Welcome to U M U C!

The Graduate School was founded in 1978 to prepare working adults in business, industry, and government to address the increasingly complex issues of a constantly changing world. Today, with more than 5,600 active students, the Graduate School is the largest graduate school of management and technology serving working professionals in the state of Maryland.

The Graduate School is part of University of Maryland University College (UMUC), one of the 11 degree-granting institutions of the University System of Maryland. UMUC was established in 1947. It is recognized worldwide as a preeminent institution of higher education for adults.

University of Maryland University College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104 (215-662-5606).

*Forbes* magazine ranks UMUC in the “Top 20 Cyber Universities.” In addition, UMUC was cited as a winner of a University Continuing Education Association—Peterson’s 1998 and 1999 Award for Innovative Distance Education.

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About This Schedule of Classes

This Fall 2000 Schedule of Classes is to be used to register for any University of Maryland University College (UMUC) Graduate School course being offered in the fall 2000 semester. It includes important announcements, dates, registration information, the registration form, and the schedule of courses offered at all sites (including those offered through distance education). The application form, schedule, and registration form can also be found on the World Wide Web.

The information in this publication is subject to change at any time and is not to be regarded as an irrevocable contract between UMUC and any party or parties.

World Wide Web

The Schedule of Classes is most effective when used as a tool in conjunction with the Graduate School site on the World Wide Web. The Web site is located at www.umuc.edu/gsmt or call 301-985-4617 or toll free at 800-283-6832.

University Policy Statements

The provisions of this publication are not to be regarded as an irrevocable contract between the student and UMUC. From time to time, changes are made in the general regulations and in academic requirements. There are established procedures for making changes—procedures that protect the institution’s integrity and the individual student’s interest and welfare. A curriculum or graduation requirement, when altered, is not made retroactive unless the alteration is to the student’s advantage and can be accommodated within the span of years normally required for graduation.

Accreditation

UMUC is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104; telephone 215-662-5606.

Nondiscrimination

UMUC welcomes applications from prospective students and employees without regard to race, religion, color, creed, gender, marital status, age, national origin, political affiliation, mental or physical disability, or sexual orientation.

Web-Enhanced Classes

All graduate students are expected to have ready access to the World Wide Web to help them complete their studies. Research via the Web is often required by instructors. Students may be asked to participate in online exercises, including sections that are not 100-percent online. Refer to page 4 for more information on technical requirements.

E-Mail and Web Access Policy

All graduate students and faculty must be able to communicate with each other and with the Graduate School via e-mail. Students and faculty are responsible for maintaining a current e-mail address with the Graduate School; those who have not provided a current e-mail address risk missing out on important messages. Students who do not have a personal e-mail account may create one by using the instructions on page 7 of this Schedule of Classes or on the Web at www.umuc.edu/gsmt/resfacil.html#unix.

Access to the World Wide Web also is required for all graduate students and faculty, as many face-to-face classes incorporate online conference discussions, study group activities, shared documents, and links to relevant Web sites. A comprehensive list of Internet Service Providers (ISPs) is available at www.celestin.com/pocia.
Important Announcements

New Doctor of Management Program Approved
Beginning fall 2000, University of Maryland University College (UMUC) will initiate a program leading to the degree of Doctor of Management (DM). The DM is designed to prepare individuals to assume leadership of projects, programs, teams, or organizations across sectors, fields, and national boundaries. The program stresses an interdisciplinary and global perspective for leaders and managers, and readies graduates to contribute to such critical activities as organizational productivity and performance assessment; strategy formulation; operational planning and budgeting; technology acquisition, planning, and integration; and human performance assessment and development.

For more information, or to request an application for fall 2001, contact the Graduate School at 301-985-4617. The fall 2000 class has been filled. New applicants need to apply by January 15, 2000 for the next class starting fall 2001.

New, Interest-Free, Monthly Tuition Plan
Beginning in fall 2000, UMUC will offer a cost-effective alternative for students who wish to make monthly tuition installments per semester. For additional information, visit www.amsweb.com or call 800-635-0120.

Noncredit Courses
The Graduate School offers the following complement of noncredit courses via WebTycho:

UCSP 600  Graduate Writing Seminar (This course provides individual and conferencing instruction in work- and course-related writing.)
UCSP 610  Library Skills for the Information Age (Required course for all new students and all students who reapply for admission and have completed 6 credits or fewer. This noncredit course is designed to familiarize students with electronic library and information resources. It is offered online and is a self-paced tutorial that can be completed independently anytime before the end of the semester— it is not a 15-week class. (See page 9 for more information on noncredit courses.)
UCSP 620  Financial Accounting (Strongly advised for students without a background in accounting and finance before enrolling in ADMN 630, ADMN 631, or TMAN 612.)
UCSP 621  Economics (Strongly advised for students without a background in economics before enrolling in ADMN 630, ADMN 631, or TMAN 612.)
UCSP 630  Introduction to Research Methods (Strongly advised for students without a background in statistics before enrolling in ADMN 638.)

The Graduate School’s noncredit courses are designed to provide students with the skills and knowledge they need to complete their academic programs successfully. For complete descriptions of noncredit online courses, see page 9. For information on the noncredit MBA Orientation, see page 19.

Curriculum Change for ADMN 638
In spring semester 1999, a more advanced ADMN 638 Research Methods for Managers course was offered. Students are expected to know the materials covered in UCSP 630 Introduction to Research Methods before registering for ADMN 638. This includes data collection techniques, presentation of data in tables and charts, basic descriptive statistics, basic probability distributions, normal and sampling distributions, estimation, and hypothesis testing.

Additional Curriculum Changes
In spring semester 1999, ADMN 687 Market Segmentation and Penetration replaced ADMN 685 Strategic Market Planning in the IMAN program. The curriculum for ADMN 630 changed for fall 1999; and a more advanced ADMN 630 Financial Decision Making for Managers is now offered. Students are expected to know the materials in UCSP 620 and UCSP 621 including basic microeconomics, macroeconomics, and financial accounting.
Open House Dates
Annapolis  
UMUC Annapolis Center  
190 Admiral Cochrane Dr.  
July 18  4–6 p.m.

Adelphi (address change)  
UMUC Inn and Conference Center (ICC)  
3501 University Blvd. East  
July 22  9–12 noon

Please Note: UMUC has not moved, but the main mailing address has changed from University Blvd. at Adelphi Rd., College Park, MD 20742-1614 to 3501 University Blvd. East, Adelphi, MD 20783 USA.

Other Important Dates
Semester Dates
Fall 2000  August 31–December 18
Fall 2000 Online  August 31–December 14  (exceptions: OMBA and noncredit courses)
Spring 2001  January 27–May 14
Summer 2001  May 29–July 21

Holidays
September 2–4, 2000
November 22–26, 2000
October 9 and November 10, 2000
(Federal Sites and ITV only)

Graduation Application Deadlines
For Diploma or Certificate Program
Graduating Semester  Deadline Date
December 2000  October 1, 2000
May 2001  February 15, 2001
August 2001  June 15, 2001

Commencement Dates
Saturday, May 19, 2001

New Student Orientation
Thursday, August 24, 2000

Financial Aid Deadlines
Semester  Deadline Date
Fall 2000  June 1, 2000
Spring 2001  November 1, 2000
Summer 2001  April 1, 2001

PLEASE NOTE: Advance Payment for Veterans Benefits will not be offered for the Fall 2000 semester.

Registration Dates
Regular Touch-Tone Registration (IRIS)  301-985-7499/800-584-9413
Fax-In Registration  301-985-7175
Available July 1 through August 24  Daily 6 a.m.–9 p.m.

Late Touch-Tone Registration (301-985-7499)
August 25 through September 7 (a $30 late fee will be assessed)  Daily 6 a.m.–9 p.m.

Online Registration (not interactive)
Available July 1 through September 7 (a $30 late fee will be assessed after August 24)
(Students are encouraged to check the UMUC Web site for the Fall 2000 Graduate Schedule of Classes before July 1.)

Mail-In Registration
Postmarked through August 11, 2000

Walk-In Registration
Adelphi  (301-985-7200)
UMUC SFSC  
3501 University Blvd. East  
August 28, 29  3–6:30 p.m.

Annapolis  (410-266-3774 or 301-261-8199)
UMUC Annapolis Center  
190 Admiral Cochrane Dr., Suite 120  
August 28, 29  3–6:30 p.m.

Rockville  (301-738-6000)
UM SM Shady Grove Center  
9640 Gudelsky Dr.  
August 28  4–6 p.m.

Waldorf  (301-645-4303 or 301-870-6013)
CCCC–UMUC Waldorf Center  
3261 Old Washington Rd.  
August 28, 29  3–6:30 p.m.

Late Walk-In Registration
Late registration is accommodated at the locations and dates shown below. A $30 late fee will be assessed. No walk-in registration will be accepted after the last date shown below.

Locations:
Annapolis  
College Park  
Waldorf

UMUC Annapolis Center  
UM UC Student and Faculty Services Center  
CCCC–UMUC Waldorf Center

August 31 and September 7  3–6:30 p.m.

Important Notice
Course payment must be submitted within ten days of registering for a class.
Online Programs

Online Degree Programs
The Graduate School offers 11 degree programs with 19 specialty tracks and four dual degrees online asynchronously via WebTycho. WebTycho is UMUC’s interactive, Web-based course management system. You can visit the Distance Education Web site at www.umuc.edu/gsmt/gsmtdist.

InterEd, a higher-education research firm that tracks distance-learning data, recommends when you’re considering an online degree to make sure your distance-learning provider meets the following criteria:

- Has regional accreditation
- Offers all courses online
- Has graduated a significant number of online students
- Has no residency requirements

UMUC not only meets these four criteria, but also offers more online graduate degrees than any other university that provides online courses.

Master of Business Administration

Master of Distance Education

Master of Science in Information Technology

Master of International Management
- International Commerce
- International Finance
- International Marketing

M.S. in Computer Systems Management
- Applied Computer Systems
- Information Resources Management
- Software Development Management
- Database Systems and Security

M.S. in Electronic Commerce (pending approval)

M.S. in Environmental Management

M.S. in Management

Accounting
- Financial Management
- Health Care Administration
- Human Resource Management
- Interdisciplinary Studies in Management
- Marketing
- Management Information Systems
- Not-for-Profit Management
- Procurement and Contract Management

M.S. in Technology Management
- General Program
- Technology Systems Management
- Biotechnology Management

M.S. in Telecommunications Management

Master of Software Engineering

Dual Master’s Degrees
- M.S. in Management/Master of Business Administration
- M.S. in International Management/Master of Business Administration
- M.S. in Technology Management/Master of Business Administration
- M.S. in Electronic Commerce/Master of Business Administration (pending approval)

WebTycho-Enhanced Sections
All Executive Programs and many other Graduate School on-site sections use WebTycho as an enhancement. WebTycho-enhanced classes provide on-site students with online educational opportunities. Faculty members may elect to use some or all of WebTycho's online features in conjunction with face-to-face classroom activity. Some WebTycho-enhanced sections are identified in the Course Schedule section of this Schedule of Classes.

WebTycho Technical Requirements
Note: Minimum technical requirements are subject to change. Current information about technical requirements is available at tychousa.umuc.edu.

Technical requirements for using WebTycho include:

- A computer running a Web browser such as Netscape Navigator or Microsoft Internet Explorer versions 4.5 (minimum) or higher
- A connection to the Internet
- An e-mail account

Additional Technical Requirements
Some programs will need the following additional requirements:

- Pentium-based PC (or Mac equivalent) with at least 32 MB of RAM (64 MB is preferred)
- Minimum 100 MB hard drive space (1 GB is preferred)
- 8X CD-ROM (12X CD-ROM is preferred)
- Sound-Blaster-compatible sound card with speakers or headphones
- Microphone
- Netscape Navigator 4.5 or higher
- Microsoft Office Suite (including Word, Excel, and PowerPoint)
- Adobe Acrobat Reader
- QuickTime plug-in

Browsers
Students may use either Netscape Navigator or Microsoft Internet Explorer with WebTycho. For both Netscape Navigator and Internet Explorer, students must have version 4.5 or higher. It is recommended that users upgrade to the latest version browser available to take advantage of the increased performance and features offered in current browser technology. The current version of

Enrollment in Online Courses
Demand for online courses is extraordinarily heavy. Students are advised to register early. Fall 2000 WebTycho course dates are Thursday, August 31 through Thursday, December 14, except for noncredit and OMBA courses as noted. The Graduate School’s distance education schedule of classes, class availability, and textbook information is available at www.umuc.edu/studserv/isis/schedule/grdistocmenu.html.
Netscape Navigator is 4.7. The current version of Internet Explorer is 5.0. Netscape Navigator is available for free at [home.netscape.com/download](http://home.netscape.com/download). Internet Explorer is available for free at [www.microsoft.com/ie/download](http://www.microsoft.com/ie/download).

WebTycho requires that browser settings must be turned on for “Enable Java,” “Enable JavaScript,” “Enable style sheets,” and “Accept all cookies.” These functions enable such interactive activities as logging in, turning in assignments, editing documents, and “chatting.” Instructions are available at [tychousa.umuc.edu](http://tychousa.umuc.edu).

Note: WebTycho uses cookies, text files saved in the browser’s directory or folder and stored in RAM while the browser is running, to permit information retrieval and to record the user’s progress through the class. All cookies used during a session are deleted each time the user exits the browser. Cookies cannot infect your computer with viruses.

In order to use WebTycho’s e-mail features, students must properly indicate their mail settings in their Web browser. Instructions are available at [tychousa.umuc.edu](http://tychousa.umuc.edu).

**Clear Cache**

Computers store copies of frequently accessed pages in their memory cache or disk cache. This speeds the reloading of pages visited previously since the computer doesn’t have to retrieve the page from the network each time it is viewed. WebTycho users, however, should clear the cache regularly to ensure receiving the most recent page and to increase the browser’s performance. Instructions are available at [tychousa.umuc.edu](http://tychousa.umuc.edu).

**Internet Access via an ISP**

WebTycho users are responsible for their own phone line and Internet access costs. Information about selecting an ISP is available at UMUC’s Information Technology Support site at [www.umuc.edu/suppserv/it/isps](http://www.umuc.edu/suppserv/it/isps).

For use with WebTycho, an ISP must provide:

- Access to ports 80, 2020, and 4080
- Telnet and FTP service
- Access to run graphical Web browsers (Netscape)
- An e-mail account

Note: WebTycho will not work with WebTV.

### Security Firewall at Workplace Computer Network

Some users who access WebTycho via a LAN at work may be unable to access certain secure Internet sites via WebTycho due to security firewalls within the business computer system network. Users need access to port 80 to connect to WebTycho and individual online classrooms, ports 2020 and 4080 to use the WebTycho chat room, and port 5443 to use UMUC’s ISIS. Some security firewalls do not permit access to some or all of these ports. Additional information is available at [tychousa.umuc.edu](http://tychousa.umuc.edu).

### E-mail Account

Online students are required to have an active e-mail account. Students may obtain an e-mail account from their ISP, their workplace (unless e-mail firewalls are in place for security purposes), or an Internet company that offers free e-mail services. Additional information is available at [tychousa.umuc.edu](http://tychousa.umuc.edu).

**Required: Active E-mail Address Updated in WebTycho**

Online students are required to update their active e-mail address in WebTycho. There are two ways for students to update their e-mail address in WebTycho: via the Login Wizard on the WebTycho Login page or via the Options menu in the online WebTycho.
classroom. Additional information is available at tychousa.umuc.edu.

When a student updates his/her e-mail address in WebTycho, the e-mail address will be automatically updated in UMUC's Interactive Student Information System (ISIS), too. Likewise, when a student updates his/her e-mail address in ISIS, it will be automatically updated in WebTycho. ISIS is available at www.umuc.edu/studserv/studserv.html.

The ISIS system prompts the student for his/her student identification number and PIN (personal identification number, used for IRIS touchtone registration). Students may retrieve their PIN at www.umuc.edu/studserv/studserv.html.

New WebTycho Users
After a student registers for a WebTycho section, the WebTycho system creates a unique UMUC WebTycho account user name and original (temporary) password (usually within 24 hours), which the student uses to access his/her online WebTycho classroom. The UMUC WebTycho account is permanent as long as the account holder is an active UMUC student. Access is gained to multiple WebTycho sections by using the same user name and password.

As confirmation that a new user account has been created, the WebTycho system automatically sends an e-mail message including the new account holder's WebTycho user name and original (temporary) password. If a new account holder's WebTycho e-mail address is inaccurate or missing, this message may be delayed in reaching him/her (see section above titled Required: Active E-mail Address Updated in WebTycho). In the event that a new account holder doesn't receive an e-mail message with 24 hours of registering, s/he may request his/her WebTycho user name and original (temporary) password via the Login Wizard on the WebTycho Login page at tychousa.umuc.edu. The WebTycho system prompts the student for his/her student identification number and e-mail address listed in WebTycho (see section above titled “Required: Active E-mail Address Updated in WebTycho”). After the e-mail address entered is verified against the e-mail address listed in WebTycho, the system will send the new account holder's WebTycho user name and original (temporary) password to the e-mail address listed.

Accessing WebTycho
Once a student has a UMUC WebTycho user name and password, the student may access all current WebTycho sections in which they are enrolled at tychousa.umuc.edu.

Note: Students can access WebTycho sections, in which they are enrolled, one week prior to the first day of class.

Guest Access to WebTycho
Visitors may log in as a guest to WebTycho at tychousa.umuc.edu.

WebTycho User Guide
An online WebTycho user guide is available at tychousa.umuc.edu.

WebTycho Orientation
A free online WebTycho orientation class (TOUR 101) is available at tychousa.umuc.edu.

Online Help
Online help is available in the WebTycho classroom. In addition, WebTycho support is available seven days a week, 24 hours a day, at 800-807-4862 or tychosupport@polaris.umuc.edu.

Online Orientation
An online orientation to distance education at UMUC is available at www.umuc.edu/distance/index.html.

How Online Courses Differ from On-Site Courses
The Graduate School's online courses maintain the same academic standards as its on-site courses. Course content, texts, requirements, assignments, and class participation are comparable for online and on-site courses. Before registering for an online course, students may want to consider the following:

- Online students need to be prepared to write extensively because all or the majority of communication is written.
- Online students need strong English reading and writing skills.
- Online students need to be competent in the use of computers and commonly used software programs.
- Since WebTycho is asynchronous and students are expected to be active participants online, students are encouraged to log in frequently to check what has transpired in their online classroom (in lieu of face-to-face class meetings).
- Online students need disciplined work habits, effective time management skills, and the ability to work both alone and collaboratively.

Elements of the Graduate School's Online Courses
The Graduate School's online courses often include the following elements:

- Asynchronous, frequent student and faculty participation
- Lectures and assigned readings (from textbooks and online resources)
- Individual and group assignments (for example, case studies and discussion questions)
- Individual and group papers
- Literature analyses
- Use of online library resources
- Online quizzes and exams

Interactive Video Network (IVN)
The IVN system uses telecommunication technology to link students and faculty at two or more sites for exchange of visual and audio information. The image of the faculty member and each student permits active classroom discussion at each site. The fact that students are able to see and hear each other during the discussion enhances the classroom experience. Students at different sites can engage one another in classroom discourse to debate specific course-related issues. Participating sites may include Annapolis, College Park, Frederick Community College, Fort Detrick, Shady Grove, Southern Maryland Higher Education Center, USM Downtown Baltimore Center, and Waldorf, all in Maryland.
Computer Information

Student Computer Literacy
All graduate students are expected to have a working knowledge of, and access to, a basic word processing program such as Microsoft Word or WordPerfect; a spreadsheet program such as Lotus, QuattroPro, or Microsoft Excel; electronic mail services; and the World Wide Web.

Applicants and students who require further training in the use of Internet services and basic software packages may wish to consult the UMUC Undergraduate Schedule of Classes or speak to an undergraduate counselor. Students may call 301-985-7000 or send e-mail to umucinfo@nova.umuc.edu to obtain a schedule or to reach a counselor.

Graduate classes vary in the extent to which computers and software are employed. In some, the primary use is to facilitate communication and ensure basic technology literacy, while in others, students are required to use complex software packages that run on powerful machines.

Student-Access Microcomputer Labs
UMUC students have access to computer labs at four sites (see list that follows). Labs have many software packages available, including Windows 95, Corel Suite, Minitab (student version), PageMaker, HiJaak Graphics, SPSS, Microsoft Office Pro, Netscape, Visual Basic 4.0, and Visual C++.

Public-access labs are open to all UMUC students and faculty on a first-come, first-served basis. Students must have a current UMUC ID. Labs contain all officially supported software. A data disk (preferably a 3.5") is required for accessing software in the lab rooms.

Microcomputer Lab Hours
Student and Faculty Services Center Monday - Sunday 9 a.m. - 11 p.m.
Shady Grove Center Monday - Thursday 1 - 10 p.m.
Saturday 9 a.m. - 7 p.m.
Sunday 1 - 10 p.m.

Host Computing

Serving the Western Hemisphere
Nova
Nova is a Sun Ultra Enterprise running Solaris (UNIX) that provides C, C++, Ada, Pascal, FORTRAN, UseNet News, and text-only access to the Internet using Lynx. Nova may be accessed on the Internet as novamus.edu.

Polaris
Polaris is a Sun Ultra Enterprise running Solaris (UNIX) that provides C, C++, Ada, Pascal, FORTRAN, UseNet News, and text-only access to the Internet using Lynx. Polaris may be accessed on the Internet as polarius.umuc.edu.

Tychousa
Tychousa provides online course delivery via WebTycho. Tychousa may be accessed via the World Wide Web at tychousa.umuc.edu.

Serving Asia and the Pacific Region
Tychojpn
Tychojpn provides online course delivery via WebTycho. Tychojpn may be accessed on the Internet at tychojpn.ad.umuc.edu.

Serving the European Region
Tychoher
Tychoher provides online course delivery via WebTycho. Tychoher may be accessed on the Internet at tychoher.ed.umuc.edu.

UMUC Computer Accounts
All students currently enrolled at UMUC are eligible for a university computer account on the UNIX system Polaris.

The computer account provides students with an e-mail address and access to many text-based services such as Internet newsgroups, mailing lists, Gopher, and programming languages. This computer account will remain active as long as the student is registered for classes at UMUC.

Procedures for Creating a Personal E-Mail Account on Polaris
It is important that students know their UMUC PIN (personal identification number, used with IRIS) before attempting to create an account.

1. Using one of UMUC's dial-in modem pools or a system that permits direct Telnet access, the student should type telnet polarius.umuc.edu.
2. At the login prompt, the student should type newuser.
3. At the please enter your SSN prompt, the student should enter his or her Social Security number (or student identification number). If an account already
exists on one of UMUC's other academic systems for the specified SSN, no new account will be created. Note Only one named account per student is permitted.

4. At the please enter your PIN prompt, the student should enter his or her four-digit UMUC PIN (the same one used with IRIS). Three incorrect PIN entries will block further attempts. If this occurs, students should contact the Help Desk at 301-985-7400.

5. After the SSN, PIN, and registration information has been verified, users are asked to agree to UMUC’s computer security policy. To agree to the policy, the student should type accept.

6. After the security policy has been accepted, an account is created and the student’s user ID and a temporary password will be displayed on the screen. Students should be sure to write down their user ID and temporary password.

7. The first time a new account is accessed, the password must be changed. Passwords must be between six and eight characters and contain at least one non-alphabetic character. To obtain a new password, at the old password prompt students should enter the temporary password initially assigned in step 5. At the new password prompt, the student should type in a new password and, at the reenter new password prompt, type the new password again for verification. This new password will be used each time the student logs into his or her account.

Polaris Guides and Information
The first time a sign-on is completed, users will be asked if they want to read any news items that are available. Students may read the news items then or read them later by typing ucnews at the Polaris prompt.

UC News contains information on using the system as well as pointers to other sources of help. For a more thorough introduction to the system, students may view the UMUC UNIX User’s Guide by typing ucinfo, selecting search titles in UCInfo, and searching for the words “unix guide.”

Polaris Account Expiration
An account will expire only if a student is no longer enrolled with UMUC. However, approximately every 180 days users will receive a message indicating that their password is going to expire. When this happens, students should type password and carefully follow the prompts to create a new password.

Resources and Services
Graduate Services
Graduate Services is located in the Student and Faculty Services Center, room 2201. Advisors are available at this site and at regional sites to provide assistance. For further information, students may call Graduate Services at 301-985-7155 or 301-738-6080 or send e-mail to gradinfo@umuc.edu.

Full Services Provided Online
With the help of full electronic services, graduate students may inquire, apply, register, pay tuition, receive grades, update information, and receive advisement online.

Disabled Student Services
The Staff Support Team provides information and assistance to students with disabilities who are attending the Graduate School. Students must register and request services each semester. For some students, documentation may be required as proof of a disability and to aid in determining the appropriate services. Students should contact the Staff Support Team four to six weeks before the start of each semester. For more information regarding the services provided to students with disabilities or to request services, students should call 301-985-7930 or 301-985-7466 (TTY), or send e-mail to gradinfo@umuc.edu.

Library Services
The Office of Information and Library Services provides access to library resources and services through VICTORWeb (the online information system of the University System of Maryland (USM)) and through the World Wide Web. The office promotes the use of library technology, coordinates courses in information technology, and distributes guides and other printed materials.

UMUC reference librarians are located at McKean Library on the College Park campus and at the USM Shady Grove Library/Media Center, and are available to assist students with their research needs.

Currently enrolled Graduate School students have borrowing privileges at all USM libraries, and at Morgan State University and St. Mary’s College of Maryland. To borrow materials, students must have a current validation sticker and barcode on their student identification card.

The USM online information system, VICTORWeb, provides access to USM books. Books can be delivered to any USM library as well as to the Annapolis and Waldorf Centers. For those students outside the state of Maryland, a book delivery service is available. See the Information and Library Services Web page at www.umuc.edu/library for more information.

VICTORWeb is available at all USM libraries and at the Shady Grove, Annapolis, and Waldorf Centers. VICTORWeb can also be accessed through remote dial-in using a PC and modem, via the Internet, or through WebTycho.

An extensive array of online journal databases and national and international newspapers is available through the Information and Library Services Web site at www.umuc.edu/library. There are 65 databases, over half of which are full-text, covering business, management, and computer science areas. These library resources can be accessed via the Internet using a Web browser.

E-mail Addresses
Students and faculty are responsible for maintaining a current e-mail address with the Graduate School; those who have not provided one risk missing out on important messages. Students who do not have a personal e-mail account may create one on Polaris by following the instructions on this page.
Students must be registered in the library system to place a hold on a book, access VICTORWeb, or use the full-text databases through the Library Services Web page. All graduate students are registered in the library system. A student who is not recognized by the system should contact Information and Library Services or register using an online form. While UMUC has a significant amount of full text articles available through its virtual library, access to a local university or college library is strongly recommended. For more information, students can call 301-985-7209 or send e-mail directly to library@info.umuc.edu.

Career Services
UMUC offers career planning support through academic advisors and various online resources. Advisors can help clarify career goals to further assist academic decision-making. Undergraduate 1- and 3-credit courses in career development can be taken by graduate students who need additional assistance in career decision-making and developing job search strategies. Career events are also sponsored throughout the year at various locations to give students up-to-date career information.

Online resources are now available through UMUC’s new career orientation Web site at www.umuc.edu/careerorientation. This site includes information regarding online job announcements, internships, search strategies, and more. Jobtrak (www.jobtrak.com) provides excellent information regarding career opportunities specifically for UMUC students. All current UMUC students can contact Graduate Services to obtain their user password for this program.

Workshops

Career Workshops and Information
Each fall and spring semester, Graduate Services sponsors several career-related workshops. Topics range from job-search strategies and résumé writing to panel presentations on specific careers. At the beginning of each fall and spring semester, current students will be mailed a flyer indicating the upcoming workshops for the current semester.

In addition to workshops, students are welcome to use reference materials at the self-service career resource area in room 2270 of the Student and Faculty Services Center. For current hours of operation, call 301-985-7000. For additional career information, contact the Graduate Services staff at 301-738-6080 or send e-mail to gradinfo@umuc.edu.

Financial Aid Workshops
Graduate Services conducts financial aid workshops throughout the year that include information on applying for financial aid (when, where, and how), types of aid available, and rules and regulations. The workshops are suitable for new financial aid applicants as well as returning aid recipients. For additional financial aid information, contact Graduate Services at 301-985-7155 or send e-mail to gradinfo@umuc.edu.

Noncredit Registration Instructions
UMUC graduate students must be admitted or have an application on file before registering for noncredit courses. UMUC offers five ways to register: by phone via IRIS, by mail, by fax, online, or in person. For help with the registration process, contact Graduate Services via e-mail at gradinfo@umuc.edu or call 301-985-7155.

Non-UMUC participants may register for noncredit courses by completing and submitting a Non-UMUC Participant Noncredit Course Registration Form with payment. The form is available at https://www.umuc.edu/proc/gsmt/nonreg.html. A hard copy of the form may be requested by sending an e-mail message to gradinfo@umuc.edu or by calling 301-985-4617.

Note No refunds will be given to non-UMUC participants after the official start date of class.

Course Descriptions, Dates, and Tuition Information

UCSP 600 Graduate Writing Seminar
This course provides individual and conferencing instruction in work- and course-related writing. With the faculty member, students identify areas of strength and weakness and develop specific writing objectives and a plan for improvement, including a week-to-week timeline for completion. The course module design enables students to work with the faculty member to review basic concepts, principles, and tools of writing. Weekly writing assignments and conference discussion participation are required. This course serves as a refresher on writing skills as well as a basic foundation for those needing more extensive help. Among the module topics are grammar, structural and transitional techniques, audience analysis, levels of detail, treatment and integration of references from the scholarly literature, interaction of the verbal and visual presentation, collaborative writing, and analysis, problem solving, synthesis, and assessment in diverse genres of business and academic writing.

Note This course is not intended to be an ESL course.
Course Length: 10 weeks
Course Dates: Thursday, August 31 to Thursday, November 9
UMUC Graduate Student Tuition: $225
Non-UMUC Participant Tuition: $275
Continuing Education Units (CEUs): 6
(awarded upon course completion)

UCSP 610 Library Skills for the Information Age
This course is designed to familiarize students with electronic library and information resources. The significant changes in how information is delivered and the advent of the World Wide Web make information retrieval and research an exciting challenge. This course provides an in-depth introduction to the library research process and the tools necessary to be effective in the Graduate School. Students learn to efficiently and effectively use a variety of electronic retrieval systems including VICTOR Web, the online catalog of the University System of Maryland; the Web; LEXIS/NEXIS; and Dialog.

Note: This course is required for all new graduate students and all inactive students who reapply for admission. It must be completed within the first 6 credits of graduate study.

This online course is a self-paced tutorial and can be completed on the student's own schedule anytime before its end date (it is not a 15-week class). It consists of seven modules with exercises and quizzes. The purpose of the course is to alert students to the many resources, databases, and research opportunities that are now available online to the student of management. This material is critical for 21st century managers.

Course Length: Self-paced tutorial; ongoing registration
Course Dates: Saturday, August 26 to Sunday, December 31
UMUC Graduate Student Tuition: $75
(This fee is for program administration and technological support.)
No Continuing Education Units (CEUs)

UCSP 620 Financial Accounting
Financial accounting is an information system built upon a set of fundamental concepts. Its primary purpose is to help both current and potential investors value a company's debt and equity securities—that is, its bonds and common stock. This course is designed for people with no prior coursework in financial accounting. It encompasses basic financial concepts and their use in analyzing financial statements. Students analyze financial statements of actual companies and explore the process by which accounting principles are developed. Students develop a fundamental appreciation for how financial accounting information can be used to evaluate the economic performance of companies.

Course Length: 8 weeks
Course Dates: Thursday, August 31 to Thursday, October 26
UMUC Graduate Student Tuition: $225
Non-UMUC Participant Tuition: $275
Continuing Education Units (CEUs): 3
(awarded upon course completion)

UCSP 630 Introduction to Research Methods
This course presents basic research techniques and methodologies used in organizational research and evaluation studies. The information from these studies is used in making business decisions. Emphasis is also placed on preparing the student to evaluate and use research-based information developed by other individuals. The focus of the course is on applying basic research techniques to assess the performance of individuals, work groups, and organizations. Areas of coverage include principles of good data collection, presentation of data in tables and charts, summary and description of numerical data, basic probability and
discrete estimation, the fundamentals of hypothesis testing, and the use of existing research-based materials to solve business problems. UCSP 630 provides students with basic approaches and beginning skills necessary to evaluate research materials and their use in business decision making.

Note: Students without a background in statistics are strongly advised to complete this course before enrolling in ADMN 638.

Course Length: 8 weeks
Course Dates: Thursday, August 31 to Thursday, October 26
UMUC Graduate Student Tuition: $225
Non-UMUC Participant Tuition: $275
Continuing Education Units (CEUs): 3 (awarded upon course completion)

Registration Instructions

Students must be admitted or have an application on file before registering for classes to credit. It is unlawful to attend a course without registering and paying for registration. Students are not permitted to register for a specific course and section and attend an alternate section of that course. It is UMUC policy not to process registrations retroactively. Students must submit payment for classes within 10 days of registration or at the time of registration beginning 10 days prior to class start. For help with the registration process, call Graduate Services at 301-985-7155 or 301-738-6080 or send an e-mail message to gradinfo@umuc.edu.

UMUC offers five ways to register for courses: by phone via IRIS, by mail, by fax, online, or in person. All UMUC students have the option of selecting the mode most convenient for them.

IRIS Touch-Tone Registration

UMUC has an automated telephone registration process through the Interactive Registration and Information System (IRIS), 301-985-7499 or 800-584-9413. Current students are able to register by touch-tone telephone seven days a week between the hours of 6 a.m. and 9 p.m. (see page 3 for touch-tone registration deadline dates). IRIS is especially convenient for students who prefer to pay by either MasterCard or VISA. To use IRIS, current students should refer to the center insert (Form A) in this publication where they will find instructions, a worksheet, and a payment form. Payment for registrations entered by phone through IRIS must be received by the due date specified or course registration(s) will be canceled. Students paying by contract may fax the appropriate forms to the Student Accounts office at 301-985-7858. Many classes fill quickly. Early registration via IRIS increases the likelihood of successful enrollment in desired classes. Information on classroom location and time, financial aid status, and grades are also available through IRIS.

Online Registration

Students may wish to register by using the online registration form found at https://www.umuc.edu/studserv/isis/comreg.html. Online registration is not interactive; therefore, students may experience a delay in the registration process. See page 3 for registration deadline dates.

Mail-In Registration

To register for a course by mail, the application form and application fee must be included with the mail-in registration form. Students should use ink and print legibly when completing their registration. Mail-in registrations for fall 2000 must be postmarked by noon on the date specified (see page 3). Otherwise, the registration materials will be returned, and the student will have to register by telephone via IRIS or at walk-in registration. After processing, the Graduate School will send a confirmation of the registration and a current validation sticker for the student’s ID card. If students pay by VISA or MasterCard, confirmation of the registration is mailed after the university receives approval of the credit. After the registration has been processed, drop and add changes may be made by telephone via IRIS or at walk-in registration.

Fax-In Registration

Students have the option of sending in their registration via fax. The Graduate School’s fax number is 301-985-7175. See page 3 for the fax-in registration deadline date.

Walk-In Registration

Both new and current students may register at any walk-in site on the dates indicated on page 3. (See Instruction Sites on page 50, listing addresses of and directions to all sites.) New applicants may apply and register at the locations indicated during the periods shown. Students may register at all sites for classes offered at any location.

Late Walk-In Registration

Late registration is possible only at the four sites and on the dates indicated on page 3. Students must submit the required forms and a $30 late registration fee in addition to the standard tuition fees. During late walk-in registration, students may submit an application, process a late registration, change to a pass/fail grading option, and add or drop a course. (See Tuition and Fees, page 13, for charges.) No registration will be accepted after the last date of the Graduate School’s late registration.

Golden ID Program

For senior citizens of Maryland to qualify for a Golden Identification card, students must be Maryland residents, U.S. citizens or documented permanent residents, 60 years of age by the beginning date of the semester for which they are applying, and not employed more than 20 hours per week.

Candidates for the Golden ID program must apply for admission and meet all requirements. To request an application for this program, students should contact Graduate Services at 301-985-7155 or send an e-mail message to gradinfo@umuc.edu. Golden ID program participants may register during late registration for up to 6 credits each semester, on a space-available basis, without paying tuition.

Federal Employees

Federal employees who are registering by mail and are receiving tuition assistance
from their employers must include a copy of an authorized tuition assistance form. For IRIS touch-tone or online payment, students may fax the forms to the Student Accounts office at 301-985-7858.

**International Students**

To be considered for admission, international students must have:

- Official documents indicating successful completion of the equivalent of a U.S. bachelor's degree. Applicants educated in countries other than the United States must have their official transcripts evaluated by an independent evaluation service. The evaluation company will send a copy of the evaluation both to the applicant and to the UMUC Graduate School. Providing the transcript does not ensure admission to the Graduate School. For a transcript evaluation, students must contact directly the following independent companies, not affiliated with UMUC:
    
    Phone: 202-293-9161
    Fax: 202-872-8857
    E-mail: goughd@aacrao.nche.edu or oies@aacrao.nche.edu
  2. International Education Research Foundation (IERF), P.O. Box 66940, Los Angeles, California 90066
    
    Phone: 310-390-6276
    Fax: 310-397-7686
    E-mail: info@ierf.org

- Proven English language proficiency. Applicants who have not received a bachelor's degree from the United States, United Kingdom, Australia, New Zealand, Commonwealth Caribbean, or English-speaking Canada must demonstrate English proficiency by submitting a minimum score of 580 on the Test of English as a Foreign Language (TOEFL) and a minimum score of 5 on the Test of Written English (TWE) to be eligible for admission. Applicants must arrange to have official score reports sent directly from the testing agency to the Graduate School. Test scores must be less than two years old. Copies of test results are also accepted from applicants.

- A photocopy (front and back) of either a permanent residency card, work authorization card, or the first page and visa page of a valid passport and Form I-94 is required for those international students wishing to study at the Graduate School programs in the United States.

Note: International students requesting Form I-20 or IAP-66 must be granted admission three months before the semester start date to register for classes. International applicants not requesting Form I-20 or IAP-66 may register for only one course in the decision-pending status while awaiting the official transcript evaluation, the official Test of English as a Foreign Language (TOEFL), and the Test of Written English (TWE).

Additional information on these evaluation services may be found at [www.umuc.edu/studserv/credeval.html](http://www.umuc.edu/studserv/credeval.html).

- Providing the necessary documents does not ensure admission. An interview may be required. Official transcript evaluation from the aforementioned independent companies must be submitted and evaluated before admission is considered.

**Graduate Students Taking Undergraduate Courses**

UMUC graduate students may enroll in undergraduate courses at UMUC and pay the specific undergraduate tuition. Visiting graduate students must pay graduate-level fees for registration in undergraduate courses.

**Waiting List**

Students who attempt to register for a course that is full may place themselves on the waiting list through IRIS. The status of the waiting list for any given course can be checked via IRIS. Note the following:

- Students should remove themselves from the waiting list so that other students may register if seats become available.
- Students may not attend a class for which they are on the waiting list.

- Instructors are not authorized to add students to a closed class.
- Students who are on the waiting list for a section of a particular course are not automatically registered to a new section when it has been added. Students wishing to attend the new section must register for the new section and remove their names from the waiting list for the full section. Students should use the schedule on the UMUC Web site or call IRIS to watch for new course sections.
- Students should check their waiting list status daily by calling IRIS and confirming their current registration(s). If a seat becomes available and the student is next on the waiting list, his or her status will automatically change to pending confirmation. This means that a seat is being held, and the student has **48 hours** to decide whether to confirm registration in that course. Students will be deleted from the waiting list for any course not confirmed within the specified 48-hour period. Students with pending-confirmation status can register through IRIS from the List Course menu.
- Students who have registered for another course and wish to accept a place in a class for which they were wait-listed will be assessed a $15 fee for the course that is dropped.
- Students must pay balances in full by the indicated IRIS due date to avoid cancellation.
- The last day students may add a course for fall 2000 is September 7.

**Semester Hours**

The graduate programs of UMUC are offered on a semester basis, with one summer session. All regular courses carry 3 semester hours (3 credits) and normally meet once a week for three hours, except in the summer session when they meet twice a week for three hours each. Cluster courses combine two related courses, carry 6 semester hours (6 credits), and meet for extended class periods. The online Master of Business Administration degree is offered in a seminar format consisting of seven, 6-credit seminars. Executive programs are offered in a seminar format of 4 to 9 semester hours.
each. Students in online classes log in approximately five out of seven days each week to check their e-mail and engage in ongoing class discussion.

**Grading Options**

Students who do not wish to receive credit may choose “audit” or “pass/fail” on the registration form for their grading method. The same fees are charged, but courses that are audited or taken pass/fail do not count toward a degree. All fees and procedures for application and registration apply to students choosing the audit or pass/fail option. To receive credit, the student should leave the grading option blank on the registration form. Students registering for the management project or executive program courses should leave the “grading option” blank for regular grading; these courses are automatically awarded grades of “S,” “I,” or “F.”

The deadline to change the grading method to audit is five weeks after the semester begins to change to a pass/fail; the deadline is the last day of late registration.

**Tuition and Fees**

All graduate students are required to pay graduate tuition for all graduate courses in which they are enrolled.

Note: Different fees and tuition apply to the Doctor of Management program and some classes that are part of the Joint Software Engineering Program.

**Doctor of Management**

A nonrefundable fee of $100 is due when a student applies for admission to Doctor of Management program. The fees below were in effect at the time of publication and are subject to change.

600-level courses (those open only to admitted DM students; for example, the doctoral seminars); tuition is a flat rate of $750 per credit hour. No residency differential.

700-level courses (those open only to admitted DM students; for example, the doctoral seminars); tuition is a flat rate of $750 per credit hour. No residency differential.

**Standard Master’s Degree Programs**

A nonrefundable fee of $50 is due when a student applies for admission to the Graduate School.

**Graduate Student Tuition per Semester Hour**

<table>
<thead>
<tr>
<th>Type of Course</th>
<th>Tuition Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maryland residents</td>
<td>$292</td>
</tr>
<tr>
<td>Nonresidents</td>
<td>$475</td>
</tr>
</tbody>
</table>

*Note: Tuition for active duty military and their spouses is the same as tuition for Maryland residents.

**Master of Business Administration**

A nonrefundable fee of $50 is due when a student applies for admission to the Graduation School. The fees below were in effect at the time of publication and are subject to change.

**MBA Tuition**

<table>
<thead>
<tr>
<th>Type of Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Business Administration</td>
<td>$21,000</td>
</tr>
</tbody>
</table>

(The fee for the orientation is $300 and the cost for the required Library Research Course is $75. Also, the cost for books and materials is additional.)

Tuition is payable on the following schedule:

- $3,000 before Seminar I
- $3,000 before Seminar II
- $3,000 before Seminar III
- $3,000 before Seminar IV
- $3,000 before Seminar V
- $3,000 before Seminar VI
- $3,000 before Seminar VII

* A deposit of $500 is required after applications are accepted to reserve a place in the class. The balance of tuition ($4,150) is due before the start of Seminar I.

**Executive Program Tuition**

Executive Master of Business Administration | $32,550 |

(Includes the cost of tuition, books, UMUC Library Skills course, and instructional materials.)

Tuition is payable on the following schedule:

- $4,650 before each seminar*

* A deposit of $500 is required after applications are accepted to reserve a place in the class. The balance of tuition ($4,150) is due before the start of Seminar I.

Executive Certificate in International Business | $13,150 |

(Includes the cost of tuition, books, instructional materials, UMUC Library Skills course, and the trip abroad, excluding transportation.)

Tuition is payable on the following schedule:

- $3,850 before Seminar I*
- $4,650 before Seminar II
- $4,650 before Seminar III

* A deposit of $500 is required after applications are accepted to reserve a place in the class. The balance of tuition ($3,350) is due before the start of Seminar I.

Executive Master of Science in Technology Management | $21,096 |

(Includes the cost of tuition, books, UMUC Library Skills course, and instructional materials.)

Tuition is payable on the following schedule:

- $5,274 before Seminar I*
- $5,274 before Seminar II
- $5,274 before Seminar III
- $5,274 before Seminar IV

* A deposit of $500 is required after applications are accepted to reserve a place in the class. The balance of tuition ($4,774) is due before the start of Seminar I.

**Executive Programs**

A nonrefundable fee of $50 is due when a student applies for admission to the Graduate School. The fees below were in effect at the time of publication and are subject to change.
Executive Program in Information Technology  
$24,300  
(Includes the cost of tuition, books, UMUC Library Skills course, and instructional materials.)

Tuition is payable on the following schedule:

- $6,075 before Seminar I*
- $6,075 before Seminar II
- $6,075 before Seminar III
- $6,075 before Seminar IV

*A deposit of $500 is required after applications are accepted to reserve a place in the class. The balance of tuition ($5,575) is due before the start of Seminar I.

Executive Certificate for Chief Information Officers (CIO)  
$14,000  
(Includes the cost of tuition, books, instructional materials, the UMUC Library Skills course, and fees.)

Tuition is payable in the following manner:

- $5,250 before Seminar I*
- $5,250 before Seminar II
- $3,500 before Seminar III

*A deposit of $500 is required after applications are accepted to reserve a place in the class. The balance of tuition ($4,750) is due before the start of Seminar I.

Note: Neither tuition remission for University System of Maryland employees nor tuition remission under the Golden ID program may be used for the executive master's programs. Tuition and fees are those in effect at time of publication, but are subject to change.

Other Fees

- Change in Registration  
  $15  
- Withdrawal  
  $15  
- Late Registration  
  $30  
- Transcripts  
  - Regular Service  
    $5  
  - Rush Service  
    $8  
  - Replacement ID Card  
    $10  

Note: The Board of Regents has authorized the university to charge a student's delinquent account for all collection costs incurred by the university. The normal collection fee is 17 percent plus attorney and court costs. The service charge for a dishonored check is $25. Requests for services (e.g., transcripts, diplomas, withdrawals) will be denied until all debts are paid.

Tuition Assistance

Monthly Tuition Payment Plan

Beginning fall 2000, UMUC will offer a new, cost-effective alternative for students who are budgeting for college tuition: an interest-free, monthly tuition-payment plan. The new plan will allow students to spread all or part of their tuition bills into monthly installments on a semester basis. This new payment plan offers students greater financial flexibility. All UMUC students are eligible to participate in the payment plan, regardless of financial need. For more information, visit the Web site at www.amsweb.com or call AM S at 800-635-0120.

The current USM Tuition Remission policy allows a student to take seven credits per semester. Students enrolled in a program that schedules more than 7 credits for the same enrollment period are responsible for credits which exceed the 7-credit limit.

For instance, if two MBA seminars are scheduled for the same semester, USM Tuition Remission will only cover one of the seminars since two seminars exceed the seven credit limit.

Employer-Provided Assistance

When an employer is going to pay for part or all of the student’s tuition, the student must submit, at the time of registration, two copies of a document (purchase order, tuition assistance form, or contract) containing the following information:

- The student’s name and Social Security number.
- A specific description of fees, charges, and the amount to be assumed by the sponsor, such as tuition, application fee, registration fee, change in registration fee, late registration fee, or books. No credit will be granted for any fees unless specified.
- The semester covered by the document.
- The billing address.

The signature and telephone number of the authorizing official.

Students who do not have an authorizing document when registering must pay the bill in full and arrange for direct reimbursement from their employer. UMUC cannot issue a refund to the student and bill the employer.

If so specified, students may charge books and supplies against the document for 15 days after the end of each registration period. After that time, students will be required to pay any additional charges. When charging books to the document, students must submit a separate copy of the authorizing document to the University Book Center in the Stamp Student Union (see College Park map on pages 52–53).

Note: A document will not be accepted if it restricts payment or is in any way conditional. If the student’s sponsor does not pay the university within 75 days of the billing date, the student is responsible for payment. Any questions regarding tuition assistance should be directed to the contract section of the Finance Office at 301-985-7144; students outside the region may send an e-mail to gradinfo@umuc.edu.

Federal Employee Tuition Assistance

Federal employees should process their tuition assistance forms through the appropriate assistance agency well in advance of registration. No registrations can be accepted without assistance forms properly completed and all fees paid in full.

USM Employee Tuition Remission

USM employees eligible for remission of fees for a UMUC course should present the appropriate forms at mail-in or walk-in registration (tuition remission does not apply to noncredit programs, executive programs, or the Doctor of Management program). The remission-of-fees form must specify UMUC. Remission of fees does not cover the $50 application fee. Employees who register and pay their fees are not eligible for a refund by submitting a fee-remission form at a later date. USM employee tuition remission is available on a limited basis for
the Master of Business Administration. Students are encouraged to contact Graduate Services for registration information.

**Tuition Remission for Spouses and Dependent Children of Faculty and Staff**

UMUC accepts completed remission-fee forms at the time of mail-in or walk-in registration on a first-come, first-served basis. Only a limited number of persons will be accepted for tuition remission, and those accepted will receive remission for only one course. Individuals interested in tuition remission may contact the personnel office at their work site.

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**Financial Aid**

To receive financial aid for fall 2000, students must first complete the 2000–2001 Free Application for Federal Student Aid (FAFSA) and other forms included in the UMUC financial aid kit or found at the UMUC Web site at www.umuc.edu/studserv/studserv.html. To receive a kit by mail, students should call 301-985-4617 or send e-mail to gradinfo@umuc.edu. UMUC graduate students must apply for federal/state aid through UMUC’s Graduate Services, not through any other office or institution of the University System of Maryland. The priority deadline for filing a financial aid application for the fall 2000 semester is June 1, 2000.

All documentation must be on file in the Graduate Services office by June 1, 2000, to ensure the timely receipt of federal/state assistance and to allow for registration during the walk-in registration period. All applications received after the June 1, 2000 deadline will be reviewed, but there is no guarantee that funds will be available in time for registration. Students who miss the June 1, 2000 deadline must be prepared to pay tuition at the time of registration. Students should send e-mail to gradinfo@umuc.edu or call Graduate Services at 301-985-7155 for a status update on their application. If the financial advisor is not available, students should leave a complete message, including name, Social Security and telephone numbers, and the reason for the call.

**Recent UMUC Undergraduates**

Graduate School financial aid for recent graduates of the UMUC undergraduate program will not be processed in time to cover the first semester’s tuition and book costs. Instead, the Graduate School’s financial aid office will process the financial aid at some point during the first semester of attendance.

**Financial Aid Recipient Refund Policy**

Financial aid offers are considered active final awards at the end of UMUC’s refund period. If a student withdraws before the end of this period, the student is liable for all costs incurred and will be billed accordingly. Policies stated below on official withdrawal date and cancellation fee continue to apply.

Continuing students at UMUC who withdraw from the institution (not merely from a course) before completing the first 50 percent of the semester are entitled to a refund based on the number of weeks completed, according to the following schedule. For these federal refunds, “a week of classes” is considered to start on Sunday and end the following Saturday.

- **100%** From the date of registration to the first day of classes.
- **90%** From the second day of classes to the end of the second week of classes.
- **50%** From the beginning of the third week of classes to the end of the fourth week of classes.
- **25%** From the beginning of the fifth week of classes to the end of the eighth week of classes.

Students in their first enrollment period with UMUC who are receiving federal financial aid (grants, work study, or loans) are subject to a federal pro-rata refund policy if they withdraw from the institution (not merely from a course) before completing 60 percent of the enrollment period for which they have been charged.

All classes are calculated independently using the federal formulas. Based on this calculation, most of the refunded federal aid is returned to the appropriate federal aid program.

**Repayment Formula**

A repayment is the amount of cash disbursement to a student that must be repaid to Title IV programs. A cash disbursement is paid to a student for noninstitutional expenses (educational costs not payable directly to UMUC).

A repayment is required if a student received a cash disbursement greater than the amount needed to cover any noninstitutional expenses reasonably incurred before the student ceased attendance at UMUC.

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**Veterans’ Educational Benefits**

Graduate students who are eligible for Department of Veterans Affairs (VA) educational benefits should contact Graduate Services each semester to initiate or continue their benefits.

The amount of VA monthly benefits a student receives varies with the different educational assistance programs. Full- or part-time status is determined by using the following table:

**Table for Computing Graduate Units**

<table>
<thead>
<tr>
<th>Level of Course</th>
<th>Units Allowed</th>
<th>Units per credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>000–399</td>
<td>2</td>
<td>2 units per credit</td>
</tr>
<tr>
<td>400–499</td>
<td>4</td>
<td>4 units per credit</td>
</tr>
<tr>
<td>500–599</td>
<td>5</td>
<td>5 units per credit</td>
</tr>
<tr>
<td>600–898</td>
<td>6</td>
<td>6 units per credit</td>
</tr>
<tr>
<td>799 (research)</td>
<td>12</td>
<td>12 units per credit</td>
</tr>
<tr>
<td>899 (research)</td>
<td>18</td>
<td>18 units per credit</td>
</tr>
</tbody>
</table>

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Withdrawals

Official withdrawal from a class must occur no later than 14 days before the final class. Students can officially withdraw from a course in any of the following ways:

- Withdraw through touch-tone (IRIS) at 301-985-7499 or 800-584-9413.
- E-mail the withdrawal request to gradinfo@umuc.edu.
- Complete a withdrawal form at the Information Desk in the SFSC. The withdrawal becomes effective on the date the form is filed.
- Request in writing to withdraw from a course or courses. Withdrawal requests should be made to: UMUC, Graduate Services, Room 2201, 3501 University Boulevard East, Adelphi, MD 20783. Students who officially withdraw from a course will receive a grade of “W.” The postmark on the envelope or the date and time on the e-mail will be the official date of withdrawal. Because the Graduate School can honor only withdrawal requests actually received, it is recommended that students ask for a return receipt from the post office to ensure that delivery of the withdrawal request will be acknowledged. Withdrawals cannot be accepted over the telephone. Failure to withdraw in the required manner will result in the forfeiture of any refund and may result in a failing grade.

Stopping payment on checks for registration fees, or not paying at registration, does not constitute an official withdrawal or relieve students of financial obligation to the University System of Maryland. Never attending or ceasing to attend classes does not constitute a withdrawal.

Refund Policy

The official date used to determine a refund is either the date the withdrawal form is filed at the Information Desk at the Student and Faculty Services Center, the postmarked date on a written request, or the date and time on the fax or e-mail. The official date for federal financial aid recipients is the last date of class attendance as determined by federal regulations.

Note: As stated previously, students in their first enrollment period with UMUC who are receiving financial aid (grants, work study, or loans) are subject to a new federal pro-rata refund policy if they withdraw from the institution (not merely from a course) before completing 60 percent of the enrollment period for which they have been charged. A financial aid counselor can be contacted for further information.

Refund for Course Cancellations

The university refunds 100 percent of tuition and registration fees for courses canceled by the university. The application fee is nonrefundable, even when a course is canceled.

Refund for Student Withdrawals

Tuition is refunded as follows:

- 100% If class is dropped before the first class meeting.
- 75% If class is dropped before the second class meeting.
- 50% If class is dropped before the third class meeting.
- 25% If class is dropped before the fourth class meeting.
- 0% If class is dropped the day of or after the fourth class meeting.

Application and change-in-registration fees are not refunded. A $15 withdrawal processing fee is deducted from the 100 percent refund. The official date used to determine a refund is either the date the withdrawal form is hand-delivered to the Information Desk at the SFSC, the postmark date on a mailed request, or the date and time of the e-mail to gradinfo@umuc.edu. The office’s business hours are Monday through Friday, from 8:30 a.m. to 5 p.m.

Textbooks

Textbook information is available on the UMUC Web site for the Graduate School at www.umuc.edu/studserv/isis/schedule/grsocmenu.html. Book information is linked to the Schedule of Classes (at the end of each course section scroll over to the blue “books” link).

Graduate students may purchase textbooks from the following book stores (Note: MBS Direct is the Graduate School’s online provider):

Maryland Book Exchange
4500 College Avenue
College Park, MD 20740-3398
Phone: 301-927-2510
Fax: 301-209-7118
Web site: www.marylandbook.com

Ordering Instructions

The best time to order is two weeks before classes begin. Once classes have begun, place orders between 9 a.m. and 11 a.m., or after 5 p.m. At peak order times, phone orders cannot be accepted. Every effort is made to fill orders within 24 hours. Orders are shipped via UPS, Monday through Friday. MasterCard, VISA, American Express, Discover, and checks are accepted. Prices are subject to change. Students sending a check should call for total cost including applicable tax and shipping charges.

Business Hours

Monday–Thursday 10 a.m.–6 p.m.
Friday–Saturday 10 a.m.–5 p.m.
Sunday 12 p.m.–5 p.m.

Extended hours: Call for exact times.
University Book Center
University of Maryland, College Park
Adele H. Stamp Student Union Building
College Park, M.D. 20742-4615
Phone: 301-314-BOOK
or 800-343-6621
Fax: 301-314-7858 or 301-403-8326
Web site: www.ubc.umd.edu
E-mail: bookcntr@umdacc.umd.edu

Ordering Instructions
1. Orders can be mailed, phoned, faxed, or e-mailed.
2. Orders received up to two weeks before classes start will be pulled and shipped within 48 hours (Monday through Friday) to ensure delivery by the first day of classes.
3. Every effort will be made to fill orders as requested.

MasterCard, VISA, American Express, and Discover are accepted. Most employer-provided assistance documents are accepted. Students should contact the bookstore to verify requirements.

Business Hours
Students should call for exact times or visit the Book Center’s Web site.

MBS Textbook Exchange Direct Sales
MBS Direct is an online textbook service. Textbooks for online courses are available approximately six weeks before courses begin.

Regular Mail Orders
MBS Direct
P.O. Box 597
Columbia, M.O. 65205
Express Mail Orders
MBS Direct
2711 West Ash
Columbia, M.O. 65201
From U.S. or Canadian telephones:
Phone: 800-325-3252
Fax: 800-325-5152
From all other telephone exchanges:
Phone: 573-445-2243
Fax: 573-446-5254
Web site/Virtual Bookstore:
direct.mbsbooks.com/umuc.htm

Ordering Instructions
Textbooks may be ordered on the World Wide Web through the Virtual Bookstore, or by phone, fax, or mail. Phone orders require the use of a credit card. The Virtual Bookstore can process an order if a credit card is used and an e-mail address is provided for confirmation purposes. Orders are shipped within 24 hours of receipt, with a three- to five-day delivery schedule.

Shipping charges are current UPS ground delivery rates. Students receive a 20 percent discount on the UPS charges (continental United States only) if the order is placed using the Virtual Bookstore. Shipping charges for mail orders paid by check are calculated on the dollar amount of the order. Overnight and two-day UPS delivery is available for an additional fee.

MasterCard, VISA, American Express, Discover, checks, and money orders are accepted. Outside the United States, only VISA and MasterCard are accepted.

Regular Hours (Central Standard Time)
Monday–Thursday 7 a.m.–9 p.m.
Friday 7 a.m.–6 p.m.
Saturday 8 a.m.–12 noon

InterED
UMUC utilizes information from InterEd, an independent supplier of research-based intelligence and assessment services to colleges and universities. This information is used to keep UMUC abreast of changes and developments in the business world and apply this information as it relates to the student’s program choice. More information about InterEd is available via the Internet at www.intered.com.
Doctor of Management

Curriculum

Breadth Component
Requiring from 6–18 semester hours (depending upon the candidate’s prior graduate education background), the breadth component lays the groundwork for an interdisciplinary approach to management. It familiarizes the students with some of the important disciplines related to management and contributes to their ability to manage complex, large scale projects involving specialists from a variety of backgrounds. The breadth component ensures that doctoral students will have exposure to the following areas: International Competition, Behavioral Sciences, Technology/Information Management, Economics/Finance, Marketing, Project or Organizational Management/Assessment, and Research Methods. To fulfill the breadth requirement, a doctoral student must demonstrate successful completion of graduate-level coursework in the above disciplines.

Core Seminars
The doctoral core builds on the background students gained from the breadth component or their prior graduate work. On completion of the core, students will be able to examine a problem or opportunity creatively using an array of theoretical constructs and: suggest innovative solutions, lead organizational change, provide strategic planning and implementation, design and undertake a research project in response to an organizational need, and foster lifelong learning in others. The doctoral core is taught in the “executive” format—primarily Saturday sessions and online conferencing—and is divided into two seminars, each worth nine semester hours. In each of these two core seminars there is a heavy emphasis on information and technology systems and their interactions and interrelationships with human systems.

Doctoral Seminar A 9 semester hours
This seminar provides students with a foundation in science, theory, and research to apply critical thinking skills in the identification, understanding, and resolution of business and management issues. The seminar has three goals: to provide a foundation in the history of ideas and the formation of knowledge, to enable participants to critically evaluate the ideas of others and also to develop, defend, and test their own ideas; and to give participants the opportunity to employ relevant theories, concepts, and ideas in concrete organizational and management situations.

- Module I  Epistemology and Critical Thinking
- Module II  Systems and Environment
- Module III  The Role of Research in Organizations

Doctoral Seminar B 9 semester hours
This seminar builds on the knowledge, skills, and insights developed in Seminar A and the content covered by the program breadth requirements (the breadth requirements must be completed before this seminar is taken). The emphasis is on depth, integration, and application in such key areas as technology management, leadership development and decision making, and strategic management.

- Module I  Technology and Social Systems Design
- Module II  Leadership for the 21st Century
- Module III  Innovation and Strategy for Global Competition
Master of Business Administration

Upon applying to this online MBA program and before the start of the first seminar, students must be registered in an orientation course (OMBA 600 MBA Orientation) consisting of assigned readings with either questions or problems to review in the following areas: management theory, economics, statistics, financial accounting, financial decision making, product costing, and the theory of constraints.

Students may register for OMBA 600 at any time after their application has been received and processed. Students are expected to review each of the subject areas and complete the associated assignments. The assignments may be completed in any order, and a faculty member is available to answer questions.

Course Number: OMBA 600
Course Name: MBA Orientation
MBA Cohort Group 2: Continuous to Mar. 25, 2000
MBA Cohort Group 3: Continuous to Oct. 7, 2000

Students may enroll in OMBA 600 at any time. A section of OMBA 600 is open for registration 365 days. Students who wish to begin the MBA program on October 23, 2000, should plan on completing OMBA 600 by October 7, 2000.

The MBA is designed to be interdisciplinary, integrated, and applied. It incorporates organizational and management processes in the context of the global business environment. The objectives of the MBA program are to explore the evolving nature of corporations, blend leadership with change management, better measure an organization’s intellectual assets, merge product development with entrepreneurship, and foster new approaches to measuring the economic performance of organizations. The seminar dates for the next two cohorts are:

Course Number: OMBA 601
Course Name: Organizational and Management Processes
MBA Cohort Group 4: May 28, 2001 to Aug. 18, 2001

Master of Distance Education (MDE)

Core Courses (21 credits)
OMDE 601 Foundations of Distance Education
OMDE 602 Distance Education Systems
OMDE 603 Technology in Distance Education
OMDE 604 The Management of Distance Education
OMDE 605 New and Emerging Media in Distance Education
OMDE 606 Economics of Distance Education
OMDE 607 Instructional Design

If you wish to receive additional information on the online MBA program, call 301-985-4617 or 800-888-UMUC, fax to 301-985-7544, visit www.umuc.edu/mba, or send an e-mail to gradschool@info.umuc.edu.
Elective Courses (12 credits)
OMDE 611 Issues in the Delivery of Library Services to Distance Students
OMDE 612 Electronic Information Literacy: Using the Web for Research
OMDE 613 K-12 Distance Education
OMDE 621 Training at a Distance
OMDE 622 New and Emerging Media in Distance Education
OMDE 623 Web-Based Learning and Teaching and the Virtual University
OMDE 624 Student Support in Distance Education
OMDE 625 International and Cross-Cultural Aspects of Distance Education
OMDE 631 Advanced Technology in DE 1-Synchronous Learning Systems
OMDE 632 Advanced Technology in DE 2-Asynchronous Learning Systems
OMDE 633 Information Technology and Distance Education
OMDE 634 Teaching and Learning in Distance Education

End-of Program Course (3 credits)
OMDE 690 Distance Education Project

Note: See Program Director for specific requirements.

Master of International Management (IMAN)

Core Courses (21 credits)
IMAN 601 Managing in a Competitive International Environment*
IMAN 615 Foreign Investment and Strategic Alliances
IMAN 625 International Trade and Trade Policy
ADMN 625 Organizational Communication and Group Development
ADMN 630 Financial Decision Making for Managers**
ADMN 631 Financial Management in Organizations**
ADMN 635 Organizational Leadership and Decision Making
IMAN 650 Managing Overseas Operations***

*IMAN 601 is the recommended first course for all IMAN students, and ADMN 630 or ADMN 631 is the second course.

**International Finance track students must take ADMN 631 as a core course in place of ADMN 630. ADMN 630 remains a core course for all other International Management students. Students should e-mail or call the track's associate director at 301-985-7200 for additional information.

***Prerequisite: Completion of all core and track courses.

Specialty Tracks (12 credits)

International Commerce
IMAN 630 International Financial Management*
IMAN 635 The Public Sector in International Commerce
IMAN 640 International Marketing Management
IMAN 645 The International Legal and Tax Environment

*It is strongly recommended that students take ADMN 630 or ADMN 631 before enrolling in this course.

International Finance
ADMN 632 Financial Management of Current Operations*
ADMN 633 Long-Term Financing of Organizations*
ADMN 634 Financial Markets and Investments*
ADMN 639 Multinational Financial Management
IMAN 645 The International Legal and Tax Environment

*Students must take ADMN 639 and IMAN 645 plus any two of the following courses: ADMN 632, ADMN 633, or ADMN 634.

International Marketing
IMAN 620 International Marketing Research and Analysis
IMAN 630 International Financial Management
IMAN 640 International Marketing Management
ADMN 687 Market Segmentation and Penetration* or ECOM 620 E-Marketing

*ADMN 687 Market Segmentation and Penetration replaced ADMN 685 beginning in the spring of 1999. Students who have taken ADMN 685 previously need not take ADMN 687.

End-of-Program Options (3–6 credits)
(see page 28)
IMAN 690 Management Project* or Two-Course Option

*Prerequisite: Completion of all core and track courses.

Master of Science in Computer Systems Management (CSMN)

Core Courses (15 credits)
CSMN 601 Issues, Trends, and Strategies for Computer Systems Management*
TMAN 614 Strategic Management of Technology and Innovation**
TMAN 612 Financial Management for Technology Managers
TMAN 632 Organizational Performance Management
CSMN 660 Seminar in Managerial Decision Making for Computer Systems Management***

*This course is recommended as the first course for Computer Systems Management students.
**Replaces ADMN 603.
***Prerequisite: Completion of 27 credits of graduate coursework.
### Elective Courses (6 credits)

Two elective courses from Computer Systems Management specialty tracks, TLMN, TMAN, ADMN 645, or CSMN 639 Multimedia and the Internet.

### Specialty Tracks (12 credits)

#### Applied Computer Systems
- CSMN 615 Hardware and Operating Systems
- CSMN 616 Distributed Computing*
- CSMN 617 Principles of Programming Languages*
- CSMN 618 Knowledge-Based Systems*
  *Prerequisite: Calculus I or equivalent.

#### Database Systems and Security
- CSMN 655 Information Risk Assessment and Security Management*
- CSMN 656 Database Processing and Design
- CSMN 657 Advanced Database Applications**
- CSMN 658 Software Reliability and Reusability
  **Prerequisite: Statistics.

#### Information Resources Management
- CSMN 635 Systems Development and Project Control
- CSMN 636 Telecommunications and Connectivity
- CSMN 637 Acquisition of Information Technology
  Plus a third elective, as described above. Individual course prerequisites apply.

#### Software Development Management*
- MSWE 645 System and Software Standards and Requirements
- MSWE 646 Software Design and Implementation
- MSWE 647 Software Verification and Validation
- MSWE 648 Software Maintenance
  *The above MSWE courses satisfy the requirements for this track.

### End-of-Program Options (3–6 credits)

(see page 28)

- CSMN 690 Management Project* or Two-Course Option
  *Prerequisite: CSMN 660.

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### Master of Science in Electronic Commerce (ECOM) (pending approval)

#### Core Courses (15 credits)
- ECOM 610 Introduction to E-Commerce
- ECOM 620 E-Marketing
- ECOM 640 Internet Principles and Applications
- ECOM 660 E-Commerce Financial Management and Accounting
- ECOM 670 Social, Legal, Ethical, and Regulatory Issues
- ECOM 680 E-Commerce Application Software
- ECOM 690 E-Commerce Capstone
- TLMN 636 Internet Principles and Applications*
  *Students may enroll in this class only after completing at least 27 of the required 36 credits.

#### Note:
Electives are chosen from existing UMUC graduate courses.

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### Master of Science in Environmental Management (ENVM )

#### Core Courses (21 credits)
- ENGM 610 Engineering Economics and Financial Analysis
- TMAN 640 Project Management
- ENVM 641 Environmental Auditing
- ENVM 643 Environmental Communication and Reporting
- ENVM 646 Environmental Law and Policy Development*
- ENVM 647 Environmental Risk Assessment
- ENVM 670 Seminar in Environmental Management**
  *ENVM 646 must be among the first three courses taken by new students admitted into the program.
  **Prerequisite: Completion of 27 hours of graduate coursework.

#### Electives (12 credits)

Students must choose four of the following courses:
- ENVM 644 New Technologies in Environmental Management
- ENVM 645 Hazardous Materials Transportation
- ENVM 648 Fundamentals of Environmental Systems*
- ENVM 649 Principles of Waste Management and Pollution Control
- ENVM 650 Land and Water Resource Management
- ENVM 651 Watershed Planning and Management
- ENVM 652 Principles of Air Quality Management
- ENVM 653 Air Pollution Sources and Controls
  *ENVM 648 is required for students lacking an undergraduate degree in science or engineering and one year of experience in the environmental field. ENVM 648 (if required) and ENVM 646 must be among the first three courses taken by new students admitted into the program.

#### End-of-Program Options (3–6 credits)

(see page 28)

- ENVM 690 Management Project* or Two-Course Option
  *Prerequisite: Completion of 30 hours of graduate coursework and ENVM 670.

#### Environmental Business Concentration

The Environmental Management Program, in lieu of four environmental electives, is offering the following cluster of four TMAN courses as electives for a concentration in environmental business:
- TMAN 613 Marketing Technology-Based Products and Services
- TMAN 614 Strategic Management of Technology and Innovation
Master of Science in Information Technology

Core Courses (21 credits)
- MSIT 607 Internet Principles and Applications
- MSIT 610 Foundations of Information Technology
- MSIT 620 Computer Concepts
- MSIT 630 Concepts in Software-Intensive Systems
- MSIT 640 Data Communications and Networks
- MSIT 650 Systems Engineering
- MSIT 666 Internet Principles and Applications
- MSIT 670 IT Integration and Applications (capstone)

Elective Courses (15 credits)
Students may select from the following courses to fulfill the elective requirement (each course is 3 credits):

Computer Systems Group
- CSMN 615 Hardware and Operating Systems
- CSMN 616 Distributed Computing
- CSMN 617 Principles of Programming Languages
- CSMN 618 Knowledge-Based Systems

Software Systems Group
- MSWE 635 Software Development
- MSWE 645 Systems and Software Standards and Requirements
- MSWE 646 Software Design and Implementation
- MSWE 647 Software Verification and Validation
- MSWE 648 Software Maintenance
- CSMN 658 Software Reliability and Reusability

Database Group
- CSMN 656 Database Processing and Design
- CSMN 657 Advanced Database Applications

Telecommunications Group
- TLMN 620 Local Area Networking Systems
- TLMN 625 Wide Area Network Systems
- TLMN 641 Network Management and Design
- TLMN 645 Wireless Telecommunications Systems

Special Topics
- CSMN 637 Acquisition of Information Technology
- CSMN 639 Multimedia and the Internet
- CSMN 655 Information Security
- MSIT 699 Advanced Topics in Information Technology

Information Technology Management Group
- TMAN 612 Financial Management for Technology Managers
- TMAN 614 Strategic Management of Technology and Innovation
- TMAN 633 Human Resource Issues in Technology-Based Organizations
- TMAN 640 Project Management

Master of Science in Management (MSM)

Core Courses (18 credits)
- ADMN 601 The Manager in a Technological Society*
- ADMN 625 Organizational Communication and Group Development
- ADMN 630 Financial Decision Making for Managers** or ADMN 631 Financial Management in Organizations**
- ADMN 635 Organizational Leadership and Decision Making
- ADMN 638 Research Methods for Managers
- ADMN 651 Strategic Management***

*New students are strongly encouraged to enroll in ADMN 601 as their first core course.

**Financial Management or International Financial Management students must take ADMN 631 as a core course in place of ADMN 630. ADMN 630 remains a core course for all other Master of Science students and for those enrolled in the International Management program.

***Capstone Prerequisites: The completion of 30 credits including all core requirements.

Specialty Tracks (15 credits)

Accounting (ACCT)
- ACCT 609 E-Commerce for Accountants
- ACCT 610 Financial Accounting
- ACCT 611 Management Accounting
- ACCT 612 Auditing Process
- ACCT 613 Federal Income Taxation
- ACCT 614 Accounting Information Systems
- ACCT 615 Capstone Accounting Course*

*Note ACCT 615 can be taken only after all core and five Accounting track courses have been completed.

Note: Students who entered the Master of General Administration program in the Applied Management track are not required to switch to the new Interdisciplinary Studies in Management track. Applied Management students should complete ADMN 637 and ADMN 640 plus two electives. If an Applied Management student completes the new six-course M.S. core, that student would have three electives plus ADMN 637 and ADMN 640.
Prerequisites: Students who received bachelor’s degrees in accounting (or earned 24 credits in undergraduate accounting) from another institution must complete 36 graduate credits to earn the MSM. However, UMUC graduates with a specialization in accounting may be able to complete the MSM with only 30 credits, if as undergraduates, they completed certain courses recognized as equivalent by both the Graduate School and Undergraduate Programs at UMUC. (UMUC undergraduate students and alumni, see below for information relating to the articulated undergraduate/graduate school program.)

Note: For Accounting Track students, the end-of-program requirement is incorporated into ACCT 615. Accounting students do not need to select an additional end-of-program option.

**Interdisciplinary Studies in Management**

Students must complete five courses, one from each of the following clusters:

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>IMAN 601</td>
<td>ADMN 662</td>
<td>ADMN 637*</td>
<td>ADMN 685</td>
</tr>
<tr>
<td>IMAN 601</td>
<td>ADMN 663</td>
<td>ADMN 661*</td>
<td>ADMN 686</td>
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<td></td>
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<td>ADMN 641</td>
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<tr>
<td>TM AN 640</td>
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<tr>
<td>TM AN 632</td>
<td>ADMN 665</td>
<td>ADMN 660</td>
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<td>ADMN 644</td>
</tr>
<tr>
<td>ENGM 615</td>
<td>ADMN 666</td>
<td>ADMN 689</td>
<td>ADMN 645</td>
</tr>
</tbody>
</table>

End-of-Program Note: Students who select the two-course option must complete two approved electives. Please contact your advisor for approval of electives.

*Students who have taken ADMN 661 should not take ADMN 637 and vice versa.

**Financial Management (FIN)**

<table>
<thead>
<tr>
<th>ADMN 632</th>
<th>Financial Management of Current Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMN 633</td>
<td>Long-Term Financing of Organizations</td>
</tr>
<tr>
<td>ADMN 634</td>
<td>Financial Markets and Investments</td>
</tr>
<tr>
<td>ADMN 639</td>
<td>Multinational Financial Management</td>
</tr>
<tr>
<td>ADMN 655</td>
<td>Strategic Financial Management*</td>
</tr>
</tbody>
</table>

*Prerequisites: ADMN 631, ADMN 632, ADMN 633, ADMN 634, and ADMN 639.

End-of-Program Note: Students who took ADMN 651 and select the two-course option must complete one of the following approved depth/elective courses: ADMN 637, ADMN 640, ADMN 660, IMAN 615, or IMAN 645. Students who took ADMN 603 and ADMN 650 should contact their advisor for information on approved elective/depth courses. All students should see page 28 for a list of approved interdisciplinary/breadth courses.

**Health Care Administration (HCA)**

<table>
<thead>
<tr>
<th>ADMN 670</th>
<th>The Health Care System</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMN 671</td>
<td>Public Health Administration</td>
</tr>
<tr>
<td>ADMN 672</td>
<td>Financial Management for Health Care ...</td>
</tr>
<tr>
<td>ADMN 673</td>
<td>Legal Aspects of Health Care Administration</td>
</tr>
<tr>
<td>ADMN 674</td>
<td>Health Care Institutional Organization and Management</td>
</tr>
<tr>
<td>ADMN 675</td>
<td>Long-Term Care Administration</td>
</tr>
<tr>
<td>ADMN 679</td>
<td>Special Topics in Health Care Administration**</td>
</tr>
</tbody>
</table>

Note: Students must enroll in ADMN 670, ADMN 673, and ADMN 674, plus two other track courses.

End-of-Program Note: Students who took ADMN 651 and select the two-course option must complete a sixth HCA course as their depth/elective course. Students who took ADMN 603 and ADMN 650 should contact their advisor for information on approved elective/depth courses. All students should see page 28 for a list of approved interdisciplinary/breadth courses.

*It is strongly recommended that students take ADMN 630 before enrolling in this course.

**Prerequisites for ADMN 679 are ADMN 630 and ADMN 673.

**UMUC Undergraduate Accounting Students and Alumni**

UMUC undergraduate accounting majors (both current students and alumni) may be able to waive up to 6 credits of coursework. UMUC undergraduates and alumni are eligible to complete both their BS and MSM with 150 total credits. The Graduate School and Undergraduate Programs have agreed that the two UMUC degrees will "share" 6 credits of coursework and have selected certain courses that each program will accept from the other's curriculum. The shared credits are restricted to the following substitutions:

- The Graduate School will accept either ACCT 426 (Advanced Accounting) in lieu of ADMN 630 (Financial Decision Making for Managers) or ACCT 427 (Advanced Auditing Theory and Practice) in lieu of ADMN 612 (Auditing Process).
- Undergraduate Programs will accept either ACCT 612 (Auditing Process) in lieu of ACCT 427 (Advanced Auditing Theory and Practice) or ACCT 614 (Accounting Information Systems) in lieu of ACCT 326 (Accounting Information Systems).

The total number of credits shared between the two programs cannot exceed 6, and the substitutions above are the only substitutions permissible.
Human Resource Management (HRM)
ADM N 661 Employee Relations
ADM N 663 Job Analysis, Assessment, and Compensation
ADM N 664 Organizational Development and Change
ADM N 665 Current Perspectives in Human Resource Development and Training
ADM N 666 Recruitment and Selection

Note: Students must complete ADM N 662 plus four of the other HRM track courses. (ADM N 662 is the recommended first HRM track course.)
End-of-Program Note: Students who took ADM N 651 and select the two-course option must complete a sixth HRM course as their elective/depth course. Students who took ADM N 603 and ADM N 650 should contact their advisor for information on approved elective/depth courses. All students should see page 28 for a list of approved interdisciplinary/breadth courses.

Management Information Systems (MIS)
ADM N 640 Information Systems for Managers
ADM N 641 Information Systems Management and Integration
ADM N 643 Systems Analysis and Software Engineering
ADM N 644 Decision Support and Expert Systems
ADM N 645 Information Technology and Competitive Advantage

Note: Students must complete ADM N 641, ADM N 643, ADM N 644, ADM N 645, and either ADM N 640 or any course in CSM N or TLM N, subject to course prerequisites. Students who took ADM N 603/ADM N 650 should contact their advisor regarding specific track requirements.
End-of-Program Note: Students who took ADM N 651 and select the two-course option must complete one of the following approved depth/elective courses: ADM N 640 or any course in CSM N or TLM N, subject to individual course prerequisites. Students who took ADM N 603 and ADM N 650 should contact their advisor for information on approved elective/depth courses. All students should see page 28 for a list of approved interdisciplinary/breadth courses.

Marketing (MKT)
ADM N 685 Strategic Market Planning
ADM N 686 Marketing Management
ADM N 687 Market Segmentation and Penetration
ADM N 688 Marketing Intelligence and Research Systems*
ADM N 689 Integrated Direct Marketing*

Note: Marketing students must complete all five track courses.
End-of-Program Note: Students in the Marketing track should contact their advisor for information on approved elective/depth courses. All students should see page 28 for a list of approved interdisciplinary/breadth courses.
*It is strongly recommended that students take ADM N 638 before enrolling in this course.

Not-for-Profit Management (NFP)
ADM N 654 Not-for-Profit Financial Management
ADM N 656 Not-for-Profit Organizations and Issues
ADM N 657 Management of Critical Resources in Not-for-Profit Organizations
ADM N 658 Marketing, Development, and Public Relations in Not-for-Profit Organizations
ADM N 659 Strategic Management in Not-for-Profit Organizations

Note: Students must complete the above five NFP track courses.
End-of-Program Note: Not-for-Profit Management students should contact their advisor for information on approved elective/depth courses. All students should see page 28 for a list of approved interdisciplinary/breadth courses.

Procurement and Contract Management (PCM)
ADM N 622 Integrative Supply Chain Management
ADM N 623 Contemporary Logistics
ADM N 626 Purchasing and Materials Management
ADM N 627 Legal Aspects of Contracting
ADM N 628 Contract Pricing and Negotiation
ADM N 629 Strategic Purchasing and Logistics
ADM N 660 Commercial Transactions in a Technological Environment: Law, Management, and Technology

Note: PCM students must complete ADM N 626, 627, 628, 629, and 660.
End-of-Program Note: Students who took ADM N 651 and select the two-course option should contact their advisor for information on approved elective/depth courses. All students should see page 28 for a list of approved interdisciplinary/breadth courses.

End-of-Program Options (3–6 credits) (see page 28)
ADM N 690 Management Project or Two-Course Option

Master of Science in Technology Management (TMAN)

Technology Management (General Program)

Core Courses (30 credits)
TMAN 611 Principles of Technology Management
TMAN 612 Financial Management for Technology Managers
TMAN 613 Marketing Technology-Based Products and Services
TMAN 614 Strategic Management of Technology and Innovation
TMAN 621 Systems Analysis and Operations Research
TMAN 622 Systems Development, Acquisition, and Management
TMAN 631 Operations Management
TMAN 632 Organizational Performance Management

For up-to-date track and course information, visit www.umuc.edu/gsmt.
FALL 2000 SCHEDULE OF CLASSES

TMAN 633 Human Resource Issues in Technology-Based Organizations
TMAN 671 Seminar in Technology and Innovation Management*

*Prerequisite: Completion of 27 hours of graduate coursework.

General Program Electives (3 credits)
Students must choose one of the following: TMAN 640, TMAN 645, any ENVM course, ADMN 644, or CSMN 615.

End-of-Program Options
Students may take two additional courses from this approved list: ADMN 625, ADMN 628, CSMN 636, IMAN 615, IMAN 640, IMAN 661, and TLMN 602.

Technology Systems Management Specialty

Core Courses (15 credits)
TMAN 611 Principles of Technology Management
TMAN 612 Financial Management for Technology Managers
TMAN 613 Marketing Technology-Based Products and Services
TMAN 614 Strategic Management of Technology and Innovation
TMAN 631 Operations Management
TMAN 671 Seminar in Technology and Innovation Management*

*Prerequisite: Completion of 27 hours of graduate coursework.

Track Courses (12 credits)
TMAN 621 Systems Analysis and Operations Research
TMAN 622 Systems Acquisition and Management
TMAN 623 Systems Analysis and Design
TMAN 640 Project Management

Electives (6 credits)
Students must choose two of the following elective courses: CSMN 615, CSMN 636, CSMN 639, CSMN 655, TLMN 610, TLMN 623, and TMAN 645.

End-of-Program Options
One TMAN course (either TMAN 632 or TMAN 633) and one course from the following: ADMN 627, ADMN 628, ADMN 661, ADMN 663, or IMAN 615.

Biotechnology Management Specialty

Core Courses (18 credits)
TMAN 611 Principles of Technology Management
TMAN 612 Financial Management for Technology Managers
TMAN 613 Marketing Technology-Based Products and Services
TMAN 614 Strategic Management of Technology and Innovation
TMAN 633 Human Resource Issues in Technology-Based Organizations
TMAN 671 Seminar in Technology and Innovation Management*

*Prerequisite: Completion of 27 hours of graduate coursework.

Track Courses (12 credits)
BTMN 640 Societal Issues in Biotechnology
BTMN 641 Commercializing Biotechnology in Early-Stage Ventures
BTMN 642 Selection and Evaluation of Biotechnology Projects
BTMN 644 The Regulatory Environment of Biotechnology
BTMN 646 Bioinformatics

Electives (3 credits)
Students must choose one of the following University of Maryland, Baltimore County (UMBC) or UMUC electives:

UMUC Courses
BTMN 642 Selection and Evaluation of Biotechnology Projects
BTMN 643 The Techniques of Biotechnology
BTMN 645 The Business of Biotechnology

UMBC Courses
ENCH 660 Regulatory Issues in Biotechnology
ENCH 662 Good Manufacturing Practices for Bioprocesses
ENCH 664 Quality Control and Quality Assurance for Biotechnology Products
ENCH 666 Biotechnology GMP Facility Design, Construction, and Validation
TMAN 632 Organization Performance Management
TMAN 645 Electronic Commerce

ISIS allows students online access to many of their personal UMUC electronic records. By simply verifying their SSN and PIN, students can use ISIS to do things like change a home or e-mail address or telephone number, or view and print their individual class schedule, grade report, statement of account, unofficial transcript, or academic audit.
End-of-Program Options (3–6 credits)
(see page 28)
T MAN 690 Management Project* or Two-Course Option

Master of Science in Telecommunications Management (TLMN)

Core Courses (15 credits)
TLMN 602 Telecommunications Industry: Structure and Environment
T MAN 612 Financial Management for Technology Managers
T MAN 614 Strategic Management of Technology and Innovation*
T MAN 632 Organizational Performance Management
TLMN 660 Telecommunications Management Issues**

*Prerequisite: Completion of 30 hours of graduate coursework plus T MAN 671.

**Prerequisite: Completion of 27 credits of graduate coursework.

Technological Specialization Courses (18 credits)
Three of the following six courses:
TLMN 610 Data Communications Systems*
TLMN 620 Local Area Networking Systems*
TLMN 625 Wide Area Networking Systems*
TLMN 630 Satellite Communications Systems*
TLMN 645 Wireless Telecommunications Systems*
MSIT 607 Internet Principles and Applications

*Prerequisite: Statistics and Calculus 1 or equivalent.

All of the following three courses:
TLMN 641 Network Management and Design*
TLMN 650 Hardware and Software Acquisition
TLMN 655 Systems Integration for Telecommunications Managers

*Students who have completed TLMN 640 may take TLMN 641 as a technological specialization course.

End-of-Program Options (3–6 credits)
(see page 28)
TLMN 690 Management Project* or Two-Course Option

Master of Software Engineering (MSWE)

Core Courses (24 credits)
MSWE 601 Issues in Software Engineering
MSWE 603 Systems Engineering
MSWE 635 Software Systems Development
MSWE 645 System and Software Standards and Requirements
MSWE 646 Software Design and Implementation
MSWE 647 Software Verification and Validation
MSWE 648 Software Maintenance
T MAN 640 Project Management

Software Engineering Project/Capstone Course (3 credits)
MSWE 617 Software Engineering Project

Electives (9 credits)
Students are required to take three electives (9 credits) from the following range of technical and managerial offerings.

Technical Electives
CSMN 655, CSMN 656, CSMN 658

Managerial Electives
TLMN 610, TLMN 650, TMAN 612, TMAN 614, TMAN 633

Capstone Course
MSWE 617 Software Engineering Project

Dual Degrees

Master of Science in Management/Master of Business Administration

Students may pursue two academic master's degrees from UMUC with the completion of 54 to 57 credits. The cores of the Master of Science in Management (MSM) and the Master of Business Administration (MBA), consisting of 24 credits, share curriculum content. For students who have already completed the MSM degree and met the graduation requirements, the MBA can then be earned with the completion of 18 additional credits in seminar work. The seminars are:

OMBA 604D Technology and Operations Management
OMBA 606D Organizations and the External Environment
OMBA 603D The Marketing of New Ideas*
or
OMBA 605D Economics of Management Decisions*
For those who have already completed the MBA, met the graduation requirements, and are now in pursuit of the MS in Technology Management, the dual degree can be accomplished with the completion of 15 total credits from an MSM specialty track, with 3 of those credits from OMBA 607.

*Alumni of the Marketing track must complete OMBA 605D; alumni of the Finance track must complete OMBA 603D. All other students have the option of selecting either OMBA 605D or OMBA 603D. All requirements for both degrees must be completed within 7 years. All MBA work must be completed within 5 years.

For additional information, visit www.umuc.edu/progstmt/mbamsm or send an e-mail to adimarro@umuc.edu.

Master of Science in Technology Management/
Master of Business Administration

Students in the dual TMAN/MBA program complete the TMAN and then take additional credits to earn the MBA.

The dual degree program will allow technology management students to obtain breadth and depth of study from the combined degrees. The dual degree program is designed to provide a program of study that focuses on the theories and skills needed to manage people and resources within an organization.

Technology management students must complete the following 6-credit seminars to obtain the MBA degree:

- OMBA 602D — The Dynamics of Individuals and Groups at Work
- OMBA 603D — The Marketing of New Ideas
- OMBA 605D — Economics of Management Decisions
- OMBA 606D — Organizations and External Environment

All requirements for both degrees must be completed within 7 years. All MBA work must be completed within 5 years.

Master of International Management/
Master of Business Administration

Students in the dual MIM/MBA program can choose to complete the MIM first and then take additional credits to earn the MBA or complete the MBA first and then take additional credits to earn the MIM.

Students must first complete the entire MIM degree program (36–39 credits) and meet all the requirements for graduation.

Upon application, students will be awarded an MIM. The MIM “alumni” can then earn an MBA degree (second actual degree document) by completing 18 hours of MBA work. The choice of MBA seminars will depend on the MIM specialty track.

Students who complete the International Finance track of the MIM will take these courses which are 6 credits each:

- Seminar 601 (OMBA 601D) — Organization and Management Processes
- Seminar 604 (OMBA 604D) — Technology and Operations Management
- Seminar 605 (OMBA 605D) — Economics of Management Decisions

Students who complete the Executive Master of International Management will take these courses which are 6 credits each:

- Seminar 603 (OMBA 603D) — Marketing of New Ideas
- Seminar 604 (OMBA 604D) — Technology and Operations Management
- Seminar 605 (OMBA 605D) — Economics of Management Decisions

Master of Science in Electronic Commerce/
Master of Business Administration (pending approval)

Students may elect to pursue a dual MSEC/MBA degree program. To do so, the student must complete the entire 36-credit MSEC degree followed by 24 credits from the MBA program (OMBA 602, OMBA 604, OMBA 605, and OMBA 606, each of which is worth 6-credits) for a total of 60 credits for both master’s degrees. Conversely, a student in the MBA program may pursue the dual degree option by taking 18 credits from the MSEC core curriculum, again for a total of 60 credits for both degrees.

Textbooks

All textbooks for courses are listed on The Graduate School’s Web site at www.umuc.edu/studserv/isis/schedule/grsocmenu.html.
To offer students flexibility, the Graduate School has developed the following end-of-program options for students in the standard program:* 

Option 1. Students may choose to demonstrate their ability to structure and complete a major project that identifies and resolves an important management or organizational issue by completing a management project.

Option 2. Students may choose to expand their knowledge in their chosen fields by enrolling in two additional courses that complement their degrees or career objectives. One selection must be from an interdisciplinary set of courses identified by each department and one must be from a list of courses designed to enhance knowledge in particular tracks or programs.**

*This policy does not apply to students in the executive programs or MBA program.

**Master of Distance Education students may not use this option. Master of Software Engineering students may not use this option.

Option 1—Management Project

Students who are able to arrange a meaningful assignment with their employers are encouraged to undertake the completion of the management project option. Since the management project is often an added value to the employer, students who are receiving financial assistance may want to complete their degree programs with this beneficial assignment. For those who do, it is important to note that completion of the management project in one semester demands careful planning, dedication, discipline, and considerable support from the sponsoring organization. In the event that circumstances do not allow the project to be completed within one semester, one more 1-credit enrollment will be permitted. If the management project is not completed within the allotted two semesters, the student must switch to the two-course requirement.

Students who present their project and receive either a pass-conditional or a failing grade must successfully complete the management project option within the time allowed by policy. Students in this situation may not switch to the two-course option.

Those students who choose option 1 must demonstrate their ability to structure and complete a major project that identifies and resolves an important management or organizational issue. They must develop and gain approval of a problem statement and prospectus, carry out the project, and present a final report. Students report the results of their efforts in written and oral form. The project may be developed in cooperation with a current employer or with some other organization of the student's choice, provided there is no conflict of interest. The project must be conducted under the direction of a faculty advisor in cooperation with an on-site project supervisor.

Students may enroll in ADMN 690, CSMN 690, ENGM 690, IMAN 690, TLMN 690, or TMAN 690. Reenrollment can occur for just one semester (designated 690M), providing that all requirements for the degree are completed within the 7-year limit. Students in the executive programs may enroll in 690 in 690 as many times as necessary to complete their projects, within the 7-year time limit. They may not enroll in 690M.

All students entering the management project phase of their program must meet with their faculty advisors. The 7-year limit for completing all degree requirements is strictly enforced.

Students with questions concerning enrollment in ADMN 690, CSMN 690, ENGM 690, ENVLM 690, IMAN 690, TLMN 690, or TMAN 690 should contact their departmental advisors at 301-985-7200 or by e-mail using the addresses on page 55. Successful management project reports for all programs are available for review. Call 301-985-7209 for library hours.

Option 2—Two-Course Option

(For nonexecutive programs only)

Those students who choose option 2 must enroll in one of the selected interdisciplinary courses for their respective degree program and one elective course as outlined below:

**Interdisciplinary/Breadth Courses (select one)**

Master of Science in Management

IMAN 601, IMAN 625, IMAN 630, IMAN 635, IMAN 640, IMAN 645, IMAN 661, TMAN 632, or TMAN 640

*Not open to Financial Management track students.

**Open to Financial Management track students as an elective/depth course not as an interdisciplinary/breadth course. Financial Management track students should see End-of Program note on page 23 for additional information on approved Elective/Depth courses.

***IMAN 661 includes a trip to Europe.
Master of Science in Computer Systems Management
ADM N 625, IM AN 601, IM AN 625, IM AN 635, IM AN 661,* or T MAN 633

*IM AN 661 includes a trip to Europe.

Master of Science in Engineering Management
ADM N 625, or ADM N 628, IM AN 640, IM AN 661,* T MAN 640, or T MAN 632

*IM AN 661 includes a trip to Europe.

Master of Environmental Management
ADM N 625, ADM N 628, IM AN 615, IM AN 661,* T MAN 632, or T MAN 633

*IM AN 661 includes a trip to Europe.

Master of International Management

*International Finance track students only.

Master of Science in Technology Management
ADM N 625, ADM N 628, CSM N 636, IM AN 615, IM AN 640, IM AN 661,* or TLM N 602

*IM AN 661 includes a trip to Europe.

Master of Science in Telecommunications Management
ADM N 625, IM AN 601, IM AN 625, IM AN 635, IM AN 661,* or T MAN 633

*IM AN 661 includes a trip to Europe.

Elective/Depth Courses (select one)

Master of Science in Management
Approved elective/depth courses vary within the MSM program from track to track; see your track’s end-of-program note on pages 22–24.

Master of Science in Computer Systems Management
Students may select a course from any other CSM N track or from TLM N (except TLM N 660).

Master of Science in Engineering Management
Students may select any graduate engineering course (subject to approval of advisor).

Master of Environmental Management
Students may choose any other elective in the Environmental Management program.

Master of International Management
International Commerce Track
CSMN 601, ECOM 620, IM AN 661,* T MAN 632, T MAN 633, or T MAN 640

International Finance Track
IM AN 635, IM AN 640, or IM AN 661*

International Marketing Track
IM AN 635, IM AN 645, or IM AN 661*

*IM AN 661 includes a trip to Europe.

Master of Science in Technology Management
Students may select a course from another Technology Management track.

Master of Science in Telecommunications Management
Students may select CSMN 601, 615, or 655, or any TLMN course not yet taken.

ADMN 630 Financial Decision Making for Managers
As of fall 1999, the content of ADMN 630 Financial Decision Making for Managers has changed significantly. The course no longer includes an introductory discussion of economics and financial statement analysis. Instructors assume that students enrolled in ADMN 630 understand fundamental microeconomic and macroeconomic concepts, such as opportunity cost, supply and demand analysis, and fiscal and monetary policy, as well as the formation and analysis of basic financial statements. Students who are not familiar with these concepts are advised to enroll in UCSP 620 Financial Accounting and UCSP 621 Economics. The pace of ADMN 630 will preclude a faculty member from working with individual students who lack a grounding in basic economics and financial accounting. This will also make it difficult for a student to take both the noncredit course and ADMN 630 in the same semester.
Executive Programs

Executive Master of Business Administration

The Executive Master of Business Administration is a 42-credit program designed to prepare mid- to senior-level executives to lead, organize, and manage business functions in a rapidly changing, technologically sophisticated and global marketplace. Completed in 21 months, this accelerated and interdisciplinary program integrates all areas of business competency into six seminar themes and culminates with a strategy project. Providing participants a unique opportunity to plan and complete a practical strategic business plan, the strategy project teams participants with sponsoring corporations to develop market entry or market enhancement strategies that improve the sponsoring firm’s competitive advantage. Courses are delivered through a combination of face-to-face Saturday seminars and online study, and include a one-week international study trip. Throughout the program, emphasis is placed on teamwork and executive style presentations. Courses are delivered through a combination of online study and face-to-face seminars held on Saturdays. The seminar themes are:

XMBA 601 Overview of Management Theory, Strategic Thinking, and Global Management
XMBA 602 Organizational Leadership, Management of Human Resources, and Business Ethics
XMBA 603 Marketing, Entrepreneurship, and New Product Development
XMBA 604 Technology and Operations Management
XMBA 605 Financial Systems and Management Accounting
XMBA 606 International Business, Trade, and Business Law
XMBA 607 Strategy and Capstone Project

Executive Master of Science in Technology Management

The Executive Master of Science in Technology Management is a 36-credit program that encompasses all aspects of management associated with the identification, development, acquisition, and application of technologies for the production of goods and services. This program is designed around three competency areas that are important for managers in a technology-driven, globally competitive business environment: Strategic Management, Systems Management, and Operations Management. Consequently, the first three seminars focus on each of these key areas and the fourth seminar is designed to integrate the lessons and objectives of the previous three. Classes are held on Saturdays. The four seminar themes are:

TMAN 691 Strategic Management of Technology and Innovation (12 credits)
TMAN 692 Systems Development and Management Analysis (9 credits)
TMAN 693 Operations Management (9 credits)
TMAN 694 Capstone (6 credits)

Executive Program in Information Technology

The Executive Program in Information Technology is a 36-credit program designed to develop the critical competencies in computer systems management and telecommunications management needed by senior executives who serve in the capacity of chief information officer, chief technology officer, and other leadership positions where knowledge of information technology (IT) is a critical component. The information technology program leads to a Master of Science degree in either Computer Systems Management or Telecommunications Management, depending on which track the student chooses. Topics covered include the role of information in decision making, organizational needs assessment, the relationship of an IT strategic plan to the organization’s strategic plan, data communication systems, computer networks, telecomm-

Executive Programs Note: Those interested in enrolling in an executive program should contact the Office of Executive Programs directly at 301-985-7069.
munication networks, satellite and wireless systems, use of multimedia, management support systems, and hardware/software acquisition. Classes are held on Saturdays. The seminar themes are:

- **XMIT 691** Strategic Management of Information Technology (9 credits)
- **XMIT 692** Current and Emerging Technologies (9 credits)
- **XMIT 693** Computer and Telecommunication Systems (9 credits)
- **XMIT 694** Information Technology Implementation and Operations (9 credits)

Pending approval, students may take XMIT 693 in lieu of CSMN 693 or TLMN 693.

### Executive Dual Degrees

(See also Dual Degrees for the Online MBA on page 26.)

Graduates of selected UMUC Master’s programs (whether obtained through Executive format or through the regular program format) can also obtain a Master of Business Administration (MBA) degree through the accelerated format of Executive Programs. These dual degree students may earn two master’s degrees for a total of 54 to 60 credits, rather than the 78 to 81 credits that would be needed if two Master’s programs were completed separately. Students must complete all degree requirements for the first Master’s program before they can earn an MBA. To obtain the MBA, students must then complete 18–24 additional credits from the Executive MBA program. The MBA dual degree option through Executive Programs is available to any graduate of the following UMUC programs:

- Master of Science in Management
- Master of International Management
- Master of Technology Management

All of the requirements for both degrees must be completed within 7 years. All MBA degree coursework must be completed within 5 years.

### Dual Degree Program

Students who first complete an entire UMUC Master’s program (36–42 credits) will be able to earn a second MBA degree by completing only 18–24 additional credits. Graduates of UMUC Master’s programs are eligible for admission to the Executive MBA program, regardless of whether their first degree was obtained in the Executive Program. Participants who wish to complete their first master’s degree through Executive Programs must meet the eligibility requirements specified for that Executive Program (see p. 30 for Executive Program descriptions).

Graduates of Executive Program degrees are eligible for dual degrees in the regular programs for Master of International Management (see p. 20) and Master of Science in Management (see p. 22).
Graduate Certificate Programs

University of Maryland University College’s certificate programs offer you a new option: a convenient, flexible way to develop valuable new skills, earn credentials that get employers’ attention, and position yourself for the next step up the career ladder. Certificate programs requiring completion of 18 semester hours must be completed within 3 years, you can take up to 5 years for certificates requiring more than 18 semester hours.

Executive Certificate Program

The Executive Programs offer a combination of online and face-to-face instruction.

Chief Information Officer (CIO) 24 credits
This 12-month executive program is offered in partnership with the General Services Administration’s CIO University. Participants, high-performing GS/GM 14, GS/GM 15, or private-sector equivalents, will receive both a federal government and UMUC CIO Certificate. In addition, credits earned in this program may be applied toward a master’s degree. The CIO Certificate program encompasses all competencies cited in the Information Technology Management and Reform Act (Clinger-Cohen) and identified by the federal CIO Council. These are all areas of management associated with the design, development, acquisition, implementation, planning, and maintenance of an organization’s information technology structure. XCIO 691 and XCIO 692 are 9 credits and XCIO 693 is 6 credits.

- XCIO 691 Structure and Strategy
- XCIO 692 Systems and Operations
- XCIO 693 CIO Processes

This program is designed for:
- Chief Information Officers and Chief Technology Officers
- Senior Information Technology staff members and planners
- Consultants in the field of information technology

International Business 15 credits
The 8-month International Business Certificate is a program designed to prepare mid- to senior-level managers for the challenges of global competition. Courses are delivered through a combination of face-to-face seminars and online study, plus a one-week international trip. Throughout the program, emphasis is placed on teamwork and executive-style presentations. Credits earned in this program may be applied toward a UMUC master’s degree. Participants are instructed in strategic issues of international management, including theories of competition and competitive strategy, and methodologies of strategy planning and analysis relevant to the major national and regional business environments. Organizational and functional issues are introduced, including transnational company structures, the role of marketing, finance, trade, technology innovation, and the public-private interface in the formulation of firm strategy. The program culminates with a strategy project in which participants are teamed with sponsoring corporations to develop market entry or market enhancement strategies designed to improve the sponsoring firm’s competitive advantage. XM AN 601 is 3 credits and XM BA 606 and XM BA 607 are 6 credits each.

- XM AN 601 Managing in a Competitive International Environment
- XM BA 606 International Business, Trade, and Business Law
- XM BA 607 Strategy and Sponsored Project

This program is designed for:
- CEOs, general managers, and directors interested in developing or expanding their international markets
- Strategic planners and mid- to senior-level managers involved in identifying international market opportunities for their firms
- Marketing and product development professionals concerned about developing highly competitive products in global markets.

Strategic Management of Technology & Innovation 12 credits
This six-month certificate is designed to provide participants with the critical skills needed to craft an integrated technology and business strategy plan for their organizations. The seminar develops the
principles, implications, and role of technology innovation in organizational development and global competition. It builds skills in corporate creativity and innovation, technology planning, capital finance and budgeting, marketing, and strategic management. Important, cutting-edge management techniques for business leaders are covered including activity-based costing, e-commerce, knowledge management, flexible product development, and the balanced scorecard. The certificate is designed for managers in both private and public sector organizations who wish to acquire the necessary skills and business expertise to identify ways to strategically improve their organizations' performance and global competitiveness. All 12 credits in this certificate may be applied toward the degree of Master of Science in Technology Management.

XCSM 691 Strategic Management of Technology and Innovation

This program is designed for:
- CEOs, CFOs, directors, and general managers responsible for setting the vision and strategic objectives of their organizations
- Mid- to senior-level executives involved in the identification, development, and deployment of new technologies to gain strategic advantage
- Entrepreneurs and business development professionals interested in private and corporate venturing.

Distance Education Program

The online graduate distance education certificates are designed to provide education and training professionals with a core set of knowledge and skills to help them manage the distance education enterprise. The certificates are the ideal credential for individuals who do not wish to pursue a full master's degree or for those who already have one or more advanced degrees and wish to add to their credentials in the distance education field. All the courses in each certificate program earn full graduate credits that can be applied toward the Master of Distance Education degree.

Distance Education & Technology 12 credits

The Certificate in Distance Education (Technology) is intended for people seeking to exercise some managerial responsibility over the distance education technology-based functions in their organizations. It is particularly helpful for people who already have an advanced degree, but who need to be updated and/or introduced to the field. The certificate is intended to place the study of contemporary educational technologies in the context of the goals of educational and training organizations and to provide the students with some in-depth knowledge and experience with the primary distance technologies in use today.

- O M D E 601 Foundations of Distance Education
- O M D E 603 Technology in Distance Education

Two of the following:
- O M D E 605 New and Emerging Media in Distance Education
- O M D E 623 Web-Based Learning and Teaching and the Virtual University
- O M D E 631 Advanced Technology in Distance Education 1—Synchronous Systems
- O M D E 632 Advanced Technology in Distance Education 2—Asynchronous Systems
- O M D E 633 Information Technology and Distance Education

Foundations of Distance Education 12 credits

The Certificate in Distance Education (Foundations) is intended for people seeking to exercise some managerial responsibility over the distance education functions in their organizations. It is particularly helpful for people who already have an advanced degree, but who need to be updated and/or introduced to the field. The certificate is intended to represent the study of the four basic foundational aspects of the field of distance education: history and theory, media and technology, economics, and support of the student.

- O M D E 601 Foundations of Distance Education
- O M D E 605 New and Emerging Media in Distance Education
- O M D E 606 Economics of Distance Education
- O M D E 624 Student Support in Distance Education

Library Services in Distance Education 12 credits

The Certificate in Distance Education (Library Services) is intended for people seeking to exercise some managerial responsibility over the delivery of distance education library services functions in their organizations. It is particularly helpful for people who already have an advanced degree, but need to be updated and/or introduced to the field. The certificate will provide in-depth information in the history, theory, and organization structure of distance education, and the role of library services within those organizations. Emphasis will be placed on the selection and application of appropriate technologies, particularly with reference to library services.

- O M D E 601 Foundations of Distance Education
- O M D E 603 Technology in Distance Education
- O M D E 611 Issues in the Delivery of Library Services to Distance Students

One elective from the Master of Distance Education program

Teaching at a Distance 12 credits

The Certificate in Distance Education (Teaching at a Distance) is intended for people seeking to teach via distance in their
organizations. It is particularly helpful for people who already have an advanced degree, but who need to be updated and/or develop skills related to distance teaching. The certificate is intended to provide the student with teaching and learning concepts and teaching skills and methods that are appropriate to a distance education and training context.

- **OMDE 601** Foundations of Distance Education
- **OMDE 603** Technology in Distance Education
- **OMDE 607** Instructional Design and Course Development in Distance Education
- **OMDE 623** Web-Based Learning & Teaching and the Virtual University

**Training at a Distance** 12 credits

The Certificate in Distance Education (Training) is intended for people seeking to exercise some managerial responsibility over the distance training functions in their organizations. It is particularly helpful for people who already have an advanced degree but who need to be updated and/or introduced to the field. The certificate is intended to provide the student with a broad range of knowledge about and skills in the application of distance education and training within business, industry, government, and nonprofit organizations.

- **OMDE 601** Foundations of Distance Education
- **OMDE 621** Training at a Distance
- **OMDE 622** The Business of Distance Education

One elective from the Master of Distance Education Program.

**E-Commerce**

**Electronic Commerce** 15 credits

The Certificate in Electronic Commerce introduces participants to the critical competencies and skills needed to effectively identify, develop, and implement e-commerce business strategies in various types of organizations.

- **ECOM 610** Introduction to E-Commerce
- **ECOM 620** E-Marketing
- **ECOM 630** Information Risk Assessment and Security Management
- **ECOM 650** E-Commerce Applications and Operations
- **ECOM 660** E-Commerce Financial Management and Accounting

**General Management Program**

**Accounting** 12 credits

The Certificate in Accounting is designed to broaden and deepen the accounting knowledge of practicing professionals. As accountants become cost consultants and systems design partners in an information technology- and e-commerce-based environment, participants will be prepared to respond to the changing role of accountants in modern organizations.

- **ACCT 609** E-Commerce for Accountants
- **ACCT 610** Financial Accounting
- **ACCT 611** Management Accounting
- **ACCT 614** Accounting Information Systems

**Financial Management in Organizations** 15 credits

The Certificate in Financial Management in Organizations is intended for people seeking to exercise managerial responsibilities over the financial functions of their organizations. It is also helpful to general managers who wish to strengthen their knowledge of and skills in the financial management of their organizations.

- **ADMN 631** Financial Management in Organizations
- **ADMN 632** Financial Management of Current Operations
- **ADMN 633** Long-Term Financing of Organizations
- **ADMN 634** Financial Markets and Investments
- **ADMN 639** Multinational Financial Management
- **ADMN 655** Strategic Financial Management

Note: The courses for this certificate program are sequenced. Students should take the courses in the following order:

- **ADMN 631**
- **ADMN 634**

Select two courses from the following: **ADMN 632, ADMN 633, ADMN 639**

- Fifth and final class: **ADMN 655**

**Foundations for Health Care Administration** 12 credits

The Certificate in Foundations for Health Care Administration represents basic management subject matter (communication and financial management), as well as the two most fundamental health care administration track courses.

- **ADMN 625** Organizational Communication and Group Development
- **ADMN 630** Financial Decision Making for Managers
- **ADMN 670** The Health Care System
- **ADMN 673** Legal Aspects of Health Care Administration

**Foundations for Human Resource Management** 12 credits

The Certificate in Foundations for Human Resource Management is designed to serve as an introduction for managers who want a better understanding of the human resource management (HRM) function. It reviews fundamental principles of organizational behavior, the scope of human resource management issues, and basic legal frameworks involved in managing people. Line managers, as
well as those interested in pursuing a career in HRM, will find the information practical.

- ADMN 625 Organizational Communication and Group Development
- ADMN 661 Employee Relations
- ADMN 664 Organizational Development and Change

**Governance, Resource, and Volunteer Management** 12 credits

The Certificate in Governance, Resource, and Volunteer Management provides nonprofit professionals with the history and practice of nonprofit. Special attention is paid to human resource management as well as the management of volunteers and tangible and intangible assets.

- ADMN 656 Not-for-Profit Organization Issues and Management
- ADMN 657 Management of Critical Resources in Not-for-Profit Organizations
- ADMN 659 Strategic Management in Not-for-Profit Organizations

**Health Care Administration** 18 credits

The Certificate in Health Care Administration is geared toward those professionals who want a specialization in health care administration but who do not desire a full MSM degree. The six courses selected by the certificate student represent the full spectrum of updated health care administration.

- ADMN 670 The Health Care System
- ADMN 671 Public Health Administration
- ADMN 672* Financial Management for Health Care Organizations
- ADMN 673 Legal Aspects of Health Care Administration
- ADMN 674 Health Care Institutional Organization and Management
- ADMN 675 Long Term Care Administration
- ADMN 679** Special Topics in Health Care Administration

Note: Students are required to take ADMN 670, ADMN 673, and ADMN 674. The student can then select any three of the remaining four courses to complete the certificate.

*Students must take ADMN 630 or ADMN 631 before taking this course.

**Students must take ADMN 630 and ADMN 673 before taking this course.

**Integrated Direct Marketing** 12 credits

The Certificate in Integrated Direct Marketing prepares students to design, develop, test, implement, and measure the deployment of multiple media and sales channels (for example, publicity and public relations, advertising, direct mail, interactive marketing, telemarketing, and field sales).

- ADMN 686 Marketing Management
- ADMN 638 Research Methods for Managers
- ADMN 688 Marketing Intelligence and Research Systems
- ADMN 689 Integrated Direct Marketing

**Integrative Supply Chain Management** 12 credits

The Certificate in Integrative Supply Chain Management is designed to familiarize participants with in-depth strategies and procedures related to integrative supply chain management. Major topics include aspects of e-commerce, logistics, supply and distribution chains, pricing, negotiations, and statistical manipulation of databases for more efficient procurements.

- ADMN 622 Supply Chain Management
- ADMN 623 Contemporary Logistics
- ADMN 628 Pricing and Negotiations
- ADMN 638 Research Methods for Managers

**Not-for-Profit Financial Management** 12 credits

The Certificate in Not-for-Profit Financial Management provides nonprofit managers and professionals with the fundamentals of financial management, including the theory and practice of financial...
Graduate School

management with application to nonprofit management. The certificate also provides a framework for financial management within the context of overall nonprofit strategic management.

- **ADMN 631** Management in Organizations
- **ADMN 633** Long Term Financing of Organizations
- **ADMN 654** Not-for-Profit Financial Management
- **ADMN 659** Strategic Management in Not-for-Profit Organizations

**Principles & Practices of Health Care Administration** 12 credits

The Certificate in Principles and Practices of Health Care Administration provides in-depth coverage of managerial and health care administration. It provides a focus on leadership and decision making, health care management principles, and allows the student to select between two courses for specialization.

- **ADMN 635** Organizational Leadership and Decision Making
- **ADMN 672** Financial Management for Health Care Organizations
- **ADMN 674** Health Care Institutional Organization and Management

and

- **ADMN 671** Public Health Administration
- **ADMN 675** Long-Term Care Administration

(Note: ADMN 630 Financial Decision Making for Managers is a prerequisite for ADMN 672.)

**Procurement & Contract Management** 15 credits

The Certificate in Procurement and Contract Management is designed to familiarize participants with the broad concepts and strategies of procurement and contract management. The course of study includes the following major topics: foundations of pricing and negotiations, basic aspects of contracting, procurement of services and products, aspects of commercial transactions, logistics, and materials management.

- **ADMN 626** Purchasing and Materials Management
- **ADMN 627** Legal Aspects of Contracting
- **ADMN 628** Contract Pricing and Negotiation
- **ADMN 629** Strategic Purchasing and Logistics
- **ADMN 660** Commercial Transactions in a Technological Environment: Law, Management & Technology

**Systems Analysis** 12 credits

In the development of an information system, early attention must be given to tasks such as problem definition, systems analysis, requirements definition, and logical design. The Certificate in Systems Analysis is designed to prepare students to undertake these early tasks. In addition to providing a technical foundation, the certificate program provides education on managerial uses of information systems, the software development life cycle, and systems analysis and design.

- **ADMN 640** Information Systems for Managers
- **ADMN 641** Information Systems Management and Integration
- **ADMN 643** Systems Analysis and Software Engineering
- **ADMN 644** Expert Systems and Decision Support Systems

**Information Technology Systems Programs**

The following six certificates provide the technical and quasi-technical foundations for knowledge workers in the fields of software development management, database systems & security, information resources management, applied computer systems, software engineering, and telecommunications.

(Note: Federal workers participating in the 1000 By the Year 2000 Program and its successor must take a total of six courses [18 credits] by adding one additional elective to the certificates listed in this section.)

**Applied Computer Systems** 15 credits

The Certificate in Applied Computer Systems is intended for information technology (IT) professionals who desire a background in the underlying computer hardware, operating systems, and languages that are the building blocks of information systems. This is the most technically oriented of the Information Technology Systems certificates and has a prerequisite of at least one semester of undergraduate calculus. Familiarity with a high level programming language is desirable. All courses apply to the M S in CSMN degree.

- **CSMN 601** Issues, Trends, and Strategies for Computer Systems Management
Three of the following:
- CSMN 615 Hardware and Operating Systems
- CSMN 616 Distributed Computing
- CSMN 617 Principles of Programming Languages
- CSMN 618 Knowledge-Based Systems
One elective from CSMN, TLMN, or TMAN

Database Systems & Security 15 credits
The Certificate in Database Systems & Security is geared towards those IT workers who wish to upgrade their skills by gaining familiarity with the most popular applications software genre in use, the database management system (DBMS), and acquiring a grounding in current computer topics and information security. All courses apply to the MS in CSMN degree.
- CSMN 601 Issues, Trends, and Strategies for Computer Systems Management

Three of the following:
- CSMN 655 Information Risk Assessment and Security Management
- CSMN 656 Database Processing and Design
- CSMN 657 Advanced Database Applications
- CSMN 658 Software Reliability and Reusability
One elective from CSMN, TLMN, or TMAN

Information Resources Management 15 credits
The Certificate in Information Resources Management represents the most general certificate in the Information Technology Systems area. Course content includes exposure to the most common challenges faced by the IT generalist in the public or private sector. This certificate is particularly desirable for persons with limited formal study or little work experience in the IT field. All courses apply to the MS in CSMN degree.
- CSMN 601 Issues, Trends, and Strategies for Computer Systems Management

Three of the following:
- CSMN 635 Systems Development and Project Control
- CSMN 636 Telecommunications and Connectivity
- CSMN 637 Acquisition of Information Technology
One elective from CSMN, TLMN, or TMAN

Information Technology 15 credits
The Certificate in Information Technology is intended for those students interested in a technical curriculum that covers a broad range of information technology topics. The certificate addresses computer science, telecommunication, and engineering principals. Students entering this certificate program must meet all the requirements for admission to the Master of Science in Information Technology. All courses apply to the MSIT degree.
- MSIT 610 Foundations of Information Technology

Four of the following:
- MSIT 620 Computer Concepts
- MSIT 630 Concepts in Software-Intensive Systems
- MSIT 640 Data Communications and Networks
- MSIT 650 Systems Engineering
- MSIT 660 Internet Principles and Applications

Software Development Management 15 credits
The Certificate in Software Development Management provides technical managers and computer professionals with the technical foundations and management insights needed to participate in and manage phases of the software/systems life cycle. The emphasis is not on learning to write software programs, but on managing the process of software development. Familiarity with a high-level programming language is desirable. All courses apply to the MS in CSMN degree.
- CSMN 601 Issues, Trends, and Strategies for Computer Systems Management

Three of the following:
- MSWE 635 Software System Development
- MSWE 645 System and Software Standards and Requirements
- MSWE 646 Software Design and Implementation
- MSWE 647 Software Verification and Validation
- MSWE 648 Software Maintenance
One elective from CSMN, TLMN, or TMAN

If You Are Not Yet Admitted
Students may register for one course pending receipt of transcripts and review of the application (with the exception of the MBA and executive programs). Once an application has been received, the student is placed automatically in “decision-pending” status, which allows registration in one course during the semester of application while paperwork is being processed. Further information about the admissions process may be found in the Graduate Catalog or at the UMUC Web site at www.umuc.edu/gsmt.
**Software Engineering**  
15 credits

The Certificate in Software Engineering is intended for those students interested in the foundation and issues of software engineering. The certificate addresses software development and design issues. Students entering this certificate must meet all of the requirements for admission to the Master of Science in Software Engineering. All courses apply to the MSWE degree.

- MSWE 601 Issues in Software Engineering

Three of the following:
- MSWE 645 Systems and Software Standards and Requirements
- MSWE 646 Software Design and Implementation
- MSWE 647 Software Verification and Validation
- MSWE 648 Software Maintenance

One elective from the MSWE program

**Telecommunications Management**  
15 credits

The Certificate in Telecommunications Management is intended for the technical manager of IT professionals the technical and management skills needed to plan, acquire, operate, evaluate, and upgrade telecommunications systems in an environment of IT convergence and constant change. One semester of undergraduate calculus and one semester of statistics are prerequisites for this certificate. All courses apply to the MS in TLMN degree.

- TLMN 602 Telecommunications Industry: Structure and Environment
- TLMN 641 Network Management and Design
- TLMN 650 Hardware and Software Acquisition
- TLMN 655 Systems Integration for Telecommunications Managers

One of the following:
- TLMN 610 Data-Communications Systems
- TLMN 620 Local Area Networking Systems
- TLMN 625 Wide Area Networking Systems
- TLMN 630 Satellite Communications Systems
- TLMN 636 Internet Principles and Applications
- TLMN 645 Wireless Telecommunications Systems

**International Management Programs**

**Doing Business in the United States**  
12 credits

The Certificate in Doing Business in the United States (U.S.) is intended to acquaint business people from outside the U.S. with American business practices. Furthermore, students learn how to deal with marketing product obstacles within the U.S. market. Subjects such as U.S. importing procedures, finding distributors and strategic alliance partners, marketing goods and services within the U.S., and the U.S. legal system are explained and applied. The program also includes a one-week trip to the U.S. during which participants will visit businesses and government agencies. Those without a marketing background should take ADMN 685 as their first course. It is recommended that IMAN 660 be taken as the last course.

- ADMN 637 Legal Aspects of Management
- IMAN 660 Business Strategies for the United States

Two of the following:
- ADMN 661 Employee Relations
- ADMN 685 Strategic Market Planning
- ADMN 687 Market Segmentation and Penetration
- IMAN 620 International Marketing Research and Analysis
- IMAN 625 International Trade and Trade Policy

**International Marketing**  
12 credits

The Certificate in International Marketing explores the marketing issues that are encountered when entering foreign markets such as cultural differences, market access barriers, market research, and market entry strategies. The first course taken should be IMAN 640 and the remaining courses may be taken in any order. The certificate is intended for U.S. company managers who seek to market goods and services outside the United States.

- IMAN 625 International Trade & Policy
- IMAN 620 International Marketing Research & Analysis
- IMAN 640 International Marketing Management

Some graduate classes and locations fill quickly. Enrolling via IRIS, by mail, by fax, online, or in person increases a student’s likelihood of getting the desired class. Current students are able to register by touch-tone telephone by calling 301-985-7499 or 800-584-9413 seven days a week between the hours of 6 a.m. and 9 p.m.

Graduate Services at 301-985-7155 or 301-738-6080 can assist with the registration process.
International Trade 12 credits
The Certificate in International Trade prepares managers to identify and take advantage of global business opportunities. Topics such as global business strategies, strategic alliances, the World Trade Organization, and government relations are explored and applied to business situations. The first course taken should be IMAN 601 followed by IMAN 615. The remaining courses may be taken in any order. The certificate is intended for managers who want to learn the principles and techniques of international business and how to apply them to real business situations.

- IMAN 601 Managing in a Competitive International Environment
- IMAN 615 Foreign Investment and Strategic Alliances
- IMAN 625 International Trade & Policy

Technology and Environmental Management Program

Biotechnology Management 15 credits
The Certificate in Biotechnology Management is designed to provide the student with a solid foundation in the technical, business, and ethical issues facing the industry today.

- BTMN 640 Social and Ethical Issues
- BTMN 641 Commercialization of Biotechnology
- BTMN 643 The Techniques of Biotechnology
- BTMN 644 The Regulatory Environment of Biotechnology
- BTMN 646 Bioinformatics

Environmental Management 15 credits
The Certificate in Environmental Management is intended for people seeking to improve their abilities in managing environmental projects and programs. It is particularly helpful to relatively new environmental managers who wish to strengthen skills in working with a diverse group of environmental professionals.

- ENVM 646 Environmental Law and Policy Development
- ENVM 643 Environmental Communication and Reporting
- ENVM 647 Environmental Risk Assessment
- ENVM 644 New Technologies in Environmental Management
- ENVM 641 Environmental Auditing

Technology Systems Management 18 credits
The Certificate in Technology Management is available for students who are interested in the management of technology systems, but are not interested in pursuing the full degree program. The design, development, or acquisition of modern complex systems requires skills and background in both technical and management topics. The certificate program provides the basic systems management approach. The certificate program requires the following six core courses:

- TMAN 611 Principles of Technology Management
- TMAN 612 Financial Management for Technology Managers
- TMAN 614 Strategic Management of Technology and Innovation
- TMAN 621 Systems Analysis and Operations Research
- TMAN 622 Systems Development, Acquisition, and Management
- TMAN 632 Organizational Performance Management
## Course Locations

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### Course Codes:
- A: UMUC Annapolis Center, Anne Arundel County
- B: Baltimore Center
- C: College Park, Prince Georges County
- D: Fort Detrick
- E: Aberdeen Proving Ground, Harford County
- F: Frederick Community College
- G: General Services Administration (GSA), Washington, D.C.
- H: USM Downtown Baltimore Center, Hopkins Plaza, Baltimore
- M: Southern Maryland Higher Education Center (SMHEC), St. Mary's Co.
- N: US Naval Academy, Anne Arundel County
- O: Online via WebTycho
- P: Patuxent Naval Air Warfare Station, Patuxent River, St. Mary's County
- S: USM Shady Grove Center, Rockville, Montgomery County
- V: Crystal City M arriott, Crystal City, Virginia
- W: CCCC–UMUC Waldorf Center, Charles County
- ENGM 610: Engineering Economics & Fin. Analysis
- ENGM 690: Management Project (3 credits)
- ENGM 690M: Management Project (1 credit)
- ENVM 645: Hazardous Materials Transportation
- ENVM 646: Environ. Law & Policy Development
- ENVM 647: Environmental Risk Assessment
- ENVM 648: Fundamentals of Environmental Systems
- ENVM 652: Principles of Air Quality Mgmt.
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Course Schedule

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ACCT 609  E-commerce for Accountants (3)
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IRIS # SECTION DAY TIME
92182  9040 online

ACCT 612  Auditing Process (3)
WebTycho
IRIS # SECTION DAY TIME
92183  9040 online

ACCT 613  Federal Income Taxation (3)
WebTycho
IRIS # SECTION DAY TIME
92184  9040 online

ADMN 601  Manager in a Technological Society (3)
College Park
IRIS # SECTION DAY TIME
91653  1111 M 7–10
91654  1121 Tu 7–10
91656  1161 Sat 9–12
Shady Grove
IRIS # SECTION DAY TIME
91652  0941 Th 6:30–9:30
WebTycho
IRIS # SECTION DAY TIME
91658  0940 online

ADMN 623  Contemporary Logistics (3)
WebTycho
IRIS # SECTION DAY TIME
92191  0940 online

ADMN 625  Organizational Communication & Group Development (3)
College Park
IRIS # SECTION DAY TIME
92188  1121 Tu 7–10
91672  1131 W 7–10
91673  1141 Th 7–10
Shady Grove
IRIS # SECTION DAY TIME
92187  0921 Tu 6:30–9:30
WebTycho
IRIS # SECTION DAY TIME
91674  0940 online

ADMN 625C  Organizational Comm & Grp Development (Cluster) (3)
College Park
IRIS # SECTION DAY TIME
92189  1111 M 7–10

ADMN 626  Purchasing and Materials Management (3)
WebTycho
IRIS # SECTION DAY TIME
92307  9040 online

ADMN 629  Strategic Purchasing and Logistics (3)
Annapolis
IRIS # SECTION DAY TIME
91684  1711 M 7–10
College Park
IRIS # SECTION DAY TIME
91683  1111 M 7–10
Shady Grove
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91682  0911 M 7–10
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91685  9040 online
Waldford Center
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91681  0311 M 7–10

ADMN 630  Financial Decision Making for Managers (3)
Annapolis
IRIS # SECTION DAY TIME
92192  1731 W 7–10
College Park
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91690  1111 M 7–10
91691  1121 Tu 7–10
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92193  0941 Th 6:30–9:30
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91696  9040 online

ADMN 631  Financial Management in Organizations (3)
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92194  1111 M 7–10
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91702  9040 online

ADMN 632  Financial Management of Current Operations (3)
College Park
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91704  1121 Tu 7–10

ADMN 633  Long Term Financing of Organizations (3)
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ADMN 634  Financial Markets and Investments (3)
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ADMN 635  Organizational Leadership and Decision Making (3)
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91708  1111 M 7–10
92195  1121 Tu 7–10
91710  1141 Th 7–10
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91707  0941 Th 6:30–9:30
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ADMN 635C  Org Leadership & Decision Making (Cluster) (3)
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92197  1111 M 7–10

ADMN 637  Legal Aspects of Management (3)
College Park
IRIS # SECTION DAY TIME
91720  1121 Tu 7–10
WebTycho
IRIS # SECTION DAY TIME
91721  9040 online

Note: The cluster section (ADMN 625C/ADMN 635C) meets for 4 hours one night per week, but in order to have enough face-to-face hours to make this an accredited 6-credit cluster, additional Saturday classes are required.
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<td>Management Project (1)</td>
<td>91889</td>
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**Technology Management**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Section</th>
<th>Day</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>TMAN 611</td>
<td>Principles of Technology Management (3)</td>
<td>92235</td>
<td>W</td>
<td>6:30–9:30</td>
<td>Shady Grove</td>
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<tr>
<td>TMAN 612</td>
<td>Financial Management for Technology Managers (3)</td>
<td>92238</td>
<td>M</td>
<td>7–10</td>
<td>WebTycho</td>
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<tr>
<td>TMAN 613</td>
<td>Marketing Technology-Based Products and Services (3)</td>
<td>92240</td>
<td>Th</td>
<td>7–10</td>
<td>College Park</td>
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<tr>
<td>TMAN 614</td>
<td>Strategic Management of Technology &amp; Innovation (3)</td>
<td>92244</td>
<td>M</td>
<td>7–10</td>
<td>WebTycho</td>
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<tr>
<td>TMAN 621</td>
<td>Systems Analysis and Operations Research (3)</td>
<td>92248</td>
<td>Tu</td>
<td>7–10</td>
<td>WebTycho</td>
</tr>
<tr>
<td>TMAN 622</td>
<td>Systems Development, Acquisition and Management (3)</td>
<td>92249</td>
<td>W</td>
<td>7–10</td>
<td>WebTycho</td>
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<tr>
<td>TMAN 623</td>
<td>Systems Analysis and Design (3)</td>
<td>92347</td>
<td>F</td>
<td>7–10</td>
<td>WebTycho</td>
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<tr>
<td>TMAN 631</td>
<td>Operations Management (3)</td>
<td>92252</td>
<td>Tu</td>
<td>6:30–9:30</td>
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<tr>
<td>TMAN 632</td>
<td>Organizational Performance Management (3)</td>
<td>92254</td>
<td>Th</td>
<td>6:30–9:30</td>
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<tr>
<td>TMAN 633</td>
<td>Human Resource Issues in Technology-Based Orgs (3)</td>
<td>92258</td>
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<td>TMAN 640</td>
<td>Project Management (3)</td>
<td>92260</td>
<td>Sat</td>
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<td>TMAN 645</td>
<td>Electronic Commerce (3)</td>
<td>92266</td>
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<td>TMAN 671</td>
<td>Seminar in Technology and Innovation Management (3)</td>
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<td>TMAN 690</td>
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<td>TMAN 690M</td>
<td>Management Project (1)</td>
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Noncredit

UCSP 600  Graduate Writing Seminar
WebTycho
IRIS #  SECTION  DAY  TIME
91939  9040  online
(The dates for this section are August 31, 2000 to November 9, 2000.)

UCSP 610  Library Skills for the Information Age
WebTycho
IRIS #  SECTION  DAY  TIME
91940  9040  online
(Self-paced tutorial; ongoing registration. Summer semester dates are August 26, 2000 to December 31, 2000.)

UCSP 620  Financial Accounting
WebTycho
IRIS #  SECTION  DAY  TIME
91943  9040  online
(The dates for this section are August 31, 2000 to October 26, 2000.)

UCSP 621  Economics
WebTycho
IRIS #  SECTION  DAY  TIME
91944  9040  online
(The dates for this section are August 31, 2000 to October 26, 2000.)

UCSP 630  Introduction to Research Methods
WebTycho
IRIS #  SECTION  DAY  TIME
91945  9040  online
(The dates for this section are August 31, 2000 to October 26, 2000.)
Study Plan

The study plan establishes the order and selection of courses taken during the student’s degree program. Degree-seeking students are encouraged to review a study plan with their faculty advisors within the first 9 credits of their graduate programs. A list of faculty members who are responsible for each area of study is found on page 55. It is incumbent upon the student to initiate contact with the appropriate advisor to develop or review the study plan. This is not a contract. Students should not mail this study plan draft to Graduate Services or to their advisor. Rather, students should bring this form with them when they meet with their advisor. The faculty advisor will fill out a permanent form upon consultation with the student.

<table>
<thead>
<tr>
<th>COURSE NUMBER</th>
<th>TITLE</th>
<th>CREDITS</th>
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Notes:

Student’s signature Date Faculty signature Date

Degree-seeking students can reach an advisor at 301-985-7200. Provisional students can reach an advisor at 301-985-7155.
Location: Student and Faculty Services Center • 3501 University Boulevard East • Adelphi, Maryland USA
**Instruction Sites**

**Parking Regulations**

_University of Maryland, College Park Campus_

After 4 p.m. Monday through Friday, students may park in lots 1, 4, 11, and 16, and any unrestricted faculty/staff parking lot. The unrestricted lots are denoted by the signs at the entrance to each lot.

Students taking classes that begin before 4 p.m. may acquire a free parking permit for lot 4 at the Department of Campus Parking office located on Regents Drive. To obtain the free permit, students must provide a copy of their UMUC itemized bill. Normal parking regulations are in force on the College Park campus on weekdays until 4 p.m. Students not possessing a valid permit will need to park at a metered space.

_UMUC Inn and Conference Center_

Students enrolled in a graduate course held at the Inn and Conference Center may park in lot 1 after 4 p.m. on weekdays and all day on weekends. Lot 1 is located directly behind the Conference Center.

Students may also park in the adjacent garage for a nominal hourly fee.

**University Closings**

Classes will not be held when the facility housing the class is closed for any reason. Check vacation schedules for county schools and holidays observed at individual centers. Check Important Dates on page 3 for holidays. For up-to-date information on closings caused by inclement weather, call 301-985-7669 (301-985-SNOW).
Aberdeen
Aberdeen Proving Ground
Department of U.S. Army
Training and Development Division
Building 3146, Room 11
Tel. 410-272-8269

Annapolis (2 sites)
UMUC Annapolis Center
190 Admiral Cochrane Dr., Suite 120
Tel. 410-266-3774
Tel. 301-261-8119 (local from the Washington, D.C. area)

U.S. Naval Academy
115 Michelson Hall
181 Wainwright Rd.
Tel. 301-985-7200

Baltimore
University of Maryland, Baltimore County

USM Downtown Baltimore Center
10 Hopkins Plaza
Tel. 410-625-9212
California

Southern Maryland Higher Education Center
44219 Airport Rd.
Tel. 301-737-2500

Frederick Community College

7932 Opossumtown Pk.
Tel. 301-846-2400

Fort Detrick

Detrick Center for Training and Educational Excellence (DCTEE)
1520 Freedman Dr.
Tel. 301-619-2854

Paxuxent

Patuxent River Naval Air Warfare Station
Building 423
Tel. 301-737-3228
Rockville

USM Shady Grove Center
9640 Gudelsky Dr.
Tel. 301-738-6000

Other E-Mail Addresses
Graduate Services/Graduate Student Services
gradinfo@umuc.edu

Literature Requests (catalogs, schedules of classes, financial aid packets)
gradschool@info.umuc.edu

Academic Load
Current degree-seeking students may take two 3-semester-hour courses during the fall and spring semesters and one 3-semester-hour course during the summer sessions. Permission to exceed this course load may be granted to students working fewer than 20 hours per week. Students must submit a letter requesting the exception to the assistant dean, Graduate Services, at least one month before the start of classes.

Waldorf

CCCC–UMUC Waldorf Center
3261 Old Washington Rd.
Tel. 301-645-4303
Tel. 301-870-6013 (local from Washington, D.C. area)

Washington, D.C.

General Services Administration
7th and D Sts., S.W.
Program Staff

Doctor of Management

EXECUTIVE DIRECTOR
Eric Dent: edent@umuc.edu
301-985-7200

PROGRAM DIRECTOR
vacant

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301-985-7200

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Information and Telecommunications Studies
CHAIR
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301-985-4616

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301-985-7029

PROGRAM DIRECTOR
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International Finance
International Marketing
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301-985-7824

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Robert Ouellette, Ph.D.: rouellette@umuc.edu

Office of Executive Programs

EXECUTIVE DIRECTOR
Sal Monaco, Ph.D.: smonaco@umuc.edu
301-985-7069

DIRECTORS
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Mary Ann Spilman, Ph.D.: mspliman@umuc.edu

Executive Technology Programs
Stephen Versace, Ph.D.: sversace@umuc.edu

Dual Degree

Master of Science in E-Commerce/MBA
Robert Ouellette, Ph.D.: rouellette@umuc.edu

Master of International Management/MBA
Clarence J. Mann: cmann@umuc.edu

Master of Science in Technology Management/MBA
Robert Ouellette, Ph.D.: rouellette@umuc.edu

Administration

DEAN, GRADUATE STUDIES,
ASSOCIATE VICE PRESIDENT,
ACADEMIC AFFAIRS
Christina A. Hannah, Ph.D.: channah@umuc.edu
301-985-7066

ASSOCIATE DEAN,
ACADEMIC AFFAIRS
Richard D. Neidig, Ph.D.: rneidig@umuc.edu
301-985-7033 or 301-985-7710

ASSOCIATE DEAN, ADMINISTRATION
Tana Bishop: tbishop@umuc.edu
301-985-7066 or 301-985-7034

ASSOCIATE DEAN,
GRADUATE OUTREACH
Judith Kirkhorn, Ph.D.: jkirkhorn@umuc.edu
301-985-7765

ASSOCIATE DEAN,
GRADUATE STUDIES
Eugene Rubin, Ph.D.: erubin@umuc.edu
301-985-7765

ASSISTANT DEAN, GRADUATE SERVICES
Pamela A. D’Amato: pdamartino@umuc.edu
301-985-7200 or 301-985-7085
Administrative Phone Numbers

Books
- Maryland Book Exchange 301-927-2510
- University Book Center 301-314-2665
- 800-343-6621

Class Cancellation Information
- 301-985-7000

Class Locations
- 301-985-7000

Department Advisors
- 301-985-7200

Disabled Student Services
- 301-985-7930
- TTY 301-985-7466

Distance Education Toll Free (Information and Advising)
- 800-283-6832

Financial Aid
- 301-985-7155

Finance Office
- 301-985-7144

General Information
- 301-985-7155
- 301-985-7200

Grades, Records, Transcripts
- 301-985-7236

Graduate Services
- 301-985-7155
- 301-738-6080

International Student Admissions
- 301-985-7155

Information and Library Services
- 301-985-7209

Literature Requests (i.e., catalogs, schedules of classes, financial aid packets)
- 301-985-4617

Open House Information
- 301-985-7155

Registrar
- 301-985-7289

Registration Assistance
- 301-985-7155

Tycho Support
- 800-807-4862

Undergraduate Programs Information and Enrollment Team
- 301-985-7265

Administrative Fax Numbers

Books
- Maryland Book Exchange 301-209-7118
- University Book Center 301-314-7858

Finance Office
- 301-985-7858

Graduate School Program Directors
- 301-985-4611

Graduate Services
- 301-985-7175

USM and UMUC Centers

UMUC Annapolis Center
- 410-266-3774
- Local from Washington, D.C. area 301-261-8199

UMUC Downtown Baltimore Center
- 410-625-9212

UMUC Shady Grove Center
- 301-738-6000

CCCC-UMUC Waldorf Center
- 301-645-4303
- Local from Washington, D.C. area 301-870-6013

Interactive Registration and Information System (IRIS)

IRIS
Interactive Registration and Information System
301-985-7499
Toll Free: 800-584-9413

IRIS is available to all current students who have been issued a PIN and who are calling from a touch-tone telephone.

Options Available with IRIS
- Register or add a class
- Drop a class
- List classes
- Check current balance
- Pay by credit card
- Change PIN
- Inquire about grade(s)
- Inquire about financial aid application/award

IRIS Main Menu
Press 1 Registration activity
Press 2 Change PIN
Press 8 Exit IRIS
Press 9 Repeat information

Registration Activity
Press 1 Register or add a class
Press 2 Drop a class
Press 3 List classes for which you are currently registered
Press 4 Obtain current balance
Press 5 Pay by credit card
Press 6 Exit IRIS
Press 9 Return to main menu
The UMUC Graduate School has sustained remarkable growth since its inception in 1978. Today, more than 5,600 students are actively pursuing their graduate studies. Eleven master's degree programs with 19 specialty tracks and four dual degrees are offered. In addition, three master's degrees and three dual degrees are offered in accelerated formats. The Doctor of Management is the newest addition to the Graduate School along with more than 30 graduate certificates.

Eleven master's programs and 19 specialty tracks and four dual degrees are available online via the World Wide Web. Students who are taking online courses are not confined to the constraints of UMUC's traditional classes. They are able to pursue their studies from anywhere in the world.

Listed below are the Graduate School's current offerings. Those followed by an asterisk (*) are also offered online on the Web.

**Master of Business Administration***
**Master of Distance Education***
**Master of International Management***
Specialty tracks
- International Commerce*
- International Finance*
- International Marketing*
**Master of Science in Computer Systems Management***
Specialty tracks
- Applied Computer Systems*
- Database Systems and Security*
- Information Resources Management*
- Software Development Management*
**Master of Science in Electronic Commerce (E-Commerce) (pending approval)**
**Master of Science in Environmental Management***
**Master of Science in Information Technology**
**Master of Science in Management***
Specialty tracks
- Accounting*
- Financial Management*
- Health Care Administration*
- Human Resource Management*
- Interdisciplinary Studies in Management*
- Management Information Systems*
- Marketing*
- Not-for-Profit Management*
- Procurement and Contract Management*
**Master of Science in Technology Management***
General Program*
Specialty tracks
- Biotechnology Management*
- Technology Systems Management*

**Master of Science in Telecommunications Management***
**Master of Software Engineering***

**Executive Programs**
- Executive Master of Business Administration
- Executive Master of Science in Technology Management
- Executive Master in Information Technology

**Doctor of Management**
- Human Systems
- International Operations
- Technology and Information Systems

**Dual Degrees**
- Master of Science in Management/MBA*
- Master of International Management/MBA*
- Master of Science in Technology Management/MBA*
- Master of Science in Electronic Commerce/MBA* (pending approval)
- Executive Master of Science in Management/MBA
- Executive Master of International Management/MBA
- Executive Master of Science in Technology Management/MBA

**Graduate Certificate Programs**
- More than 30 certificate programs in the following areas: Distance education, e-commerce, general management, information technology systems, international management, technology and environment, executive program.
- For more information, visit www.umuc.edu/certificates

UMUC is a member of the University System of Maryland.

For more information on UMUC's Graduate Programs, visit the UMUC Web site located at www.umuc.edu/gsmt, call 301-985-4617 or 800-283-6832, fax 301-985-7544, or send an e-mail to gradschool@info.umuc.edu.
Current Graduate Students Use IRIS for Instant Enrollment.

This service is available to all current graduate students with provisional or degree-seeking status, who have been issued a PIN, and who are calling from a touch-tone phone. Early registration by touch-tone (IRIS) increases your chances of getting into the classes you want at the most convenient locations. IRIS is available from 6 a.m. to 9 p.m. seven days a week.

Registration for the fall semester begins July 1, 2000; however, the schedule may become available on the web prior to that date. Students are encouraged to check the UMUC Web Site for the fall schedule prior to July 1.

Why Choose UMUC for Your Graduate Program?

Globally Recognized Name: University of Maryland University College (UMUC) is recognized as one of the world's preeminent institutions of higher education for adults. It is one of the 11 degree-granting institutions in the University System of Maryland, accredited by the Commission on Higher Education for the Middle States Association of Colleges and Schools. Forbes magazine ranks UMUC in the “Top 20 Cyber Universities.”

High Quality Programs: Our programs combine theory with practice and emphasize leadership, communication, systems, technology, and a global perspective. As a result of this real-world focus, students grow professionally and graduate ready to accept positions of expanded leadership and responsibility.

Convenient for Busy Adults: We offer 11 graduate degree programs with 19 specialty tracks, plus a doctoral program. In addition, we offer more than 30 certificate programs. Evening and weekend classes are held at 13 locations throughout the Baltimore-Washington region, in formats convenient for working adults. Students can earn a degree in as little as 18 months, or at a more leisurely pace; it’s the individual’s choice. These graduate programs are also offered on the World Wide Web, that is why we are the school of choice to more than 70,000 working adults worldwide.

Distinguished Faculty: Our faculty are selected and retained based on their extensive management and professional experience, teaching ability, and educational achievements. More than 87 percent hold a doctorate degree and are specially trained to teach adult learners.

Positive Life Experience: UMUC’s alumni pursue successful careers in many walks of life. In a survey of recent graduates, 96 percent reported they had improved job skills, 87 percent had improved personal recognition, and 97 percent had achieved personal satisfaction with attainment of their UMUC degree. In addition, more than 86 percent reported they were able to apply what they had learned to their current positions.