Welcome to UMUC!

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 and was established in 1947. It is recognized worldwide as a preeminent institution of higher education for adults. In 1998 and 1999 UMUC received the University Continuing Education Association–Peterson’s Award for Innovative Distance Education.

In spring 2000, UMUC enrolled nearly 35,000 students worldwide; annually, it serves nearly 70,000 students. More than 5,600 academic degrees were awarded in the past year.

UMUC’s place at the forefront of higher education worldwide has inspired a motto that expresses the scope of this innovative institution: “The sun never sets on the University of Maryland.”
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Stay informed.
Information and updates about UMUC's graduate programs can be found on our Web site at www.umuc.edu/gsmt/degreelist.html.
About This Schedule of Classes

This Spring 2001 Schedule of Classes is to be used to register for any University of Maryland University College (UMUC) Graduate School course being offered in the spring 2001 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 at www.umuc.edu/gradschool.

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/gradschool 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.
New! Master of Education (pending approval for summer 2001)

The Master of Education is designed for K-12 teachers and technology educators who want to: incorporate technology into their course curricula; develop content expertise in the area of K-12 instructional technology; gain a broad understanding of technology and its application in the contemporary school; and lead change efforts at the classroom or school levels (see page 20). The program is pending approval for the summer 2001 semester and will be available online only.

New! Master of Science in Information Technology

The Master of Science in Information Technology seeks to provide students with a technical curriculum that covers a wide range of information technology topics. It is designed for those who are called upon to develop, implement, and operate information systems in a variety of organizations (see page 22).

New! Master of Science in Electronic Commerce

The Master of Science in Electronic Commerce degree program introduces participants to the critical competencies and skills needed to effectively identify, develop, and implement e-commerce business strategies in various types of organizations (see page 21).

New! Four Dual Master’s Degrees and Three Dual Executive Master’s Degrees

Dual master’s degrees provide students with the opportunity to pursue two academic master’s degrees from UMUC (see pages 28 and 32 for details). Students may also refer to www.umuc.edu/gmt.

New! Certificates in E-Commerce and Information Technology

Certificates in Electronic Commerce and Information Technology are available. For more information on these certificates, see pages 34 and 38 respectively.

Important Announcements

New, Interest-Free, Monthly Tuition Plan

UMUC offers 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 (see page 14).

Noncredit Courses

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

- UCSP 600 Graduate Writing Seminar (Provides individual and conferencing instruction in work- and course-related writing.)
- UCSP 610 Library Skills for the Information Age (Required 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.

Admission to the Doctor of Management Program

Admission to the Doctor of Management (DM) program is highly competitive. UMUC can only accept a small number of DM candidates each year. Only those applicants who demonstrate the highest level of suitability for doctoral study will be offered admission. Admission is currently restricted to the fall 2001 semester only. The deadline for applications for fall 2001 must be received by January 15, 2001.

Complete information on this program is detailed in the Graduate Catalog or you may access the DM Web site at www.umuc.edu/gmt/dm.

34 New Graduate Certificates Offered

Thirty-four graduate certificate programs ranging from 12 to 24 credits are now offered. Working adults can gain career-enhancing knowledge and skills in areas of special interest to them. UMUC’s certificate programs help keep you current in today’s demanding job market. The program offers 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. See page 32 for more information.
Open House Dates

**Adelphi (address change)**
UMUC Inn and Conference Center (ICC)
3501 University Blvd. East
November 18 9–12 noon

**Annapolis**
UMUC Annapolis Center
190 Admiral Cochrane Dr.
November 16 4–6 p.m.

**Rockville**
USM Shady Grove Center
9640 Gudelsky Dr.
November 14 4–6 p.m.

**Waldorf**
CCCC–UMUC Waldorf Center
3261 Old Washington Rd.
November 30 4:30–6:30 p.m.

*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 20783-8030 USA.*

Other Important Dates

**Semester Dates***
Spring 2001 January 27–May 14
Online Sections January 27–May 12
Summer 2001 May 29–July 21
Fall 2001 August 30–December 17

*Exceptions include online MBA and non-credit courses.

**Holidays**
January 15, 2001
February 15, 2001
(Federal sites and ITV only)
March 19–25, 2001
April 14–15, 2001

**Graduation Application Deadlines**

For Diploma or Certificate Program

<table>
<thead>
<tr>
<th>Graduating Semester</th>
<th>Deadline Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2000</td>
<td>October 1, 2000</td>
</tr>
<tr>
<td>May 2001</td>
<td>February 15, 2001</td>
</tr>
<tr>
<td>August 2001</td>
<td>June 15, 2001</td>
</tr>
</tbody>
</table>

**Commencement Date**
Saturday, May 19, 2001

**New Student Orientation**
To be announced

**Financial Aid Deadlines**

<table>
<thead>
<tr>
<th>Semester</th>
<th>Deadline Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2000</td>
<td>June 1, 2000</td>
</tr>
<tr>
<td>Spring 2001</td>
<td>November 1, 2000</td>
</tr>
<tr>
<td>Summer 2001</td>
<td>April 1, 2001</td>
</tr>
</tbody>
</table>

*Please note: Advance payment for veterans benefits will no longer be offered.*

Registration Dates

**Regular Touch-Tone Registration (IRIS) 301-985-7499/800-584-9413**
Available November 1 through January 25
Daily 6 a.m.–9 p.m.

**Fax-in Registration 301-985-7175**
Available November 1 through January 25
Daily 6 a.m.–9 p.m.

**Late Touch-Tone Registration (301-985-7499)**
January 26 through February 3 (a $30 late fee will be assessed)
Daily 6 a.m.–9 p.m.

**Online Registration (not interactive)**
Available November 1 through February 3 (a $30 late fee will be assessed after January 25)
(Students are encouraged to check the UMUC Web site for the Spring 2001 Graduate Schedule of Classes before November 1.)

**Mail-In Registration**
Postmarked through January 5, 2001

Walk-In Registration

**Adelphi (301-985-7200)**
UMUC Student & Faculty Services Center (SFSC)
3501 University Blvd. East
January 25 3–6:30 p.m.

**Annapolis (410-266-3774 or 301-261-8199)**
UMUC Annapolis Center
190 Admiral Cochrane Dr., Suite 120
January 25 3–6:30 p.m.

**Rockville (301-738-6000)**
USM Shady Grove Center
9640 Gudelsky Dr.
January 25 4–6 p.m.

**Waldorf (301-645-4303 or 301-870-6013)**
CCCC–UMUC Waldorf Center
3261 Old Washington Rd.
January 25 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.

**Dates:**
February 1, 2001
3–6:30 p.m.

**Locations:**
Adelphi
Rockville (301-985-7200)
USM Shady Grove Center
9640 Gudelsky Dr.
January 25
4–6 p.m.

**Annapolis**
UMUC Annapolis Center
190 Admiral Cochrane Dr.
November 14
4–6 p.m.

**Waldorf**
CCCC–UMUC Waldorf Center
3261 Old Washington Rd.
November 30
4:30–6:30 p.m.

**Location:**
Rockville
USM Shady Grove Center

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

Online Degree Programs
The Graduate School offers 12 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/gmt/gmtdist.

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 Education (pending approval for summer 2001)
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
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

WebTycho-Enhanced Sections
All Graduate School on-site sections use WebTycho as an enhancement. These 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.

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 Netscape Navigator is 4.7; Internet Explorer is 5.0. Netscape Navigator is available free at home.netscape.com/download.

Enrollment in Online Courses
Demand for online courses is extraordinarily heavy. Students are advised to register early. Spring 2001 WebTycho course dates are Saturday, January 27, through Saturday, May 12, 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/isist/schedule/grdistsocmenu.html.
Internet Explorer is available free at 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.

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.

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.

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.

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 because of 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.

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.

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 an 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 an 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 or her 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 the 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 (see previous section titled Required: Active E-mail Address Updated in WebTycho).

In the event that a new account holder doesn’t receive an e-mail message within 24 hours of registering, the student may request his or 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 for the student’s identification number and e-mail address listed in WebTycho (see previous section 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 students have a UMUC WebTycho user name and password, they may access all current WebTycho sections in which they are enrolled at tychousa.umuc.edu.

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 course 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, 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
Students and faculty on a first-come, first-serve basis. Students must have a current UMUC ID. Labs contain all officially supported software. Students and faculty may wish to consult basic software packages such as Lotus, QuattroPro, or Excel; electronic mail services; and the World Wide Web.

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, MS 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-serve basis. Students must have a current UMUC ID. Labs contain all officially supported software. A data disk (preferably a 3.5" disk) 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.

*Annapolis Center*

Call for lab hours 301-261-8199

*Waldorf Center*

Call for lab hours 301-870-6013

Lab assistants are available during normal lab hours, unless otherwise noted. Lab assistants provide help with software located on the computer systems in the labs. They are not available for tutoring.

**Dial-In Access**

The following is a list of information phone numbers and dial-in access numbers necessary for connecting with UMUC mainframe computers from modems.

- **Computer and Technical Information**
  Voice Recording 301-985-7888
  *UMUC SFSC*
  General Information 301-985-7000
  Dial-In 301-985-7396
  *USM Shady Grove Center*
  General Information 301-738-6000
  Dial-In 301-738-6096
  *UMUC Annapolis Center*
  General Information
  Annapolis area 410-266-3774
  Washington, D.C. area 301-261-8199
  Dial-In 410-573-9252
  *CCCC–UMUC Waldorf Center*
  General Information
  Waldorf area 301-645-4303
  Washington, D.C. area 301-870-6013
  *Patuxent River Naval Air Warfare Station*
  General Information 301-737-3228
  Dial-In 301-862-2863

**Host Computing**

**Serving the Western Hemisphere**

*Nova*

Nova is a Sun Ultra Enterprise running Solaris (UNIX) that provides C, C++, Ada, Pascal, FORTRAN, Oracle, SAS, UseNet News, and text-only access to the Internet using Lynx. Nova may be accessed on the Internet as [nova.umuc.edu](http://nova.umuc.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 [polaris.umuc.edu](http://polaris.umuc.edu).

*Tychojpn* and *Tychojpn* provide online course delivery via WebTycho. Tychojpn may be accessed on the Internet as [tychojpn.ad.umuc.edu](http://tychojpn.ad.umuc.edu).

**Serving Asia and the Pacific Region**

*Tychojpn*

Tychojpn provides online course delivery via WebTycho. Tychojpn may be accessed on the Internet as [tychojpn.ad.umuc.edu](http://tychojpn.ad.umuc.edu).

**Serving the European Region**

*Tychojpn*

Tychojpn provides online course delivery via WebTycho. Tychojpn may be accessed on the Internet as [tychojpn.ad.umuc.edu](http://tychojpn.ad.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 polaris.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 are 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 6. 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. UCnews 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 unixinfo, 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 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 McKeldin 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.

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 avail-

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 starting on the previous page.
able 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.

Students are also welcome to use reference materials at the self-service career resource area in room 2270 of the Student and Faculty Services Center in Adelphi, MD. For current hours of operation, students may call 301-985-7000. Additional career information, is available from the Graduate Services staff at 301-738-6080 or 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, students should contact Graduate Services at 301-985-7155 or send e-mail to gradinfo@umuc.edu.

Noncredit Courses

General Information
The Graduate School offers a complement of online noncredit courses designed to provide students with the skills and knowledge they may need to complete their academic programs successfully.

Although these courses carry no UMUC credits, they will appear on students’ official academic transcripts. At the conclusion of the course, a grade of “P” (pass) will be posted.

Note: Non-UMUC participants will not receive a grade for noncredit courses. Financial aid, the Golden ID program, and USM remission of fees may not be applied to noncredit courses.

Current information about the Graduate School's noncredit courses is available at www.umuc.edu/gsmt/noncred.html.

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/prog/gsmt/nonreg.html. A hard copy of the form may be requested by sending an e-mail message to gradschool@info.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.

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/prog/gsmt/nonreg.html. A hard copy of the form may be requested by sending an e-mail message to gradschool@info.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

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Note: This course is not intended to be an ESL course.

Course Length: 10 weeks
Course Dates: Saturday, January 27 to Saturday, April 14
UMUC Graduate Student Tuition: $225
Non-UMUC Participant Tuition: $275

Continuing Education Units (CEUs): 3 (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 VICTORWeb, 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: Monday, January 1 to Thursday, May 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.

Note: Students without a background in accounting and finance are strongly advised to complete this course before enrolling in ADMN 630 or ADMN 631.

Course Length: 8 weeks
Course Dates: Saturday, January 27 to Saturday, March 31
UMUC Graduate Student Tuition: $225
Non-UMUC Participant Tuition: $275
Continuing Education Units (CEUs): 3 (awarded upon course completion)

UCSP 621 Economics

This course covers both the microeconomic issues of supply and demand for individual companies and products and macroeconomic issues concerning inflation, unemployment, and recession for the economy as a whole. Basic economic concepts such as opportunities cost, comparative advantage, economic efficiency, and the time value of money are explored in the context of business, government, and personal situations.

Course Length: 8 weeks
Course Dates: Saturday, January 27 to Saturday, March 31
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: Saturday, January 27 to Saturday, March 31
UMUC Graduate Student Tuition: $225
Non-UMUC Participant Tuition: $275
Continuing Education Units (CEUs): 3 (awarded upon course completion)

Registration and Application Instructions

Students must be admitted or have an application on file before registering for classes for 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, students should call Graduate Services at 301-985-7155 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.

For admission information, visit www.umuc.edu/prog/gsmt/admiss.html or call 301-985-4617, 301-985-7155, or toll free 800-283-6832. The admission application can also be found in the back of the Graduate School Catalog 2000–2001.

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/studservis/somreg.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 spring 2001 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. The Operations Team’s fax number is 301-985-7364. 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
Official documents indicating successful international students must have:

- 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:
    1. American Association of Collegiate Registrars and Admissions Officers (AACRAO), Office of International Education Services, One DuPont Circle, N.W., Suite 520, Washington, DC 20036–1135
      Phone: 202-293-9161
      Fax: 202-872-8857
      E-mail: goughd@aacrao.uchc.edu or oies@aacrao.uchc.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
    3. International Consultants of Delaware, Inc. (ICD), 109 Barksdale Professional Center, Newark, Delaware 19711–3258
      Phone: 302-737-8715
      Fax: 302-737-8756
      E-mail: icd@icdel.com
    - 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.

  Additional information on these evaluation services may be found at www.umuc.edu/studerv/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 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.
- Faculty members 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 spring 2001 is February 3.

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, some classes that are part of the joint Software Engineering program, and the MBA program.

Note: Tuition and fees are those in effect at time of publication and are subject to change.

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 (used to fulfill breadth, specialization, special topics, etc.): tuition is the prevailing UMUC graduate tuition rate (including resident and nonresident 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></th>
<th>Resident</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 (online)

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.

MBA Tuition

Master of Business Administration $500 per credit (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.)

Executive Programs

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

Executive Program Tuition

Executive Master of Business Administration $32,550

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

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 Master of Science in Information Technology Management $21,096

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.
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 in International Business**

$13,150
(Includes the cost of tuition, instructional materials, Library Skills course, and the trip abroad, excluding transportation.)

Tuition is payable on the following schedule:

- $3,500 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 Certificate for Chief Information Officers (CIO)**

$14,000
(Includes the cost of tuition, instructional materials, 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.

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**Other Fees**

*Cheap in Registration*

- Schedule Adjustment $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.

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**Tuition Assistance**

**Monthly Tuition Payment Plan**

Beginning fall 2000, UMUC offered a new, cost-effective alternative for students who are budgeting for college tuition: an interest-free, monthly tuition-payment plan. The new plan allows 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](http://www.amsweb.com) or call Academic Management Services (AMS) at 800-635-0120.

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

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**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 nor executive programs). 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 online Master of Business Administration. Students are encouraged to contact Graduate Services for registration information.

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

Tuition Remission for Spouses and Dependent Children of Faculty and Staff

UMUC accepts completed remission-of-fees 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.

This policy does not apply to students enrolled in the MBA.

Financial Aid

To receive financial aid for spring 2001, 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/studserve/fincaid.html. To receive a kit by mail, students should call 301-985-4617 or send e-mail to gradschool@info.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 spring 2001 semester is November 1, 2000.

All documentation must be on file in the Graduate Services office by November 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 November 1, 2000 deadline will be reviewed, but there is no guarantee that funds will be available in time for registration. Students who miss the November 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 disbursed to a student that must be repaid to Title IV programs. A cash disbursement is paid to a student for noninstitutional
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>
<thead>
<tr>
<th>Level of Course</th>
<th>Units Allowed</th>
</tr>
</thead>
<tbody>
<tr>
<td>000–399</td>
<td>2 units per credit</td>
</tr>
<tr>
<td>400–499</td>
<td>4 units per credit</td>
</tr>
<tr>
<td>500–599</td>
<td>5 units per credit</td>
</tr>
<tr>
<td>600–898</td>
<td>6 units per credit</td>
</tr>
<tr>
<td>799 (research)</td>
<td>12 units per credit</td>
</tr>
<tr>
<td>899 (research)</td>
<td>18 units per credit</td>
</tr>
</tbody>
</table>

Conversion Table for Training Time

<table>
<thead>
<tr>
<th>Graduate Units</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>48</td>
<td>Full-time</td>
</tr>
<tr>
<td>36</td>
<td>3/4-time</td>
</tr>
<tr>
<td>24</td>
<td>1/2-time</td>
</tr>
<tr>
<td>12</td>
<td>1/4-time</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>If class is dropped before the first class meeting.</td>
</tr>
<tr>
<td>75%</td>
<td>If class is dropped before the second class meeting.</td>
</tr>
<tr>
<td>50%</td>
<td>If class is dropped before the third class meeting.</td>
</tr>
<tr>
<td>25%</td>
<td>If class is dropped before the fourth class meeting.</td>
</tr>
<tr>
<td>0%</td>
<td>If class is dropped the day of or after the fourth class meeting.</td>
</tr>
</tbody>
</table>

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.

Note: This policy applies only to students not receiving federal financial aid.
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; it may be located at the end of each course section by scrolling over to the blue “books” link. Graduate students may purchase textbooks in the following ways:

MBS Direct

MBS Direct is the Graduate School’s Virtual Bookstore and is an online textbook service. Textbooks for online courses are available approximately 6 weeks before courses begin. Students receive a 5-percent discount on new textbooks and 25-percent on used books.

Regular Mail Orders

MBS Direct
P.O. Box 597
Columbia, MO 65205

Express Mail Orders

MBS Direct
2711 West Ash
Columbia, MO 65201

From all other telephone exchanges:
Phone: 573-445-2243
Fax: 573-446-5254
Web site: www.umuc.edu/bookstore

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 3- to 5-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 2-day UPS delivery is available for an additional fee. There is no sales tax, unless the order is shipped to the states of Washington or Missouri.

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

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, students may 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.

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

Admission to the DM program is competitive and is currently restricted to the fall 2001 semester. There is no spring admission. Complete information on the program is available on the Web site at www.umuc.edu/gsmt/dm.

A Doctor of Management candidate must complete between 48 and 60 semester hours of coursework beyond the master’s degree (depending upon his or her prior graduate education). The program has three areas of specialization: international operations, organizational processes, and technology and information systems.

Six to 18 semester hours are set aside for coursework devoted to developing breadth of knowledge in such areas as international management, technology and information systems, marketing, finance and economics, project management, research methods, and the behavioral sciences. Twenty-one semester hours, including 12 for the completion and defense of the dissertation, are dedicated to developing depth of knowledge in the chosen area of specialization. Eighteen semester hours are devoted to doctoral core seminars covering epistemology and critical thinking, systems and environment, the role of research in organizations, technology and social systems design, leadership in the 21st century, and innovation and strategy for global competition. Three semester hours are reserved for topics of special interest to the candidate. Candidates must successfully complete a comprehensive examination prior to writing and defending the dissertation. All degree requirements must be completed within seven years from the start of their first seminar.

Candidates who successfully complete the program will have greater knowledge of advanced technologies and their applications in the workplace, the tools needed to apply interdisciplinary research, a deeper understanding of human behavior, techniques for managing change, and the ability to share knowledge with others.

As with all of the Graduate School’s degree programs, the DM is designed for individuals in the workforce. It is offered on a part-time, accelerated basis. Making use of a variety of delivery methods such as evening classes, weekend seminars, short residencies, and online (asynchronous, computer-conferred) courses, the DM offers students the opportunity to complete the degree requirements while working full-time.

If you’d like to find out more on the Doctor of Management program, visit the Web site at www.umuc.edu/gsmt/dm, call 301-985-6428, or send an e-mail to cmichelson@umuc.edu.

Information and updates about UMUC’s graduate programs can be found on the Web site at www.umuc.edu/gsmt/degreelist.html.
Master of Business Administration (MBA)

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 a number of subject areas. This includes 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 each 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 3: Continuous to Oct. 7, 2000
MBA Cohort Group 4: Continuous to May 12, 2001

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 May 2001, should plan on completing OMBA 600 by the end of April 2001. It takes at least 8 weeks to complete the orientation program.

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

Course Number: OMBA 602
Course Name: The Dynamics of Individuals and Groups at Work
MBA Cohort Group 2: July 17, 2000 to Oct. 7, 2000
MBA Cohort Group 3: Feb. 19, 2001 to May 12, 2001
MBA Cohort Group 4: Sept. 3, 2001 to Nov. 24, 2001

Course Number: OMBA 603
Course Name: The Marketing of New Ideas
MBA Cohort Group 3: May 28, 2001 to Aug. 18, 2001

Course Number: OMBA 604
Course Name: Technology and Operation Management
MBA Cohort Group 2: Feb. 19, 2001 to May 12, 2001
MBA Cohort Group 3: Sept. 3, 2001 to Nov. 24, 2001
MBA Cohort Group 4: Apr. 8, 2002 to June 29, 2002

Course Number: OMBA 605
Course Name: Economics of Management Decisions
MBA Cohort Group 2: May 28, 2001 to Aug. 18, 2001
MBA Cohort Group 4: July 15, 2002 to Oct. 5, 2002

Course Number: OMBA 606
Course Name: Organizations and the External Environment
MBA Cohort Group 1: Feb. 19, 2001 to May 12, 2001
MBA Cohort Group 2: Sept. 3, 2001 to Nov. 24, 2001
MBA Cohort Group 3: Apr. 8, 2002 to June 29, 2002
MBA Cohort Group 4: Oct. 21, 2002 to Feb. 1, 2003

Course Number: OMBA 607
Course Name: Strategic Action Planning/Elective Component
MBA Cohort Group 1: May 28, 2001 to Aug. 18, 2001
MBA Cohort Group 3: July 15, 2002 to Oct. 5, 2002

Master of Distance Education (MDE)

The UMUC MDE is designed to provide individuals with skills necessary for the management of the distance education enterprise within educational, business, government and nonprofit organizations. In an ever rapidly expanding field, the graduates of the MDE will be prepared to engage in the planning, budgeting, development, delivery, and support of distance education and distance training programs.

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.
The program consists of 7 required core courses, 4 elective courses, and one required End-of-Program course.

### 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

### 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 614 Intellectual Property and Copyright in 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.

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### 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**
  or
- 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 director at 301-985-7200 for additional information.

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

**Note:** Beginning with the fall 1994 semester, ADMN 630 was substituted for ADMN 603 in the International Management program. Anyone completing ADMN 603 before that time need not take ADMN 630.

#### 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 29)
IMAN 690  Management Project* or Two-Course Option
*Prerequisite: Completion of all core and track courses.

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**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
ITSM 670  Information Technology (Capstone)***
*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.
**Students are encouraged to take CSMN 656 before this course.

**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 29)
CSMN 690  Management Project* or Two-Course Option
*Prerequisite: CSMN 660.

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**Master of Science in Electronic Commerce (ECOM)**

**Core Courses (27 credits)**
ECOM 610  Introduction to E-Commerce
ECOM 620  E-Marketing
ECOM 630  Information Risk Assessment and Security Management
ECOM 640  E-Commerce Applications and Operations
ECOM 650  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*
*Students may enroll in this class only after completing at least 27 of the required 36 credits.
Electives (9 credits)

Electives are chosen from existing UMUC graduate courses. Students should contact the program director.

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 Material 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 in the program.

End-of-Program Options (3–6 credits)
(see page 29)
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
TMAN 632 Management of Productivity and Innovation
TMAN 633 Human Resources Issues in Technology-Based Organizations

*Prerequisite: Completion of ENVM 648 for students who do not have an undergraduate degree in science or engineering and at least one year of environmental experience.

Master of Science in Information Technology (MSIT)

Core Courses (21 credits)
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 660 Internet Principles and Applications
ITSM 670 Information Technology (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

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.
**Special Topics**

CSMN 637  Acquisition of Information Technology  
CSMN 639  Multimedia and the Internet  
CSMN 655  Information Security  
MSIT 699  Current Trends 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

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**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.

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**Specialty Tracks (15 credits)**

**Accounting (ACCT)**

ACCT 609  E-Commerce Accounting  
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.

Prerequisites: Students who received bachelor's degrees in accounting (or earned 24 credits in undergraduate accounting) from another accredited institution must complete 36 graduate credits to earn the MSM. These courses must cover basic accounting theory, intermediate accounting, introductory cost/managerial accounting, auditing, and 12 additional credits of accounting coursework.

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.

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**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 ACCT 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.
Interdisciplinary Studies in Management

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

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<tbody>
<tr>
<td>IMAN 601</td>
<td>ADMN 662</td>
<td>ADMN 637*</td>
<td>ADMN 685</td>
<td>ADMN 640</td>
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<tr>
<td>IMAN 661</td>
<td>ADMN 663</td>
<td>ADMN 661*</td>
<td>ADMN 686</td>
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<td>or IMAN 640</td>
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<td>TMAN 640</td>
<td>ADMN 664</td>
<td>ADMN 627</td>
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<tr>
<td>TMAN 632</td>
<td>ADMN 665</td>
<td>ADMN 660</td>
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<td>or IMAN 620</td>
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<tr>
<td>ENGM 615</td>
<td>ADMN 666</td>
<td>ADMN 689</td>
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<td>ADMN 645</td>
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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)

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*

*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: ACCT 609, 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 29 for a list of approved interdisciplinary/breadth courses.

Health Care Administration (HCA)

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 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 29 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.

Human Resource Management (HRM)

ADMN 661 Employee Relations
ADMN 663 Job Analysis, Assessment, and Compensation
ADMN 664 Organizational Development and Change
ADMN 665 Current Perspectives in Human Resource Development and Training
ADMN 666 Recruitment and Selection

Note: Students must complete ADMN 662 plus four of the other HRM track courses. (ADMN 662 is the recommended first HRM track course.)

End-of-Program Notes: Students who took ADMN 651 and select the two-course option must complete a sixth HRM course as their elective/depth 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 29 for a list of approved interdisciplinary/breadth courses.

ADMN 630 Financial Decision Making for Managers and ADMN 631 Financial Management in Organizations

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 and/or ADMN 631 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 and/or ADMN 631 in the same semester.
proved elective/depth courses. All students should see page 29 for a list of approved interdisciplinary/breadth courses.

Management Information Systems (MIS)

ADMN 640  Information Systems for Managers
ADMN 641  Information Systems Management and Integration
ADMN 643  Systems Analysis and Software Engineering
ADMN 644  Decision Support and Expert Systems
ADMN 645  Information Technology and Competitive Advantage

*Note: Students must complete ADMN 641, ADMN 643, ADMN 644, ADMN 645, and either ADMN 640 or any course in CSMN or TLMN, subject to course prerequisites. Students who took ADMN 603/ADMN 650 should contact their advisor regarding specific track requirements.

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 640 or any course in CSMN or TLMN, subject to individual course prerequisites. Students who took ADMN 603 and ADMN 650 should contact their advisor for information on approved elective/depth courses. All students should see page 29 for a list of approved interdisciplinary/breadth courses.

Marketing (MKT)

ADMN 685  Strategic Market Planning
ADMN 686  Marketing Management
ADMN 687  Market Segmentation and Penetration
ADMN 688  Marketing Intelligence and Research Systems*
ADMN 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 29 for a list of approved interdisciplinary/breadth courses.

Not-for-Profit Management (NFP)

ADMN 654  Not-for-Profit Financial Management
ADMN 656  Not-for-Profit Organizations and Issues
ADMN 657  Management of Critical Resources in Not-for-Profit Organizations
ADMN 658  Marketing, Development, and Public Relations in Not-for-Profit Organizations
ADMN 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 29 for a list of approved interdisciplinary/breadth courses.

Procurement and Contract Management (PCM)

ADMN 622  Integrative Supply Chain Management
ADMN 623  Contemporary Logistics
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, and Technology

*Note: PCM students must complete ADMN 626, 627, 628, 629, and 660.

End-of-Program Note: Students who took ADMN 651 and select the two-course option should contact their advisor for information on approved elective/depth courses. All students should see page 29 for a list of approved interdisciplinary/breadth courses.

End-of-Program Options (3–6 credits)
(see page 29)

ADMN 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
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.

Courses in Technology Management also will be offered as online integrated cluster courses, in order to facilitate a more rapid completion of the program and to improve the understanding of the interaction of management functions and technology within a business system. Tuition for a cluster course will be charged as equal to the tuition for two courses.

**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

**End-of-Program Options (3–6 credits)**
(see page 29)
TMAN 690 Management Project* or Two-Course Option

*Prerequisite: Completion of 30 hours of graduate coursework plus TMAN 671.
Master of Science in Telecommunications Management (TLMN)

Core Courses (15 credits)

- TLMN 602 Telecommunications Industry: Structure and Environment
- TMAN 612 Financial Management for Technology Managers
- TMAN 614 Strategic Management of Technology and Innovation*
- TMAN 632 Organizational Performance Management
- ITSM 670 Information Technology (Capstone)

*Replaces ADMN 603. ADMN 603 also fulfills this requirement.

**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 660 Internet Principles and Applications

*Prerequisites: 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 29)

- TLMN 690 Management Project* or Two-Course Option

*Prerequisite: TLMN 660.

Master of Science in Management (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
- TMAN 640 Project Management

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

Software Engineering Project/Capstone Course (3 credits)

- MSWE 617 Software Engineering Project

Dual MBA Degrees

Master of Science in Management/ Master of Business Administration

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

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*
- 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 MSM, 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.

Textbooks

All textbooks for courses are listed on The Graduate School’s Web site at www.umuc.edu/studserv/isis/schedule/gsocmenu.html.
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 Commerce and International Marketing tracks 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 International Finance track of the MIM will take these courses which are 6 credits each:

- Seminar 601 (OMBA 601D)—Organization and Management Processes
- Seminar 603 (OMBA 603D)—Marketing of New Ideas
- Seminar 604 (OMBA 604D)—Technology and Operations Management

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

- Seminar 601 (OMBA 601D)—Organization and Management Processes
- Seminar 603 (OMBA 603D)—Marketing of New Ideas
- Seminar 604 (OMBA 604D)—Technology and Operations Management
- Seminar 605 (OMBA 605D)—Economics of Management Decisions

For additional information, visit [www.umuc.edu/prog/gsmt/mbasm](http://www.umuc.edu/prog/gsmt/mbasm) or send an e-mail to adimarco@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 chose 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.
End-of-Program Options*

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, MBA program, or the MDE 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 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, ENVM 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 (not open to Financial Management track students), IMAN 635, IMAN 640, IMAN 645 (not open to Financial Management track students as an Interdisciplinary course, but can be taken by Financial Management track students as an Elective/Depth course; Financial Management track students should see End-of-Program note on page 24 for additional information on approved Elective/Depth courses), IMAN 661 (requires a 10-day study trip to Europe), TMAN 632, or TMAN 640.

Master of Science in Computer Systems Management

Students may select a course from any other CSMN track or from TLMN.

Master of Science in Engineering Management

ADMN 625, or ADMN 628, IMAN 640, IMAN 661,* TMAN 640, or TMAN 632

*IMAN 661 includes a trip to Europe.

Master of Environmental Management

ADMN 625, ADMN 628, IMAN 615, IMAN 661,* TMAN 632, or TMAN 633

*IMAN 661 includes a trip to Europe.
Master of International Management
ADMN 626, ADMN 628, ADMN 638, ADMN 655,* ADMN 662, ADMN 664, ADMN 665, CSMN 601, TLMN 602, TMAN 632, or TMAN 640
*International Finance track students only.

Master of Science in Technology Management
ADMN 625, ADMN 628, CSMN 636, IMAN 615, IMAN 640, IMAN 661,* or TLMN 602
*IMAN 661 includes a trip to Europe.

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

**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 23–25.

**Master of Science in Computer Systems Management**
Students may select a course from any other CSMN track or from TLMN (except TLMN 660).

**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, IMAN 661,* TMAN 632, TMAN 633, or TMAN 640

- **International Finance Track**
  IMAN 635, IMAN 640, or IMAN 661*

*IMAN 661 includes a trip to Europe.

**Elective/Depth Courses (select one)**

**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.

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**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
These accelerated executive programs, developed for managers and professionals with a minimum of five years of business or management experience, are taught in a seminar format on Saturdays, 8:30 a.m. to 5 p.m. Students should contact the program director at 301-985-7200 for more information.

Spring 2001 Executive Master’s and Certificate Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Dates</th>
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<tr>
<td>Executive Certificate in International Business</td>
<td>February 10, 2001</td>
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<tr>
<td>Executive Master of Business Administration, Inn and Conference Center</td>
<td>April 7, 2001</td>
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<tr>
<td>College Park, MD</td>
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<tr>
<td>Executive Master of Science in Information Technology, Shady Grove</td>
<td>April 7, 2001</td>
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<tr>
<td>Center, Rockville, MD</td>
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<tr>
<td>Executive Certificate for Chief Information Officers (CIO),</td>
<td>April 21, 2001</td>
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<tr>
<td>Shady Grove Center, Rockville, MD</td>
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| See our Web site at [http://info.umuc.edu/ExecutivePrograms/newclass.html](http://info.umuc.edu/ExecutivePrograms/newclass.html) for additional information on our Spring 2001 programs.
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 be-
fore 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 Pro-
grams is available to any graduate of the following UMUC pro-
grams:

- 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
(36–39 credits) will be able to earn an MBA degree in addition,
by completing only 18–24 additional credits. Graduates of UMUC
regular masters’ programs are eligible for admission to the Execu-
tive MBA program for the purpose of completing this dual degree.
Participants who wish to complete their first master’s degree
through Executive Programs must meet the eligibility requirements
specified for that Executive Program (see page 31 for Executive
Program descriptions).

Graduates of the Executive MBA Program are eligible for dual
degrees in the regular programs for Master of International Man-
agement (see page 20) and Master of Science in Management
(see page 23).

Graduate Certificate Programs

University of Maryland University College’s graduate certificate
programs offer you a new option: a convenient, flexible way to de-
velop valuable new skills, earn credentials that get employers’ atten-
tion, 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 equiva-

lents, will receive both a federal government and UMUC CIO
Certificate. In addition, credits earned in this program may be ap-
plied toward a master’s degree. The CIO Certificate program en-
compases 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 associ-
ated with the design, development, acquisition, implementation,
planning, and maintenance of an organization’s information tech-
nology 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 de-
signed to prepare mid- to senior-level managers for the challenges
of global competition. Courses are delivered through a combina-
tion of face-to-face seminars and online study, plus a one-week in-
ternational 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 manage-
ment, 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 com-
pany 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 de-
velop market entry or market enhancement strategies designed
to improve the sponsoring firm’s competitive advantage. XMAN
601 is 3 credits and XMBA 606 and XMBA 607 are 6 credits each.
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.

- XMAN 601 Managing in a Competitive International Environment
- XMBA 606 International Business, Trade, and Business Law
- XMBA 607 Strategy and Sponsored Project

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.

- OMDE 601 Foundations of Distance Education
- OMDE 603 Technology in Distance Education

Two of the following:

- OMDE 605 New and Emerging Media in Distance Education
- OMDE 623 Web-Based Learning and Teaching and the Virtual University
- OMDE 631 Advanced Technology in Distance Education 1—Synchronous Systems
- OMDE 632 Advanced Technology in Distance Education 2—Asynchronous Systems
- OMDE 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.

- OMDE 601 Foundations of Distance Education
- OMDE 605 New and Emerging Media in Distance Education
- OMDE 606 Economics of Distance Education
- OMDE 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.

- OMDE 601 Foundations of Distance Education
- OMDE 603 Technology in Distance Education
- OMDE 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. (Note: students must have 24 semester hours of accounting courses to be eligible.)

- 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 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

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.
Not-for-Profit Financial Management  12 credits
The Certificate in Not-for-Profit Management provides nonprofit managers and professionals with the fundamentals of financial management, including the theory and practice of financial 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

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

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

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.

- ADMN 629 Strategic Purchasing and Logistics
- ADMN 660 Commercial Transactions in a Technological Environment: Law, Management & Technology

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

**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

One elective from CSMN, TLMN, or TMAN
Graduate School

- 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 aimed at IT professionals who need the technical and management skills to plan, acquire, operate, evaluate, and upgrade telecommunications systems in a changing environment. One semester of undergraduate calculus and one semester of statistics are prerequisites. 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 is intended to acquaint business people with American business practices. Students learn how to deal with marketing product obstacles within the U.S. market. The first course should be ADMN 661 followed by IMAN 660. The remaining courses may be taken in any order.

- 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 marketing issues encountered when entering foreign markets, such as cultural differences, market entry strategies, and market research. The first course should be IMAN 640 followed by the remaining courses, taken in any order.

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

One of the following:

- IMAN 661 Area Studies: Business Strategies for Europe
- ADMN 687 Market Segmentation & Penetration
- ADMN 689 Integrated Direct Marketing

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, government relations, and alliances are explored and applied. The first course should be IMAN 601 followed by IMAN 615. The remaining courses may be taken in any order.

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

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 can register 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 can assist with the registration process.
One of the following:
- IMAN 635 The Public Sector in International Commerce
- IMAN 640 International Marketing Management
- IMAN 645 The International Legal and Tax Environment

**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

For up-to-date track and course information, visit [www.umuc.edu/gmt](http://www.umuc.edu/gmt).
## Course Locations

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Location</th>
<th>Credits</th>
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<td>Employee Relations</td>
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</tbody>
</table>

**Locations:**
- A UMUC Annapolis Center, Anne Arundel County
- C College Park, Prince George's County
- D Fort Derrick
- E Aberdeen Proving Ground, Harford County
- F Frederick Community College
- G General Services Administration (GSA), Washington, D.C.
- M Southern Maryland Higher Education Center (SMHEC), St. Mary's Co.
- N U.S. 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 Marriott, Crystal City, Virginia
- W CCCC-UMUC Waldorf Center, Charles County
- C O S W

### Additional Courses
- ADMN 662 Issues and Practices in HRM
- ADMN 663 Job Anal., Assessment, & Compensation
- ADMN 664 Organizational Development and Change
- ADMN 666 Recruitment and Selection
- ADMN 667 The Health Care System
- ADMN 671 Public Health Administration
- ADMN 672 Financial Mgmt. for Health Care Orgs.
- ADMN 673 Legal Aspects of Health Care Admin.
- ADMN 674 Health Care Institutional Org. & Mgmt.
- ADMN 675 Long-Term Care Administration
- ADMN 676 Special Topics in Health Care Admin.
- ADMN 685 Strategic Market Planning
- ADMN 686 Marketing Management
- ADMN 687 Market Segmentation and Penetration
- ADMN 688 Mktg. Intelligence & Research Systems
- BTMN 640 Societal Issues in Biotechnology
- BTMN 641 Comm. Biotech in Early-Stage Ventures
- CSMN 601 Issues, Trends, and Strategies for CSMN
- CSMN 615 Hardware and Software Systems
- CSMN 616 Distributed Computing
- CSMN 617 Principles of Programming Language
- CSMN 618 Knowledge-Based Systems
- CSMN 635 Sys. Devel. and Project Control
- CSMN 636 Telecommunications and Connectivity
- CSMN 637 Acquisition of Information Technology
- CSMN 639 Multimedia & the Internet
- CSMN 656 Database for Processing and Design
- CSMN 657 Advanced Database Applications
- CSMN 658 Software Reliability and Reusability
- CSMN 690 Management Project (3 credits)
- CSMN 690M Management Project (1 credit)
- ECOM 610 Introduction to E-Commerce
- ECOM 620 E-Marketing
- ECOM 630 Information Risk Assess. & Sec. Mgmt.
- ECOM 640 Internet Principles and Applications
- ECOM 670 Social, Leg., Eth., and Reg. Issues
- ENVM 641 Environmental Auditing
- ENVM 643 Environmental Comm. & Reporting
- ENVM 646 Environ. Law & Policy Development
- ENVM 647 Environmental Risk Assessment
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**Executive Programs Note:** Those interested in enrolling in an executive program should contact the Office of Executive Programs directly at 301-985-7069.
## Course Schedule
### Management

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- **IRIS #:** Identification number for registration purposes.
- **SECTION:** Specific section number.
- **DAY:** Days of the week the course is scheduled.
- **TIME:** Time of the course.
- **WebTycho:** Indicates online availability.
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# Graduate School

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<th>UCSP 630 Introduction to Research Methods (0)</th>
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(The dates for this section are January 27, 2001 to March 31, 2001.)
## 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. 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>
<th>EXPECTED DATE OF COMPLETION</th>
<th>DATE COMPLETED</th>
<th>GRADE</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
| ANS | Animal Sciences Bldg. | H5 |
| ARC | Architecture Bldg. | F3 |
| ASY | Art-Sociology Bldg. | F3 |
| BPS | Botany-Psychology Bldg. | G4 |
| CHE | Chemical Engineering Bldg. | G5 |
| CHM | Chemistry Bldg. | G5 |
| CLB | Classroom Bldg. | G6 |
| COL | Cole Student Activities Bldg. | G3 |
| CSS | Computer and Space Sciences Bldg. | H5 |
| EDU | Benjamin Education Bldg. | G3 |
| EGR | Martin Engineering Classroom Bldg. | F5 |
| ERB | Engineering Research Bldg. | G6 |
| GEO | Geology Bldg. | F5 |
| HAR | Harrison Lab | E6 |
| HBK | Hornbake Library | F5 |
| HHP | Health & Human Performance Bldg. | I5 |
| HJP | H.J. Patterson Hall | G3 |
| HZP | Holzapfel Hall | F4 |
| ICC | Inn and Conference Center, UMUC | H2 |
| ITV | Instructional Television Facility | F6 |
| JMP | J.M. Patterson Bldg. | H5 |
| JMZ | Jimenez Foreign Language Bldg. | F4 |
| JRN | Journalism Bldg. | F3 |
| KEY | Francis Scott Key Hall | E4 |
| LEP | LeFrak Hall | E3 |
| MCB | Microbiology Bldg. | G4 |
| MCK | McKeldin Library | F3 |
| MMH | Marie Mount Hall | E4 |
| MTH | Mathematics Bldg. | F5 |
| PHY | Physics Bldg. | F5 |
| PLS | Plant Sciences Bldg. | G5 |
| SQH | Susquehanna Hall | D3 |
| SFC | Student and Faculty Services Center (UMUC) | H2 |
| SHM | Shoemaker Bldg. | E4 |
| SHR | Shriver Laboratory | F4 |
| SKN | Skinner Bldg. | E4 |
| SSU | Stamp Student Union Bldg. | G4 |
| SYM | Symons Hall | F5 |
| TLF | Taliaferro Hall | E4 |
| TWS | Tawes Fine Arts Bldg. | G3 |
| TYP | Tydings Hall | E3 |
| WDS | Woods Hall | E4 |
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

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

Washington, D.C.
General Services Administration
7th and D Sts., S.W.
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301-985-7765

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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
Additional Assistance 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

USM and UMUC Centers

UMUC Annapolis Center 410-266-3774
Local from Washington, D.C. area 301-261-8199
USM Downtown Baltimore Center 410-625-9212
USM 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 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

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
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. Twelve 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. Twelve 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)**

**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***

**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**
- International Operations
- Organizational Processes
- 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*
- 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](http://www.umuc.edu/certificates).

UMUC is a member of the University System of Maryland.

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For more information on UMUC's Graduate Programs, visit the UMUC Web site located at [www.umuc.edu/gsmt](http://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.