerequisite: ACCT 2302

3305. Fundamentals of Federal Income Taxation. 3(3-0)
Survey of domestic and multinational provisions of federal income tax law. Practical experience including preparation of federal income tax forms. Students must participate in the VITA program. May not be counted toward an ACCT degree.

3308. (Formerly ACCT 4308). Income Tax Accounting. 3(3-0)
Analysis of Federal income tax laws, emphasis being placed on the determination of net taxable income and preparation of income tax returns for individuals. Prerequisite: ACCT 2302.

3311. Intermediate Accounting I. 3(3-0)
Overview of basic accounting theory and the accounting process; structure of financial statements; accounting principles for cash, short-term investments, receivables, inventories, current liabilities, plant assets and natural resources. Prerequisite: ACCT 2302.

3312. Intermediate Accounting II. 3(3-0)
Accounting principles for long-term liabilities, stockholders' equity, income taxes, pensions, leases and statement of cash flows. Prerequisite: ACCT 3311.

3314. Cost/Managerial Accounting. 3(3-0)
Financial cost accounting -- job order and process cost procedures. Managerial cost accounting: planning, controlling and specific project decisions. Prerequisite: ACCT 2302.

3330. (Formerly ACCT 4330). International Accounting. 3(3-0)
International dimensions of accounting, including patterns of accounting development found in other nations, worldwide accounting standards and accounting problems associated with multinational corporate operations. Prerequisite: ACCT 2302.

3338. (Formerly FINC 3338). Financial Statement Analysis. 3(3-0)
Analysis and interpretation of financial statements for the guidance of management, stockholders and other stakeholders. Prerequisite: ACCT 2302.
4207. (Formerly ACCT 4307). **Accounting for Governmental and Nonprofit Entities.** (2-0)
Principles and practice of fund accounting applicable to governmental and nonprofit organizations. Prerequisite: ACCT 2302.

4217. (Formerly ACCT 4317). **Accounting Systems.** 2(2-0)
Principles and procedures of the design and installation of an accounting system with emphasis on producing the information necessary for decision making. Prerequisites: ACCT 4311 and ISYS 3356.

4218. (Formerly ACCT 4318). **Advanced Tax Accounting.** 2(2-0)
Federal taxation of entities including C Corporations, S Corporations, partnerships, trusts, estates, gifts. Prerequisite: ACCT 3314.

4242. (Formerly BLAW 4342). **Business Law for Accountants.** 2(2-0)
Sales and commercial paper; the Uniform Commercial Code in Texas; the law of agency; business organization formulation and dissolution; accountants’ legal responsibility; federal securities regulation; insurance; suretyship; property; wills, estates and trusts. Prerequisite: BUAD 3211.

4305. **Ethics for Accountants.** 3(3-0)
Application of ethical theory, philosophy and principles including the concepts of ethical reasoning, integrity, objectivity, independence and other core values. Prerequisite: senior standing.

4311. **Introduction to Auditing.** 3(3-0)
Auditing standards, professional ethics, legal liability, evidence, internal control and audit reports. Prerequisites: ACCT 3312 and ACCT 3314.

4312. **Advanced Auditing.** 3(3-0)
Audit program planning and special reports; auditing topics. Prerequisite: ACCT 4311.

4314. **Advanced Financial Accounting.** 3(3-0)
Accounting principles for business combinations, mergers and consolidations, investments in subsidiaries, consolidated statement preparation; intercompany transactions, indirect and mutual holdings. Prerequisite: ACCT 3312.

4316. **Accounting Theory.** 3(3-0)
Advanced accounting concepts and standards with emphasis on the development of generally accepted accounting principles. Prerequisite: ACCT 4314.

4319. **Advanced Cost/Managerial Accounting.** 3(3-0)
Planning and control of cost elements, analysis of costs and profits and current topics in cost/managerial accounting. Prerequisite: ACCT 3314.

4320. **Advanced Accounting Systems and EDP Auditing.** 3(3-0)
Integrated accounting and information systems experience, using information systems knowledge to address accounting issues of internal control and computer auditing. Prerequisite: ACCT 4217.

4345. **Fraud Investigation and Prevention.** 3(3-0)
Fraud methods, investigation and prevention through internal controls. Emphasis on financial and asset misappropriation frauds. Prerequisite: ACCT 4311.

4395. (Formerly ACCT 4391). **Special Study in Accounting.** V:1-3
Study or research under supervision of instructor; small business audits. May be repeated for credit. Prerequisite: consent of instructor.

4940. (Formerly ACCT 3328). **Internship in Accounting.** V:3-9
An off-campus learning experience allowing the application of accounting skills in an actual work setting. Will count towards the hours required for the CPA exam only if the internship requirements set by the State Board of Public Accountancy are met. Course may be repeated for up to nine credit hours. Prerequisites: approval of the department chair and college internship director.
ECONOMICS (ECON)

2301. Principles of Macroeconomics. (ECON 2301) 3(3-0)
Economics of modern industrial society. Determinants of national income, economic stability and growth, money and banking; fiscal policy, business organization and international trade.

2302. Principles of Microeconomics. (ECON 2302) 3(3-0)
Supply and demand concepts, composition and pricing of the national output cost and price concepts, market structures, income distribution and selected economic problems.

3334. International Economics. 3(3-0)
International trade theory and policy and international monetary economics; balance of payments and exchange rate theory. Apply trade theories and models to explain why countries trade, gains from trade and trade patterns. Trade unions, tariffs, quotas and other non-tariff barriers to trade. Reasons and consequences of trade deficits. Prerequisites: ECON 2301, ECON 2302.

FINANCE (FINC)

2331. Personal Finance. 3(3-0)
Key personal finance issues, including goal setting, budgeting for major purchases, loan provisions and originators, taxation, insurance coverages, mutual funds and savings accounts and retirement planning.

3321. (Formerly FINC 3337). Business Finance. 3(3-0)
Determining and analyzing the forms of business enterprise. Analysis of the techniques, methods and procedures used in the acquisition and proper employment of funds in the business entity. Prerequisite: junior standing in Business Administration.

3345. Real Estate Finance. 3(3-0)
Real estate valuation and methods of financing real estate transactions, property management and taxation. Instruments and sources of real estate credit. Real estate appraisal theory and practice. Real estate investment trusts (REIT) and other real estate investment methods.

3351. Insurance and Risk Management. 3(3-0)
Principles and practices of risk management and insurance. Property and casualty insurance, fire insurance, consequential loss, transportation insurance, automobile insurance, crime insurance and disaster insurance. Individual life insurance, annuities and health insurance products with emphasis on policy coverage.

3355. Pricing for Profitability. 3(3-0)
Creating financial models to determine optimal product and service prices based upon financial metrics and goals, the competitive environment, value created to customers and product cost data. Prerequisite: MGMT 3312.

4331. Investments. 3(3-0)
Principles governing the proper investment of personal and institutional funds; the characteristics of a sound investment and the analysis of the different securities offered to investor. Topics include valuation of stocks and bonds, portfolio valuation and mutual funds. Simulations allow the student to create and manage a portfolio of securities. Prerequisite: FINC 3321.

4332. Portfolio Management. 3(3-0)

4336. Intermediate Financial Management. 3(3-0)
Finance function and its integration into the administration of the firm. Selected case studies and problems illustrate techniques used in financial decision making and optimum capital utilization. Prerequisite: FINC 3321.

4341. Financial Markets and Institutions. 3(3-0)
Financial markets and institutions in the U.S. economy. Determinants of savings and investments, interest rates and flow of funds. Role of regulatory agencies governing financial markets and institutions. Money and capital market instruments and institutions. Prerequisite: FINC 4331.
4342. **International Finance.** 3(3-0)
Foreign exchange markets, balance of international payments, short-term borrowing and investment decisions. Changes in exchange rates, international aspects of capital decisions and currency derivatives. Prerequisite: FINC 3321.

4360. **Options and Futures.** 3(3-0)
Structure of the options and futures markets and the trading system of derivatives. Options and futures pricing theory. Analysis of hedging strategies using options and futures. Role of options and futures trading strategies as part of portfolio management, performance evaluation and investment planning. Prerequisite: FINC 4331.

4362. **Financial Planning and Capital Budgeting.** 3(3-0)
Corporate analysis of valuations and investments, capital budgeting and financing, credit and debt management, risk management and taxation. Short-term planning including cash and working capital management. Long-term planning including debt and equity management. Prerequisite: FINC 3321.

4364. **Business Forecasting.** 3(3-0)
Techniques for statistically sound business forecasting. Graphical analysis and concepts such as seasonality, trends and cycles. Advanced forecasting using ARMA modeling as well as regression. Extensive use of appropriate computer software. Prerequisite: BUAD 3355.

4366. **Entrepreneurial Finance.** 3(3-0)
Financial issues affecting entrepreneurial investments associated with small or rapidly growing ventures. How investors and entrepreneurs create value. Strategic and business planning, financial forecasting, valuation, organizational design and financial contracting, and harvesting strategies. Prerequisite: FINC 3321.

4395. **(Formerly FINC 4393). Special Problems in Finance.** V:1-3
Special studies in finance. May be repeated for credit. Prerequisite: consent of the instructor.

4940. **(Formerly FINC 3328). Internship in Finance.** V:3-9
An off-campus learning experience allowing the acquisition and application of finance skills in an actual work setting. Course may be repeated for up to nine credit hours. Prerequisites: approval of the department chair and college internship director.
Degree Requirements
Bachelor of Business Administration
Accounting

Freshman Year
BUAD 1101 1
COMS 1315 3
ENGL 1301 3
HIST 1301 3
MATH 1314 3
*Natural sciences 3

Sophomore Year
BUAD 2374 3
COMS 1302 3
HIST 1302 3
BUAD 3100 1
**Visual/performing arts 3

Junior Year
ACCT 3311 3
ACCT 3314 3
BUAD 3305 3

Senior Year
FINC 3321 3

Total Hours Required: 120

+Business majors who earn less than a B in BCOM 2206 must take BCOM 2216.
*Students who choose to take ENGL 2314 must fulfill the core curriculum literature/philosophy component by taking an appropriate course as an elective.
**Those working to take the CPA exam should choose ISYS 3356.

Degree Requirements
Bachelor of Business Administration
Finance

Freshman Year
COMS 1315 3
ENGL 1301 3
HIST 1301 3
MATH 1314 3
UNIV 1101 1
*Natural sciences 3

Sophomore Year
ACCT 2301 3
+BCOM 2206 2
ECON 2301 3
*ENGL 2342, 3
or ENGL 2314 3
POLS 2301 3

Junior Year
ACCT 3312 3
ACCT 4305 3
BUAD 3355 3

Senior Year
FINC 3311 3
FINC 4311 3
BUAD 3311 2

Total Hours Required: 120

*Students who choose to take ENGL 2314 must fulfill the core curriculum literature/philosophy component by taking an appropriate course as an elective.
+Business majors who earn less than a B in BCOM 2206 must take BCOM 2216.

*For courses listed under Core Curriculum “Components” see “General Requirements for Graduation with a Baccalaureate Degree” in an earlier section of this Catalog.
DEPARTMENT OF INFORMATION SYSTEMS
Richard Aukerman, Chair

Professors
Aukerman, Dock, Shorter

Assistant Professor
Bartelt

Lecturers
Brittain, Hinojosa, Lemaster

INFORMATION SYSTEMS (ISYS)

1301. Personal Computer Applications. (COSC 1301, BCIS 1301) 3(3-0)
Introduction to personal computer terminology, operations and applications including word processing, spreadsheets, presentation graphics, databases, the Internet and e-mail utilization. Open to all majors.

2302. Principles of Information Systems. 3(3-0)
Information systems in business including management decision support systems, concepts of system analysis and design and information processing. Use of Microsoft Office productivity tools and the current Learning Management System used by the College of Business Administration.

3302. (Formerly ISYS 4302). Business Applications Using C++.NET. 3(3-0)
Concepts and applications of the C++ programming language for business and industry using Visual Studio.NET. Prerequisite: ISYS 2302.

3351. Database Design and SQL. 3(3-0)
Basic database design and introduction to structured query language (SQL). Includes instruction on creating user interface forms for a database.

3356. Systems Analysis and Design. 3(3-0)
Analysis and design techniques required for implementing medium to large-scale computer information systems. Development of requirements for personnel, software and equipment for typical applications. Prerequisites: ACCT 2302 and ISYS 2302.

3358. Business Information Systems. 3(3-0)
A comprehensive study of the use of information technology as an organizational resource, including the implementation of disciplined processes and management development to effectively exploit the power of modern information technology. Prerequisites: ISYS 2302, MGMT 3312.

3364. Programming in Visual BASIC.NET. 3(3-0)
Fundamentals and techniques of programming for business applications using Visual Studio.NET. Prerequisite: ISYS 2302.

4230. Small Business Enterprise Management Systems. 3(3-0)
Identify the IT infrastructure needed for business operations, marketing and accounting. Students will learn commercially available software or software service products such as those sold by NetSuite, Peachtree and saleforce.com.

4303. Client/Server Application Development. 3(3-0)
Client/Server application development practices and tools. Emphasis on developing distributed database applications that support the information processing needs of business. Topics include: object-oriented program design, programming with object-oriented development platforms and the use of embedded Structured Query Language for database transaction processing. Prerequisites: ISYS 3351.

4304. Database Administration. 3(3-0)
Database administration, including creating databases, setting user logins and permissions and backup and recovery. Intermediate-level use of structured query language (SQL). Prerequisite: ISYS 3351.
4306. **Data Communication and Networking I.** 3(3-0)
Applications requiring data communication, internal and external influences on data communication systems and service providers, data transmission, standards and architectures, management of network design and operation, local area networks and future issues. Prerequisites: ISYS 2302 or equivalent.

4308. **Data Communication and Networking II.** 3(3-0)
Installation, administration, interoperability and security issues associated with the implementation of typical business networks. Prerequisite: ISYS 4306.

4358. **Information Systems Project Management.** 3(3-0)
Planning, organizing and control activities required for effective information systems management. Prerequisite: ISYS 3356.

4395. **(Formerly CISA 4359). Advanced Problems in Information Systems.** V:1-3
Research in selected fields of computer information systems. May be repeated for credit. Prerequisite: consent of instructor.

4940. **(Formerly CISA 3328). Internship in Computer Information Systems.** V:3-9
An off-campus learning experience allowing the acquisition and application of information technology skills in an actual work setting. Course may be repeated for up to nine credit hours. Prerequisites: approval of the department chair and college internship director.
Degree Requirements  
Bachelor of Business Administration  
Information Systems

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<th>Freshman Year</th>
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<td>COMS 1315</td>
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<td>ISYS 4358</td>
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<td>POLS 2301</td>
<td>ISYS 2302</td>
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</table>

Total Hours Required: 120

*Students who choose to take ENGL 2314 must fulfill the core curriculum literature/philosophy component by taking an appropriate course as an elective.

+Business majors who earn less than a B in BCOM 2206 must take BCOM 2216.

*For courses listed under Core Curriculum “Components” see “General Requirements for Graduation with a Baccalaureate Degree” in an earlier section of this Catalog.
DEPARTMENT OF MANAGEMENT AND MARKETING
Barbara Oates, Chair

Professor
Oates
Associate Professors
Bennington, Rivera
Assistant Professors
Cavazos-Garza, Chatelain-Jardon, Cicala, Fisher, Santaella
Visiting Assistant Professor
Neipert
Lecturers
Gaugler, Meling
Faculty Emeritus
Ketcham

BUSINESS ADMINISTRATION (BUAD)
1101. (Formerly BUAD 1201). Introduction to Business Administration. 1(1-0)
An overview of the American business sector with emphasis on social responsibility and ethical behavior. A discussion of the skills and personal characteristics which contribute to the success of individuals pursuing a career in the professional administration of business enterprise.

1105. Introduction to the World of Business. 1(1-0)
Introduction to the business environment and the operation of businesses within that environment.

1205. Essentials of Accounting. 2(2-0)
Basic accounting terminology; balance sheets, income statements, interpreting basic financial statements, statement of cash flow, budget development.

1215. Essentials of Human Resource Management. 2(2-0)
Policies and practices relating to the recruitment, selection, training, development, performance appraisal, reward systems and employee relations.

1220. Essentials of Personal Finance. 2(2-0)
Teaches the skills needed to successfully manage your own finances.

1225. Essentials of Marketing. 2(2-0)
Focuses on basic marketing principals. The roles of product, price, promotion and distribution in the marketing process will be examined as well as introducing the student to basic marketing principals, including marketing mix, marketing concept, customer segmentation, as well as target marketing.

1230. Essentials of Management. 2(2-0)
Study of management theories, emphasizing the management functions of planning, decision making, organizing, leading and controlling. Emphasis is placed on supervisory principles and techniques required to effectively manage human resources in an organization.

1235. Essentials of Business Communication. 2(2-0)
Introduction to the basics of good business communication.

1240. Essentials of Information Systems. 2(2-0)
Personal information systems for enhancing productivity; use of current computer software, integration of software tools and support of business processes.
1250. Essentials of Investing. 2(2-0)
Hands-on, lifelong skills including creating a financial plan for personal goals, avoiding credit trouble, saving money and starting a small business. Introduction to investment strategies that involve stocks, bonds and mutual funds.

1255. Essentials of Leadership. 2(2-0)
A basic understanding of the components of leadership that can be applied to their current and future leadership experiences in a business setting or in their individual interactions with others. Provide a model of critical self-reflection for assessing personal bias in challenging leadership scenarios.

2374. International Business. 3(3-0)
Introduction to various facets of international business including theories of international trade, monetary systems, environmental forces and the organizational environment.

3100. Diversity in the Workplace. 1(1-0)
Develop the awareness and sensitivity of students to issues of race, religion, culture, age, gender, sexual orientation and disabilities in the workplace. Prerequisite: junior standing.

3101. Fundamentals of Business Ethics. 1(1-0)
Business ethics issues important to organizational decision making; identifying the role of stakeholder interests, understanding the interrelationship of ethics and social responsibility and articulating and defending choices in making ethical judgments in business.

3211. (Formerly BLAW 3341). Business Law. 2(2-0)
Historical background and role of law in business and society; general principles of the law of contracts, personal property, secured transactions, sales and commercial paper; the Uniform Commercial Code as adopted in Texas and other applicable Texas statutes. Prerequisite: junior standing.

3265. Managerial Business Statistics. 2(2-0)
Selected statistical methods involving quality control, forecasting, sampling and other business applications. Emphasis is on applied data analysis using SPSS. Prerequisite: BUAD 3355.

3355. Business Statistics. 3(3-0)
Statistical methods as applied to business and economic problem analysis: descriptive statistics, sampling, probability, statistical inference, regression analysis, correlation analysis, time series and index numbers. Prerequisite: MATH 1314. An electronic calculator (minimum four functions) is required.

4344. (Formerly BLAW 4344). International Business Law. 3(3-0)
Major business law topics and issues involved in international business transactions. Exporting-importing, licensing and direct foreign investment. Risks of international business trade including language, culture, currency, legal and political barriers. Prerequisite: BUAD 3211.

BUSINESS COMMUNICATION (BCOM)

2206. Business Writing. 2(2-0)
Psychology and mechanics of written business communications. Non-written applications in such areas as international/intercultural, nonverbal and ethical communications. Prerequisites: ENGL 1302 and sophomore standing; completion or concurrent enrollment in Business Writing Fundamentals Program.

2207. Business Presentations. 2(2-0)
Communicating effectively in meetings, roundtables, project teams and individual presentations; using technology to enhance presentations; applying appropriate psychology and sensitivity when interacting professionally. Prerequisite: COMS 1315 and sophomore standing.

2216. Business Writing II. 2(2-0)
The creation and enhancement of business documents through the application and study of problem-solving strategies, analytical skills and the principles of grammar, mechanics and punctuation. Prerequisite: departmental approval.

3206. Advanced Business Writing. 2(2-0)
Organization and preparation of reports of the types used in business, including proposals, informal and formal reports. Techniques of collecting, interpreting and presenting information useful to management, including the use of computer
software for increasing productivity and enhancing the report content and image. Prerequisite: grade of B or better in BCOM 2206 or grade of C or better in BCOM 2216.

3207. **Advanced Business Presentations.** 2(2-0)
Theory and practice in making presentations in a variety of professional settings using a variety of support media. Student presentations are evaluated. Prerequisites: BCOM 2207; junior standing.

3208. **Business Communication for the 21st Century.** 2(2-0)
Business communication theory and practice to enhance and improve the use of technology in today's business environment. Group, organizational, business intercultural, emerging and interpersonal communication. Prerequisites: BCOM 2206 and BCOM 2207.

4205. **Advanced Business Communication.** 2(2-0)
Application of written, oral and nonverbal communication. Simulates a business organization involved in preparing, organizing and delivering communication training seminars. Emphasis on interpersonal and organization communication within business. Prerequisites: BCOM 2206 and BCOM 2207.

**MANAGEMENT (MGMT)**

2210. **Introduction to Entrepreneurship.** 2(2-0)
The entrepreneurial process; how ideas are examined for market, operational and financial feasibility. Characteristics of successful entrepreneurs.

3110. **Entrepreneurial Creativity and Idea Refinement.** 1(1-0)
Applying creativity concepts and techniques to generate new business ideas. Roles of prototyping; leveraging new technologies in the idea refinement process. Prerequisite: MGMT 2210.

3312. **(Formerly MGMT 4327). Organization Theory and Human Behavior.** 3(3-0)
Various organizational structure models and supporting theory, organizations as complex systems, organizational behavior, individual and group dynamics in the business environment, organization development and change. Prerequisite: junior standing.

3322. **(Formerly MGMT 3311). Principles of Management.** 3(3-0)
Introduction to the management of business organizations. The functions of management and role of the manager. Managerial decision-making, communication, social responsibility and business ethics. How organizational power and politics affect the manager.

3325. **Human Resource Management** 3(3-0)
Policies and practices relating to recruitment, selection, training and development, performance appraisal, reward system and employee relations. Strategic human resource planning, equal employment opportunity laws and international human resource management issues. Prerequisite: junior standing.

3351. **(Formerly MGMT 3321). Principles of Operations Management.** 3(3-0)
Detailed analysis of the planning, systems design, control and use of physical resources in the production of goods and services. Introduction to quantitative tools of operations management. Prerequisite: BUAD 3355; credit or registration in MGMT 3312.

4255. **Business Plan Considerations and Drafting.** 2(2-0)
Refining and communicating business ideas in an entrepreneurial environment; presenting market, operational and financial feasibility in a structured written business plan. Students will make a formal presentation of the plan to a panel of professionals. Prerequisite: MGMT 2210.

4259. **Franchising and Franchise Development.** 2(2-0)
Evaluation of a franchise opportunity; advantages and disadvantages of franchising; creating a business concept that allows franchising. Prerequisites: MGMT 3312, MGMT 3325 and ACCT 3250.

4265. **Master Planning of Resources.** 2(2-0)
Principles and processes of master planning of resources. Techniques and methods of demand management, sales and operations planning and master scheduling. Development of operations plans in differing operational environments. Developing, validating and evaluating performance at all levels. Prerequisites: MGMT 3351 and MGMT 4329.
4324. **Quality Management.** Tools, techniques and philosophy of production and quality control functions. Prerequisite: MGMT 3351.

4328. **Labor Relations.** Legal and social framework for and the process of negotiating a labor contract and handling typical grievance issues. Prerequisite: senior standing.

4329. **Materials Management.** Methods and techniques of production and inventory management. Master scheduling (including “available to promise” functionality), MRP/CRP and production activity control. Lean system design; design and operation of pull production systems. Prerequisite: MGMT 3351.

4331. **International Management.** Management of the internationally competitive firm; topics considered include leadership, organizational structure, cultural differences and similarities and competitive analysis. Prerequisite: senior standing in Business Administration.

4338. **Advanced Human Resource Management.** Human resource topics in the nature of work, recruitment, selection, training and development, compensation, benefits, labor relations and health and safety. Prerequisite: MGMT 3325.

4348. **Compensation Theory and Administration.** Study of theories, methods and practices of compensation in organizations. Prerequisite: MGMT 3325.

4350. **Industry Relations.** Problems, hazards and procedures involved in establishing and maintaining good union-management relationships. Prerequisite: MGMT 3312.

4358. **Lean Operations: Systems and Concepts.** Concepts, tools and techniques applied in the design and operation of lean systems. Prerequisite: MGMT 3312.

4360. **Small Business Consulting.** Analysis and review of actual small business clients submitted by the Small Business Administration under the Small Business Institute Program; providing recommendations to the client. Prerequisites: MGMT 3312, MGMT 3325 and ACCT 3250.

4390. (Formerly MGMT 4325). **Strategic Management in a Global Business Environment.** To provide a capstone course for the graduating senior majoring in business that will allow him or her to practically apply the concepts and theories learned in the undergraduate program. The student will do this through integrating those principles with the ones that serve as the theoretical framework for the field of strategic management. The end result of this process will be a student who is able to analyze complex business problems and to effectively make decisions that affect the entire organization. Prerequisite: must be taken in the final semester before graduation in business administration.

4395. (Formerly MGMT 4392). **Special Problems in Management.** Special studies in management. May be repeated for credit. Prerequisite: consent of the instructor.

4940. (Formerly MGMT 3328). **Internship in Management.** An off-campus learning experience allowing the acquisition and application of Management skills in an actual work setting. Course may be repeated for up to nine credit hours. Prerequisites: approval of the department chair and college internship director.

**MARKETING (MKTG)**

3324. (Formerly MKTG 3361). **Principles of Marketing.** Examination of marketing of goods and services by organizations and individuals in a free-enterprise economy. Topics covered include product, channels, price, promotion, consumer behavior, the legal and other uncontrollable environments and research, international marketing, strategy and control.
3350. Advanced Marketing for Entrepreneurs. 3(3-0)
Successful strategies in an entrepreneurial environment; pursuing opportunities in a global business environment. Prerequisite: MKTG 3324.

3360. (Formerly MKTG 3325). Personal Selling. 3(3-0)
The personal selling process and the use of a professional, customer-oriented, problem-solving approach in selling situations. The sales job, selection of salespeople, sales training programs and coordination/control of the sales function. Development of fundamentals of professional selling skills. Prerequisite: MKTG 3324.

3364. Promotional Strategy. 3(3-0)
Demand-stimulation processes of all elements of the promotional mix at all levels of the channel of distribution. Analysis of theoretical models and pragmatic applications of promotion in an organization. Prerequisite: MKTG 3324.

3365. Marketing Research. 3(3-0)
Marketing research methods as applied to management problems involving marketing strategy and policy formulation, and economic-industry-firm-sales forecasts. Prerequisites: BUAD 3265 and MKTG 3361.

3370. Internet as a Marketing Tool. 3(3-0)
Combines traditional marketing (situation analysis, marketing planning and marketing implementation) with the enhanced capabilities of electronic resources. Emphasis on student group application through use of online exercises and critical analysis of existing Web sites. Computer literacy expected.

4310. (Formerly MKTG 3362). Retail Marketing Management. 3(3-0)
Analysis and conceptualization of the relationship among channel of distribution members, emphasizing the merchandising function of retail store management. Introduce applications of electronic commerce to retailing practice. Prerequisite: MKTG 3324.

4315. Sales Management. 3(3-0)
The strategic role of the sales function and sales organization; developing and directing a sales force; and evaluating sales force performance. Role playing to help students experience realistic management scenarios. Prerequisite: MKTG 3360.

4320. Business-to-Business Marketing. 3(3-0)
Marketing strategies characteristic of institutions, government, industrial and other marketing environments which do not directly target the final consumer. Unique characteristics of these markets and implications for strategic marketing management. Prerequisite: MKTG 3324.

4325. Advanced Sales Topics. 3(3-0)
Application of research skills to develop an in-depth analysis of one company’s sales structure and its position relative to its competitors. A semester-long project will incorporate field study and database research identifying different sales structures and advantages. Prerequisite: MKTG 4315.

4335. (Formerly MKTG 3314). Supply Chain Management. 3(3-0)
Purchasing; supplier relationship and supply chain management; inbound and outbound logistics. Role of technology in managing the supply chain. International logistics. Prerequisite: MKTG 3324.

4350. Consumer Behavior. 3(3-0)
Analysis and evaluation of the consumer’s position in the marketing structure including patterns of consumer behavior and the psychological, social and cultural forces that underlie such patterns. Prerequisites: MKTG 3365.

4354. Sustainable Marketing. 3(3-0)
Marketing as a role player in the creation of a more sustainable society. Tools to optimize marketing decisions with respect to the natural environment, human well-being and profits. Prerequisite: MKTG 3324.

4363. International Marketing. 3(3-0)
Examines marketing in other countries, the marketing implications of cultural and environmental differences, international marketing research and adaptation of product, price, promotion and distribution decisions to international environments. Topics include international trade theory and the multinational firm. Prerequisite: MKTG 3324.
4390. (Formerly MKTG 4361). **Marketing Management and Analytics.** 3(3-0)
Capstone Marketing course for majors. Marketing functions in the firm and marketplace from the viewpoint of the marketing manager. Concepts and analytical tools used by marketing managers. Prerequisites: MKTG 3324, MKTG 3364 and MKTG 4350; senior standing.

4395. (Formerly MKTG 4396). **Special Problems in Marketing.** V:1-3
Special studies in marketing. May be repeated for credit. Prerequisite: consent of instructor.

4940. (Formerly MKTG 3328). **Internship in Marketing.** V:3-9
An off-campus learning experience allowing the acquisition and application of Marketing skills in an actual work setting. Course may be repeated for up to nine credit hours. Prerequisites: approval of the department chair and college internship director.
Degree Requirements
Bachelor of Business Administration
General Business Administration

Contact the College of Business Administration Advising Office (CBA 112) for semester-by-semester degree requirements.

Degree Requirements
Bachelor of Business Administration
Management

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*Students who choose to take ENGL 2314 must fulfill the core curriculum literature/philosophy component by taking an appropriate course as an elective.

+Business majors who earn less than a B in BCOM 2206 must take BCOM 2216.

Degree Requirements
Bachelor of Business Administration
Management-Human Resources

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^For courses listed under Core Curriculum “Components” see “General Requirements for Graduation with a Baccalaureate Degree” in an earlier section of this Catalog.
Degree Requirements
Bachelor of Business Administration
Management-Materials and Supply Chain Management

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+Business majors who earn less than a B in BCOM 2206 must take BCOM 2216.

Degree Requirements
Bachelor of Business Administration
Marketing

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+Business majors who earn less than a B in BCOM 2206 must take BCOM 2216.

^For courses listed under Core Curriculum “Components” see “General Requirements for Graduation with a Baccalaureate Degree” in an earlier section of this Catalog.
The department's objective is the development of selected men and women with potential to serve as commissioned officers in the active Army, National Guard or Army Reserve. A student who completes the program will have developed leadership and managerial potential; have a basic understanding of military fundamentals and the requirements of national security; have acquired an understanding of the fundamental concepts of military art and science; have developed a strong sense of personal honor, integrity and individual responsibility; and have developed a better understanding of human relationships. The leadership and management experience gained through Army ROTC and service as a commissioned officer will benefit the student in civilian as well as in military science and national defense pursuits.

**Minor**

A student may pursue an interdisciplinary minor in Military Science. Courses for a total of 22 semester hours should be selected in consultation with the Professor of Military Science.

**Army Scholarship Program:** Any student who meets prerequisites may compete for nationally awarded US Army scholarships which pay for tuition, books, fees and other purely educational costs and a tax-free monthly subsistence allowance for 10 months of each year the scholarship is in effect.

**Army Training-Airborne and Air Assault or Other Training:** Selected cadets may be eligible to compete for attendance at Airborne, Air Assault or other training as available. Selection is based upon motivation, physical condition and academic Military Science performance.

**Veteran's Assistance:** Veterans who enroll in upper level Military Science receive a tax-free monthly subsistence allowance for 10 months each of two years in addition to benefits provided by the Veterans' Administration, Veteran's Education Assistance Program or the GI Bill/Army College Fund.

**Leadership Laboratory:** Required for Military Science courses. Designed to give the student an opportunity to practice hands-on lessons learned in class. Students are placed in leadership roles executing scenarios that challenge their organizational skills through the use of small-unit tactics. Scenarios may involve survival, water safety, rappelling, map reading and land navigation and patrolling using paint ball equipment.

**LOWER DIVISION MILITARY SCIENCE CURRICULUM**

Lower division courses provide an opportunity for students to satisfy their curiosity about the U.S. Army by exploring their own interests and aptitudes in courses which carry no obligation for further study and no obligation for military service. All Military Science courses may be used to satisfy kinesiology of general education requirements.

**1211. Ranger Challenge Laboratory.**

Practical leadership and teamwork training in rappelling, rope bridges, weapons firing, map reading and land navigation, water safety, patrolling and other ranger skills. Includes a weekend field trip where the techniques learned will be applied to competitive events. May be repeated for credit. Prerequisite: approval of the Professor of Military Science.

**1305. Leadership and Personal Development.**

Personal challenges and competencies that are critical for effective leadership. How the personal development of life skills such as time management, physical fitness and stress management relates to leadership, officership and Army operations.

**1306. Introduction to Tactical Leadership.**
Leadership fundamentals such as setting direction, problem solving, listening, presenting briefs, providing feedback and using effective writing skills. Leadership values, attributes, skills and actions in the context of practical, hands-on and interactive exercises.

2305. **Innovative Team Leadership.**  
Creative and innovative tactical leadership strategies and styles, studying historical case studies and engaging in interactive student exercises. Personal motivation and team building in the context of planning, executing and assessing team exercises. Prerequisites: ROTC 1305, ROTC 1306 or approval of the Professor of Military Science.

2306. **Foundations of Tactical Leadership.**  
Challenges of leading teams in a complex contemporary operating environment. Cross-cultural challenges of leadership in a constantly changing world, applied to practical Army leadership tasks and situations. Prerequisite: ROTC 2305 or approval of the Professor of Military Science.

**UPPER DIVISION MILITARY SCIENCE CURRICULUM**

The Advanced Military Science Program at A&M-Kingsville allows qualified students to earn a commission as a Second Lieutenant in the active Army, the Army Reserve or the National Guard. These courses also allow the first opportunity for most college students to make a formal and personal commitment to the preservation of the values embodied in the Constitution of the United States. For enrollment in upper level military science courses the student must meet these prerequisites:

a. be enrolled as a full-time student (12 semester hours minimum for an undergraduate).

b. be of good moral character as evidenced in the community and the university.

c. have approximately two academic years remaining toward a baccalaureate degree or advanced degree (the requirement may be waived) and a minimum GPA of 2.0.

d. meet medical fitness requirements as prescribed by U.S. Army regulations.

e. either (1) satisfactorily complete ROTC 1305, ROTC 1306, ROTC 2305 and ROTC 2306; (2) possess qualification through any JROTC program (full or partial qualification depending upon participation); (3) satisfactorily complete the six-week summer basic camp at Fort Knox, Kentucky; (4) qualify through enlistment in the National Guard or Army Reserve (after successful completion of basic training); or (5) honorably complete enlisted service with a favorable reenlistment code, or have at least 60 semester hours and agree to attend the six-week summer basic camp at Fort Knox, Kentucky, the summer following enrollment in upper-level military science courses.

Qualified enrollment in upper division military science courses entitles each cadet to a tax-free monthly subsistence allowance for 10 months per year for two years.

3305. **Adaptive Tactical Leadership.**  
Adaptive tactical leadership skills applied to squad tactical operations. Developing leadership and critical thinking abilities aimed toward success at the ROTC summer Leadership Development and Assessment Course (LDAC).

3306. **Leadership in Changing Environments.**  
Situational leadership challenges building cadet awareness and skills in leading tactical operations up to platoon level. Aspects of combat, stability and support operations. Conducting military briefings and developing proficiency in garrison operations orders.

3405. **Internship in Military Science.**  
Six weeks of total environment training consisting of practical application of leadership and management skills. Formal instruction in tactics, techniques and skills required for all future officers. Prerequisites: ROTC 3305 and/or ROTC 3306 and full contract status with the U.S. Army.

4105. **Advanced Military Science.**  
Special problems course. Individual study. May be repeated for credit. Approval of Professor of Military Science required.

4305. **Developing Adaptive Leaders.**  
Planning, executing and assessing complex operations, functioning as a member of a staff and providing performance feedback to subordinates. Assessing risk, making ethical decisions and leading fellow ROTC students. Military justice and personal processes, preparing cadets to become army officers. Prerequisites: ROTC 3305, ROTC 3306 or approval of the Professor of Military Science.
4306. Leadership in a Complex World.
Leading in the complex situation of current military operations in the contemporary operating environment. Differences in customs and courtesies, military law, principles of war and rules of engagement in the face of international terrorism. Aspects of interacting with non-governmental organizations, civilians on the battlefield and host nation support. Prerequisite: ROTC 4305 or approval of the Professor of Military Science.