

# IU Kelley School of Business

## Welcome to the Kelley School of Business!

### Message from the Vice Dean, Kelley School of Business

Thank you very much for your interest in the Kelley School of Business. The school's history can be traced to the early 1920s when a select group of students and faculty had the foresight to undertake a program of study that has become known throughout the world as one of the finest of its kind. From both the Indianapolis and Bloomington campuses, the Kelley School of Business conducts operations across the globe.

The joint resources of IU Indianapolis and IU Bloomington allow us to offer outstanding programs in business to a significant percentage of Indiana's population.

IU Indianapolis is Indiana University's capital city campus. As Indiana's state capital and a major metropolitan area, Indianapolis is an ideal place to study business. Within city blocks of the Kelley School is the highest concentration of corporations, government offices and agencies, small businesses, health care providers, professional practices, and not-for-profit organizations in the state. The campus affords a unique and dynamic environment for learning, conducting research, teaching, and collaborating with businesses. It is difficult to imagine a richer context in which students of all ages can enhance their knowledge and leadership skills while maximizing their personal development.

All programs are offered in convenient, accessible ways to both full and part-time students. High-tech delivery systems, joint programs with other schools at IU Indianapolis, student organizations, and alumni activities make the Kelley School of Business an exciting place to be. Participation in the Kelley School involves more than merely taking courses. We offer a comprehensive educational experience that prepares you to join the growing number of IU graduates providing leadership in business organizations around the world.

Julie Manning Magid  
Vice Dean, Kelley Indianapolis

04/24

## Contact Information

### Kelley School of Business

Business/O'Neill Building (BS) 4090 801 W. Michigan  
Street Indianapolis, IN 46202-5151 (317) 274-2481

### Undergraduate Program

Indiana University Kelley School of Business

Undergraduate Program BS 2010

801 West Michigan Street

Indianapolis, IN 46202-5151

(317) 274-2147

Fax: (317) 274-2483

[busugrad@iu.edu](mailto:busugrad@iu.edu)

### Business of Medicine MBA Program

Indiana University Kelley School of Business

Business of Medicine Program

801 West Michigan Street BS 3024

Indianapolis, IN 46202-5151

(317) 274-3855

[kbizmed@iu.edu](mailto:kbizmed@iu.edu)

### Evening MBA Program

Indiana University Kelley School of Business

Evening MBA Program

801 West Michigan Street BS 3024

Indianapolis, IN 46202-5151

(317) 274-4895

Fax: (317) 278-6194

[mbaindy@iu.edu](mailto:mbaindy@iu.edu)

### Graduate Accounting Programs

Indiana University Kelley School of Business

801 West Michigan Street BS 3024

Indianapolis, IN 46202-5151

(317) 274-3451

Fax: (317) 278-6195

[ksbigap@iu.edu](mailto:ksbigap@iu.edu)

### Emerging Graduate Programs (GCMM)

Indiana University Kelley School of Business

801 West Michigan Street BS 3024

Indianapolis, IN 46202-5151

[kmedcert@iu.edu](mailto:kmedcert@iu.edu)

## Overview

### Mission

The mission of the Kelley School of Business is to transform the lives of students, organizations, and society through management education and research. Our aim is to produce: a) students who are citizens of the world who have a positive impact on their organizations and on the communities in which they live, and b) research that advances both theory and practice. We emphasize a collaborative approach that encourages the creation of value-added partnerships among faculty, students,

alumni, other universities and academic units at IU, and with private-sector and not-for-profit organizations.

At the Kelley School, we are committed to maintaining a system of values grounded on:

- Ethical conduct and integrity
- Excellence, professionalism, and pride in all that we do
- Personal initiative and individual responsibility
- Full engagement of all of our faculty and staff in pursuing the mission of the School
- Ongoing innovation in our programs and scholarship
- A spirit of collaboration, civility, respect, and collegial conduct in all contexts
- Open and forthright communication
- Diversity and inclusiveness, and
- Just and equitable recognition for performance

## Admission

### Requirements

Admission to the Kelley School of Business is competitive and based on a combination of factors. The primary factor is academic performance or GPA. Students are eligible to be certified provided they meet the minimum requirements. The minimum requirements do not guarantee admission.

Admission to IU's Kelley School of Business at Indianapolis is possible at several different points in a student's academic career. The procedures and requirements for each option are described below.

Please note that all applications for admission to the university are submitted through the IU Indianapolis Office of Undergraduate Admissions, Campus Center Rm. 255, 420 University Boulevard, Indianapolis, IN 46202-5140; phone: (317) 274-4591. Beginning students normally enter the University College (UC), where they are advised on enrolling in required general-education and prebusiness courses.

### Direct Freshman Admission:

- Admitted to IU Indianapolis directly out of high school
- Meet one of the following requirements for either Test Inclusive or Test Optional admission:
  - Test Inclusive Applicant:
    - Minimum SAT score of 1170 (ERWS and MSS scores only; does not include Reading test) with a Math score of 530 or higher OR ACT Composite score of 24 with a Math score of 21 or higher.
    - High school GPA of 3.20 or higher
  - Test Optional Applicant:
    - In State: 3.50 high school GPA with Academic Honors or Academic Technical Honors diploma (no math requirement other than what is required to be admitted to IU Indianapolis)

- Out of State: 3.50 high school GPA with pre-calc or higher

### Direct Transfer Admission:

- Admitted to IU Indianapolis as a transfer student
  1. Transfer students from other colleges/universities\* (not TSAP) – Direct Admission if:
    1. 30 credit hours completed and 3.00 or higher GPA
    2. 60 credit hours completed and 2.50 or higher GPA
- \*\*\*Intercampus transfers that have also attended another college will have both GPAs considered by Admissions. If the IU GPA is below 2.0, Admissions will route to our department before decision is made
  2. Ivy Tech & Vincennes TSAP students (admitted to Kelley immediately) – Guaranteed Admission if:
    1. Completed TSAP **and** minimum GPA of 2.0 or higher

### Current IU Indianapolis University College students or current IU Indianapolis students changing majors from another school/major:

No longer do you have to submit an application to be admitted from University College to the Kelley School of Business Undergraduate Program. You'll be notified when the admission requirements are met.

To certify into the Kelley School of Business from University College, you will need meet either the Option 1 or Option 2 criteria (linked on the left of this page). You will be certified as soon as you meet either set of requirements

Certification process: Make sure your major is listed as Pre-Business, Pre-Accounting, Pre-Finance, Pre-Management, Pre-HR Management, Pre-Marketing, or Pre-Supply Chain Management with your University College advisor (International Dimension and Real Estate Co-Majors may be chosen after certification).

You will automatically be reviewed for certification each semester after final grades post.

If you meet the eligibility requirements, the Kelley School of Business admissions team will reach out to you via your IU email account regarding your certification.

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## Option I Admission Criteria

**Option I Admission Criteria for students seeking admission into Kelley for Fall 2022 and after.**

1. Admitted to IU Indianapolis.

2. **Minimum Overall Cumulative GPA of 3.0 or higher.**
3. 30 or more total credit hours.
4. No unfinished incompletes.
5. **A grade of "C" or higher for each individual course and an average cumulative GPA of 3.0\*\* or higher in the courses below:**

ENG-W 131 Reading, Writing, and Inquiry  
 BUS-X 100 Business Administration - Intro  
 BUS-X 103 First Year Seminar (substitutions allowed)  
 BUS-A 100 Introduction to Accounting  
 BUS-K 201 The Computer in Business

**Note:** BUS-K 201, or any equivalent course, is only good for five years before a student is admitted to Kelley

MATH-M 118 Finite Mathematics  
 MATH-M 119 Brief Survey of Calculus

**Note – A grade of C- is not acceptable. The grade in each course above MUST be a C or higher.**

**Students admitted under Option 1 must have a grade of C or higher in all I-Core prerequisites listed under Option 2 to enroll in Integrative Core (I-Core). All Option 1 admits will have their grades reviewed prior to being approved for enrollment in I-Core.**

Updated 4/22

## Option II Admission Criteria

**Option II Admission Criteria for Students Seeking Admission to Kelley Fall 2022 or after:**

1. Admitted to IU Indianapolis.
2. **Minimum Overall Cumulative GPA of 2.5 or higher**
3. 60 or more total credit hours.
4. No unfinished incompletes.
5. **Each of the following courses with a grade of "C" or higher:**

ENG-W 131 Reading, Writing, and Inquiry  
 COMM-R 110 Fundamentals of Speech Communication  
 BUS-X 100 Business Administration - Intro  
 BUS-X 103 First Year Seminar (substitutions allowed)  
 BUS-K 201 The Computer in Business

**Note:** BUS-K 201 or any equivalent course, is only good for five years before a student is admitted to Kelley

BUS-X 204 Business Communications  
 BUS-X 220 Professional Perspectives  
 BUS-J 211 Foundations of Integrated Business Decision Making  
 BUS-L 203 Commercial Law I

**6. All of the following courses must be successfully completed with a grade of "C" or higher and an average GPA of 2.5 \*\*\* for the courses below:**

BUS-A 100 Introduction to Accounting  
 BUS-A 201 Introduction to Financial Accounting  
 BUS-A 202 Introduction to Managerial Accounting  
 BUS-K 303 Technology and Business Analytics  
 ECON-E 201 Introduction to Microeconomics  
 ECON-E 202 Introduction to Macroeconomics

ECON-E 270 Introduction to Statistical Theory in Economics

MATH-M 118 Finite Mathematics

MATH-M 119 Brief Survey of Calculus

**Note – A grade of C- is not acceptable. The grade in each course above MUST be a C or higher.**

Updated 4/24

## Policies and Procedures

### Undergraduate Policies

#### Academic Regulations and Scholastic Standards

Under the General Scholarship Rule, any student who does not possess the necessary preliminary training or who lacks other qualifications may be required by the Kelley Office of Academic and Professional Development to enroll in courses as the committee may designate or to take other corrective action as is necessary or desirable. The committee may review a student's record at any time and may take whatever action seems necessary for the student's best interest or for the best interest of the school.

Upon the recommendation of the appropriate school committee and with the approval of the dean of the Kelley School of Business, any student whose work is unsatisfactory or whose conduct is unethical may be dismissed from the Kelley School of Business.

#### Academic Misconduct

Indiana University and the Kelley School of Business expect that students will follow the fundamental principles of academic integrity in the pursuit of learning. Academic integrity requires that students take credit only for their own work and ideas. Violation of these principles is considered an act of academic misconduct.

The Kelley School of Business strictly follows the guidelines listed in the and the Kelley School of Business Honor Code. In addition, the school's policy regarding the appropriate penalty for any degree of academic misconduct permits the removal of the student from the course involved, with a grade of F.

#### Academic Standing

Those students who consistently maintain a minimum grade point average of 2.0 (C) or higher in their cumulative records are considered to be in good standing.

#### Auditing Courses

Students are not permitted to audit undergraduate business courses or M.B.A. courses. See the Master of Science in Accounting program chair for the current policy regarding audit of M.S.A. classes.

#### Integrative Core Prerequisites

The prerequisites for the Integrative Core are strictly enforced: a total of 60 credit hours or more of college-level work; the following courses with a grade of C or higher:

- BUS-K 201 The Computer in Business, 3 cr. (w/in 5 years of admission)
  - K201 or any equivalent course is only good for five years before a student is admitted to Kelley

- BUS-X 100 Intro to Business Administration, 3 cr.
- BUS-X 103 Kelley First Year Seminar, 1 cr.
- BUS-X 204 Business Communications, 3 cr. (P: W131 w/ C)
- COMM-R 110 Fundamentals of Speech Communication, 3 cr.
- ENG-W 131 Reading, Writing, and Inquiry I, 3 cr.
- BUS-X 220 Professional Perspectives, 2 cr. (P: Soph, W131 w/ C)
- BUS-J 211 Foundations of Integrated Business Decision Making, 3cr. (P: Soph, X100 w/ C, A100 w/ C)
- BUS-L 203 Commercial Law, 3 cr. (P: Soph)
- BUS-A 100 Basic Accounting Skills, 1 cr.
- BUS-A 201 Intro to Financial Accounting, 3 cr. (P: Soph, A100 w/ C)
- BUS-A 202 Intro to Managerial Accounting, 3 cr. (P: Soph, A100 w/ C)
- BUS-K 303 Technology and Business Analytics, 3 cr. (P: K201 w/ C)
- ECON-E 201 Intro to Microeconomics, 3 cr.
- ECON-E 202 Intro to Macroeconomics, 3 cr.
- ECON-E 270 Statistical Analysis in Econ & Business, 3 cr. (P: M118)
- MATH-M 118 Finite Mathematics, 3 cr.
- MATH-M 119 Brief Survey of Calculus, 3 cr.

Option 1 admission or Direct Admission to the Kelley School of Business in Indianapolis does not guarantee admission into the Integrative Core.

### Maximum Semester Credit-Hour Load

A typical academic load for full-time students is 15 credit hours. A student expecting to carry more than 18 credit hours during a regular semester or more than 9 credit hours in a summer session should have a minimum cumulative grade point average of 3.0 (B) or have earned a 3.0 (B) grade point average in the previous full semester. Note: Summer is not considered for this purpose.

### Military-Related Credit

Both Army and Air Force ROTC programs are available at Indianapolis. Completion of either program leads to a commission as a second lieutenant. Programs are available to both men and women. Courses are pursued in conjunction with an academic curriculum and receive academic credit as electives.

Placement credit is available to veterans and students with high school ROTC backgrounds. Veterans of military service are also eligible for academic credit as a result of their military training and experience. The Kelley School of Business follows the provisions of the "Guide to the Evaluation of Education Experiences in the Armed Services" issued by the American Council on Education (ACE) in granting credit. Credit in business subjects is evaluated as "undistributed" and is subject to oral or written examination for specific equivalency. Credit hours may be limited by university policy.

### Physical Education Courses

Students may elect a maximum of 4 credits of elective physical education courses (HPER-E courses). Physical education courses carry regular credit, count toward

minimum degree requirements, and are included in the cumulative grade point average.

## Academic Review, Dismissal, and Readmission

### First#Semester Student Dismissal

First#semester students who have attempted a minimum of 12 IU Indianapolis credit hours will be dismissed if they fail to attain a GPA of at least 1.0.

Students who are dismissed for the first time must sit out until one regular (fall or spring) semester has elapsed since dismissal and must petition by the established deadlines to be reinstated.

### Academic Review

Students whose Indiana University cumulative grade point average (GPA) falls below a 2.0 will be placed on academic review. Students will be informed of their status by letter.

Students may be continued on academic review when the semester GPA is at least a 2.0 but the Indiana University's cumulative GPA is below 2.0. Students will be removed from academic review status once the Indiana University cumulative GPA is at least 2.0.

### Dismissal

Students on academic review at IU Indianapolis will be dismissed if they fail to attain a semester GPA of at least 2.0 in any two consecutive semesters (fall and spring) and the Indiana University cumulative GPA is below 2.0. Students who are dismissed for the first time cannot enroll until one regular (fall or spring) the semester has elapsed since dismissal and must petition by the established deadlines to be reinstated. Students dismissed two or more times must remain out of school for the next two consecutive regular (fall and spring) semesters and petition by the established deadlines to be reinstated.

### Reinstatement

Reinstatement will be the decision of the academic unit to which the students are petitioning. Students who are reinstated will be classified as academic review students until Indiana

University cumulative GPA is at least 2.0. During the first regularly enrolled term on academic review, the student must achieve a semester GPA of at least 2.3. In each subsequent semester on academic review, the student must achieve a semester GPA of at least 2.0. Failure to meet the semester GPA requirement while on academic review will result in dismissal. Contact [ugradksb@iu.edu](mailto:ugradksb@iu.edu) for information about reinstatement.

### Upper-Level Business Courses

Kelley School of Business students must have senior standing and have completed the Integrative Core to enroll in most 400-level business courses. Enrollment in business courses numbered 301-499 is usually limited to the following:

1. Kelley School of Business students.
2. Non-business students who are registered for the minor in business.
3. Non-business students who are registered for degree programs requiring specific business courses. Such programs include engineering, health administration, journalism, and telecommunications. (Enrollment will be

permitted only in the required business courses using this priority category.)

4. Other students with specific permission of the department offering the course. Departments may choose to declare certain courses "open enrollment" courses.
5. Graduate continuing nondegree students may take upper-level business courses with permission.

Unless students are registered in an official program, as identified in items (2) and (3) above, a maximum of 12 credit hours of upper-level business courses may be taken. In addition, for students enrolled in these specific programs, upper-level business courses may comprise no more than 25 percent of their programs.

To enroll in an upper-level business course (301 or higher), a non-business student must meet course prerequisites and have a minimum cumulative grade point average of 2.5 (on a 4.0 scale).

### **Credit Earned Externally or Transferred to IU**

#### **CLEP and DANTES Credit**

The Kelley School of Business does not accept CLEP or DANTES credit for business courses; however, the school will accept CLEP or DANTES credit awarded by other IU Indianapolis academic units for non-business courses.

#### **Credit for Independent Study by Correspondence**

The Kelley School of Business accepts a maximum of two courses (6 credit hours) taken by correspondence to satisfy degree requirements. However, because of their basic importance in the degree program, the following courses or their equivalents may not be taken by correspondence to satisfy admission or degree requirements:

- Business or economics courses;
- Prerequisites (for both business and non-business courses);
- Courses required for a major (for both business and non-business courses).

Any exceptions to the above policy must have the written approval of the director of undergraduate programs, Indianapolis. Note: Correspondence courses cannot be taken during the last 30 credit hours of study without petitioning for a waiver of senior residency.

#### **Credit for Self-Acquired Competency**

The Kelley School of Business does not award credit on the basis of self-acquired competency (for example, work experience). However, the school will give waiver examinations for specific courses when the chair of the department offering the course feels a student's experience gives that student a reasonable chance of passing the examination. To be eligible to take a waiver examination, the student must be regularly registered at IU Indianapolis.

The school will not accept the transfer of credit from other institutions for business courses if the credit was awarded on the basis of self-acquired competency.

For non-business courses, the school will accept course-specific credit awarded on the basis of self-acquired competency by other baccalaureate-granting divisions/schools of Indiana University and by other institutions

accredited by the North Central Association of Colleges or comparable regional associations.

The school will not accept general (non-course-specific) self-acquired competency credit awarded by other divisions or schools of Indiana University or by other institutions.

### **Retaking a Kelley Course**

A student can only take a Kelley course three times for a grade unless the student submits a petition to take the course more than three times.

### **Transfer of Credit**

#### **1. Transfer of Credit from Other Colleges and Universities**

Acceptance of credit from other institutions, including Purdue University, will be determined by the IU Indianapolis Office of Admissions. The applicability of credit toward degree requirements in the Kelley School of Business will be determined by the school. Credits in business courses at the lower-division level (100- and 200-level courses) that are accepted for transfer are usually accepted for specific course equivalency.

Courses in upper-division business subjects (300- and 400-level courses) may be accepted for specific equivalency if the course work is taken in the junior or senior year at a four-year institution that is accredited by the Association to Advance Collegiate Schools of Business (AACSB). If the institution is not so accredited, credit in upper-division courses accepted for transfer will be accepted as "undistributed" credit, subject to further examination for equivalency.

Upper-division business courses taken in the freshman or sophomore year at four-year institutions may be accepted as "undistributed" credit, subject to further examinations for specific equivalency.

Upper-division business courses taken at two-year institutions may be accepted as "undistributed" credit that will count only as business electives. No more than 90 credit hours may be accepted for transfer from a four-year institution. Course grades from other institutions are not transferred; only credit hours earned in a course are recorded. Evaluation of credit is completed after a student is admitted to the university.

#### **2. Transfer of Credit from Junior and Community Colleges**

No more than 64 credit hours earned at junior or community colleges may be applied to an Indiana University Kelley School of Business degree.

#### **3. Transfer of Credit from Other Indiana University Campuses**

Four-year degree programs in certain major areas may be completed at Indiana University East, Indiana University-Purdue University Fort Wayne, Indiana University Kokomo, Indiana University Northwest, Indiana University South Bend, Indiana University Southeast, and Indiana University-Purdue University Columbus, as well as at the Bloomington and Indianapolis campuses. Admission and degree requirements will vary among campuses.



Students wishing to transfer to the Kelley School of Business in Indianapolis are required to meet the same admission requirements to the school as do all other students, both internal and external, at the Indianapolis campus. Students who expect to graduate from the IU Kelley School of Business in Indianapolis must complete all 300/400 level BUS courses at the Indianapolis campus and complete an application to the school.

Kelley Indianapolis students must take Integrative Core (I-Core) on the Indianapolis campus. I-Core credit from another campus will not be accepted.

## Grading System

### Incomplete Courses

A temporary grade of Incomplete (I) on the transcript indicates that the work completed is satisfactory but that the entire course has not been completed. A grade of I may be assigned only if the student is not in attendance during the last 25 percent of a semester or summer session and the instructor has reason to believe that the absence was beyond the student's control. Otherwise, the instructor shall assign a grade of F.

It is the instructor's responsibility to specify the work to be done to remove the Incomplete as well as the period of time allowed for completion. However, it is the student's responsibility to contact the instructor to verify that all requirements have been completed. If the Incomplete is not removed within one calendar year of the date of the recording of the Incomplete grade, the registrar will automatically change the I to an F grade. The instructor may, however, require the Incomplete to be removed after a period that is less than one year. Upon satisfactory completion of the work within the time allowed, the Incomplete will be removed and the earned grade recorded. In special circumstances, the dean may authorize that a grade of I be changed to a grade of W (Withdraw).

Students do not re-enroll in a course in which they have a grade of I.

### Pass/Fail Option

Business students may elect to take 3 credit hours each semester with a grade of P (Pass) or F (Fail), with a maximum of 6 credit hours each school year, including summer sessions. The election of this option must be exercised by the student within the first three weeks of the semester or equivalent time period in a summer session. Limitations on use of the Pass/Fail option are as follows: Kelley School of Business students may not take any business course Pass/Fail; the Pass/Fail option cannot be used for courses that satisfy the general education requirement or any course that would fulfill a major requirement. In short, the option can be used only for courses that are pure electives taken outside the Kelley School of Business. A grade of P is not counted in the cumulative grade point average, but a grade of F is included. A grade of P cannot be changed subsequently to a grade of A, B, C, or D.

### Withdrawals

A grade of W (Withdraw) is given automatically on the date of withdrawal to a student who withdraws during the

first seven weeks of a regular semester or during the first three weeks of a summer session.

After the automatic withdrawal period, a student may withdraw only with the permission of his or her dean. This approval is given only for urgent reasons relating to extended illness or equivalent distress. To qualify for the grade of W, a student must be passing the course on the date of withdrawal. If the student is failing, the grade recorded on the date of withdrawal will be F. **Poor performance in a course is not considered grounds for a late withdrawal. No withdrawal forms will be processed in the Office of the Registrar after the last day of classes for the term/session. Any requests for late withdrawal after the last day of classes must go through the grade appeal process.**

Extenuating circumstances can include:

- medical condition/ hospital stay/ accident
- incarceration
- psychological/emotional issues
- learning disability (newly diagnosed)
- death of family or close friend
- issues with a class/faculty (well documented)
- eviction/ homelessness
- other major life events that severely impact the student

The student is advised to continue attending the class(es) as the withdrawal request may not be approved. The student must consider that a withdrawal from a course may impact other aspects of their student status (i.e., financial aid, enrollment requirements for international students or student-athletes, expected graduation term, etc.). It is the responsibility of the student to contact the appropriate office on campus regarding any other issues that may arise as a result of a late withdrawal from a course.

### Grade Appeals

If a student feels their grade should be changed (either from an F to a W or if they feel the grade they received should be higher than what was given), they should first contact the professor of that course and discuss the grade change with him or her. If the faculty member will not change the grade, the student can fill out a change of grade petition which can be accessed online [here](#). **Please note that the Kelley School of Business requires that requests to change a grade from an F to a W must be submitted and processed within one year from when the course is completed.**

All grade change petitions should be submitted to the Office of the Registrar (Campus Center (CE) Room 250).

Once the Kelley School of Business receives the petition for any business courses, a copy will be sent to the faculty member who taught the course along with a memo from the Undergraduate Program Office asking for any information concerning the student (grades in the course, attendance, etc.). Once the faculty returns this information to the Undergraduate Program Office, the Academic Fairness Committee will review the petition and make a decision. If the petition is approved, a change of grade form will be sent to the Office of the Registrar where it will take 1-2 weeks to process the grade change. If

the petition is denied, a letter will be sent to the student explaining why the petition was denied.

If the petition is denied and the student wishes to pursue the matter further, the student should speak with the Kelley Ombudsman for help on how to proceed.

### Graduation Requirements

Though the school makes every attempt to provide students with ample advising and counseling help, *students in the Kelley School of Business are responsible for planning their own programs and for meeting degree requirements.* It is the student's responsibility to understand fully and comply with all the provisions of this bulletin. Requests for deviation from department, program, or school requirements may be petitioned in writing through the Kelley Office of Academic and Professional Development in BS 2010. Such petitions will be reviewed by the Petitions Committee and granted only in consultation with the respective chair, director, dean, or their respective administrative representatives.

### Credit Deadline

All coursework except work from the current semester must be completed and recorded on the degree candidate's Indiana University transcript at least one month prior to the date of graduation.

### Credit Hours and GPA Requirements

A minimum of 120 credit hours of college-level work must be successfully completed in courses meeting the various requirements stated in this bulletin to earn a Bachelor of Science in Business degree. Of this number, at least 48 credit hours must be in business and economics courses. For special rules concerning the accounting major, see "Departments and Majors" in this bulletin. A minimum cumulative GPA of 2.0 (C) is required for graduation. In addition, for students admitted or readmitted in the fall of 2002 or later, students must achieve a minimum GPA of 2.0 (C) in business and economics courses not counted toward general education, and a minimum GPA of 2.0 (C) in their major requirements to graduate from the Kelley School of Business. Students with outstanding cumulative GPAs may graduate with distinction. (See "Academic Distinction" in the "Special Opportunities" section.)

### Senior Residence Requirement

Students who expect to receive the B.S. in Business degree from the Indiana University Kelley School of Business Indianapolis must complete all 300/400 business courses on the Indianapolis campus or during a preapproved overseas study program. (For extenuating circumstances you must petition and receive preapproval from the director of academic programs, BS 2010, 801 W. Michigan Street, Indianapolis, IN 46202-5151; phone (317) 274-2147.)

### Degree Applications

Candidates for the B.S. in the Business degree must file an Intent to Graduate form found [here](#). Application deadlines are May 15 for December graduation, October 15 for May graduation, and January 15 for August graduation. Kelley School of Business transcripts may reflect from one to three majors and zero to two minors. Majors and minors do not show on the diploma.

### Statute of Limitations

Candidates for the B.S. in Business degree have the right to complete the degree requirements specified by the bulletin in effect at the time they were admitted or readmitted to Indiana University, as long as the required courses are available and no more than eight calendar years have elapsed since the date of admission or readmission and providing the student has not had an interruption in enrollment of two years or more. In the event that the required courses are not available or more than eight years have elapsed, students are required to meet the degree requirements currently in effect. Students who are unclear about this requirement should see a Kelley School of Business advisor.

Updated 01/2025

## Graduate and Professional Policies

### Kelley School of Business Evening MBA Program Handbook

#### Graduation Requirements

In order to receive the Master of Business Administration degree from Indiana University Kelley School of Business on the Indianapolis campus, the candidate must:

- Apply and be admitted into the MBA program.
- Complete 54 credit hours of graduate work with core course grades below a C-.
- Compile a 3.0 GPA or better cumulative grade point average in all graduate business course work.
- Complete at least 48 hours in residence as a regularly-admitted MBA student at Indiana University (Bloomington/Indianapolis).
- Meet all of the course requirements as stated in the MBA Student Handbook for the quarter of matriculation.
- Meet all of the above requirements within five (5) calendar years of initial matriculation.

Additionally, the following rules will apply:

- All courses are graded A, B, C, D, F. No courses are Pass/Fail.
- Students will be placed on Academic Probation if their GPA falls below 3.0. Students must bring their GPA to 3.0 or above within two quarters or are subject to dismissal.
- Graduating MBAs should submit an "Application for Graduation" form to the MBA Program Office two quarters prior to the final quarter before graduation. It is recommended students make an appointment with an Academic Advisor to ensure all requirements have been fulfilled prior to registration for their final quarter.

#### Exemptions

No exemptions from course work will be granted. Professional experience and/or previous undergraduate course work will not be a basis for a waiver or alteration of required course work.

The exception to this policy are students admitted to dual degree programs: MBA/MD, MBA/JD, MBA/MSA and

MBA/DDS. These students must keep in close contact with the MBA Office and their Academic Advisors to be sure they are meeting their special degree requirements.

### **The Major Area of Study**

All students who graduate from the MBA program in Indianapolis will be conferred a Master of Business Administration degree from the Indiana University Kelley School of Business.

Although students are not required to major (in which case they will earn a General Management MBA), students may choose to major in Finance, Management/ Entrepreneurship, Operations/Supply Chain Management, or Marketing. They may make a broad selection of elective course work or may focus all of their elective course work in one area.

### **Grading Systems and Standards**

The official grading system of the Graduate School of Business and the grade point values are:

A+ or A	4.0	C	2.0
A-	3.7	C-	1.7
B+	3.3	D+	1.3
B	3.0	D	1.0
B-	2.7	D-	0.7
C+	2.3	F	0

Zero (0) points are assigned for the following grade symbols: I (incomplete), NC (no credit), NR (no report filed by the instructor), S/F (satisfactory/failure), or W (withdrawn).

Based on the above values, students must compile a minimum cumulative grade point average of 3.0 in all Graduate School of Business course work to remain in good standing and to complete graduation requirements. Courses not approved as a part of the student's MBA curriculum will not be included in calculation of the MBA GPA (Grade Point Average).

### **Targeted Grade Distribution**

Beginning in August 2000, the targeted distribution of grades for each course is:

Category Designation	Reported Grade	Target Distribution
Distinguished	A	10-15%
Excellent	A	25-35%
High Pass	B+	0-50%
Pass	B	0-50%
Marginal Performance	B- or C+	0-20%
Poor Performance	C through D-	As Needed

Failure	F	As Needed
Incomplete	I	As Needed

The following policies apply:

- All courses with grades of "C-" or better will count toward the necessary hours for graduation and are used in computing the GPA.
- A student must earn a grade of C- or higher in all required courses.
- If a "D+"/ "D"/"D-" and/or "F" is received in a CORE course, the course MUST be repeated with a passing grade. If a "D+"/ "D"/"D-" and/or "F" is received in an elective course, it could be repeated. In both cases, the hours will NOT count toward the 54 hour requirement for graduation but the grade will be used in calculating the GPA.
- If a "D+"/ "D"/"D-" and/or "F" course is repeated, the grade earned in the repeated course is used to replace the original grade.

### **Incompletes**

An "incomplete" indicates that the work is passing as of the end of the quarter but a relatively small part of the course has not been completed. In order to give a grade of "I", the faculty member must agree with a request for an incomplete. The faculty member must file an "Incomplete Form" which states the reason for the incomplete, the requirements for completion, and when the course is expected to be completed. An incomplete not removed within one year of assignment automatically converts to an "F." A student cannot be certified for graduation until their record is cleared of all "Incompletes" in both elective and required coursework.

### **Withdrawals**

There are times when the "W" is an appropriate grade. Students will need to consult with their academic advisor if they feel the need to withdraw from a course. A grade of "W" is automatically assigned if withdrawal occurs during approximately the first five (5) weeks of a regular-length quarter. Reference the IU Indianapolis graduate quarters academic calendar for exact dates each quarter. After that time, it is necessary to petition to withdraw. If the petition is granted, the student may withdraw and a "W" will be assigned for the course. If the student is passing at the time of the request, a "W" may be assigned. If the student is failing at the time of withdrawal, an "F" must be assigned.

### **Coursework Taken Outside of the School of Business**

#### **Transfer Elective Coursework**

When prior approval is obtained, part of the elective coursework for the MBA degree may be met by graduate coursework taken from other schools at IU Indianapolis, provided that such credit is related to the MBA degree and would usually be accepted toward a graduate degree in the school in which it is offered. A grade of "B" or better must be received for the course and the course may not be counted toward another degree.

In order to receive credit for the elective course work, approval must be received from the Chairperson, MBA Program or a representative, prior to enrolling in the



course. Elective course work taken outside of the School of Business is limited to a total of six (6) credit hours.

### **Transfer Credit from Another Institution**

Transfer credit is designed to benefit the student who has completed elective course work as a student in another program or the IU MBA student who must relocate prior to completing the degree requirements. Transfer of credit may be requested for courses that meet ALL of the following conditions:

- The course was taken within the last 5 years for graduate credit only. It cannot have been a combined graduate/undergraduate course.
- If taken prior to entering the IU program, the course was an elective course taken while the student was a regularly enrolled graduate student in a program leading to a Masters or similar advanced degree from an accredited institution. If the course was taken in a business school, the program must be accredited by the Association to Advance Collegiate Schools of Business (AACSB).
- The grade earned was an "A" or "B". Pass/Fail and other such grades are not acceptable. A grade of "B-" or lower is not acceptable.
- No more than six (6) credit hours of transfer credit will be granted for courses that meet the above criteria.
- With the exception of requests resulting from temporary job transfer, coursework taken at another institution while a candidate is an active student in the IU MBA program is NOT eligible for transfer credit. It is recommended that academic advising and approval from the School of Business be obtained prior to enrollment in course work at another institution.

Approval for transfer credit is conditional upon receipt by the recorder in the MBA Office of official transcripts. Grades received on courses granted transfer credits are not included in the computation of the Indiana University GPA.

### **Residency Requirement**

Of the 54 hours required to complete the MBA degree, at least 48 hours of graduate credit must be obtained in-residence. The residency requirement is met while a student is officially admitted and enrolled as an MBA student in the Graduate School of Business at Indiana University, Bloomington/Indianapolis. Credit hours earned while enrolled in another degree-granting program cannot be included in the 48 hours required in-residence.

### **Independent Study (590) Coursework**

Independent study course work provides a unique experience for the advanced MBA student through the opportunity to work on an individual basis with a faculty member. Output requirements are not specified in detail, but in most cases, a paper is required by the faculty member.

The material covered by the independent study project should not be found in a regularly scheduled graduate business course nor should this be used as a means to take an undergraduate course for Graduate School

of Business credit. Participation in such a course may, however, be part of the 590 experience.

The procedure for obtaining a 590 course should be initiated by the student well before the planned quarter of work. The student should contact the faculty member who will supervise the work. They will jointly decide on the number of credit hours to be awarded, noting that the MBA student may not receive credit for more than a total of six (6) hours of 590 work toward the degree. A written proposal should be submitted prior to the quarter of study and likely contain:

- The purpose of the proposed study and why the arrangement is appropriate.
- The question or issue to be investigated and the required deliverables.
- The outcome or result and the form anticipated.
- The standards and means proposed for interim, ongoing or terminal evaluation.
- Any unusual or special conditions relating to the character, timing or supervision of the arrangement.

Although the faculty member may require more written documents, the above points should be outlined with documented approval from the faculty.

### **Audit Policy**

Auditing of 500-level business courses is not permitted.

**Student in Good Standing** - Any student who maintains a minimum cumulative grade point average of 3.0.

**Student on Academic Probation** - Any student whose cumulative grade point average falls below a 3.0 is placed on academic probation. If the GPA goes below the 3.0 minimum, the candidate is notified in writing immediately following grade posting for the quarter in which probation occurs. The candidate is required to enroll in at least two (2) out of the next four (4) quarters and attain a cumulative GPA of 3.0 within the next two (2) consecutive quarters.

Failure to meet the enrollment and/or the minimum GPA requirement results in potential dismissal from the program.

**Student Dismissed** - Dismissal will result from one of the following situations:

- A probationary student who fails to meet the conditions of probation.
- A student who receives a grade point average of 2.25 or below in each of two (2) consecutive quarters.
- A student who does not complete all requirements within the five-year limit.
- Candidates subject to dismissal may petition the Assistant Dean for Academic Programs - Indianapolis on an ad hoc basis. However, only in rare cases is continuation allowed.

**Student in Inactive Status** - Occasionally a student in good standing may find it necessary to interrupt progress through the program for a quarter or more. In such cases, the student is classified as inactive. To remain in good standing while inactive, the student must inform the MBA Program Office in writing that they will be interrupting the program. Inactive students should be aware that the five-year time limit for completion of degree work begins from

the date of matriculation. To continue the program, the inactive student should notify the MBA Program Office at least 30 days prior to the start of the quarter in which they wish to return.

Indiana University regulations governing the actions and interactions of members of the university community are intended to enhance the values which must be maintained in the pursuit of the university's purposes and goals of preserving, improving, increasing, transmitting, and applying knowledge. These values include freedom of inquiry, commitment of searching for the truth, the exercise of the critical judgment, intellectual honesty, and freedom for the open expression of ideas and opinions with limits that protect the rights of others, respect for the news and the dignity of other persons, and openness to constructive change.

The Indiana University [Code of Student Rights, Responsibilities, and Conduct](#) is outlined and defined in the on-line publication which defines student rights and responsibilities, including individual rights in the areas of freedom from unlawful sexual harassment, racial harassment, and harassment based on sexual orientation. This code exists as a guide for students, faculty, and staff and is available from the MBA Office or from the Office of the Dean of Students to assist students in the conduct of their affairs.

### **MBA Code of Student Ethics**

The MBA student is expected, in all activities and relationships connected with their academic program, to act in a professional manner. This expectation implies being honest and acting in good faith. The following activities are prohibited: cheating (including unauthorized cooperation or the use of unauthorized material in preparing an assignment to be graded), plagiarism, changing a grade in connection with any assignment, gaining unauthorized access to an examination, using without authorization the same material in preparing assignments in two separate courses, lying to instructors or school administrators, and knowingly permitting copying or other participation in dishonest behavior.

### **Academic Misconduct**

Indiana University, like all academic institutions, exists for the advancement of knowledge, the pursuit of truth, the development of students, and the promotion of the general well-being of society. Free inquiry and free expression are indispensable to the attainment of these goals.

Students are expected to exercise their freedom to learn with responsibility and to respect the general conditions which maintain such freedom. The university has developed general regulations concerning student conduct which safeguard the right of every individual student to exercise fully the freedom to learn without interference.

The university may discipline a student for academic misconduct which is defined as any activity which tends to compromise the academic integrity of the institution and undermine the educational process. Academic misconduct includes, but is not limited to cheating, including unauthorized cooperation or the use of unauthorized material in preparing an assignment to be graded, fabrication, plagiarism, interference, violation of

course rules, and facilitating academic dishonesty and all other defined by Indiana University.

The university may also discipline a student for acts of personal misconduct which occur on university property and include falsifying emergency warnings, release of access codes for university resources, lewd, indecent, or obscene conduct, unauthorized entry, damage to university or property belonging to others, sexual or racial harassment, and verbal abuse and all other acts of personal misconduct as defined by the Indiana University [Code of Student Rights, Responsibilities, and Conduct](#).

A faculty member who believes that a student has engaged in any form of academic dishonesty shall initiate the following process:

- Hold an informal conference with the student to discuss the matter and include information on both the act and the information upon which the allegation is. The student must be given an opportunity to respond to the allegation of misconduct.
- If the faculty member concludes that the student did commit the act of misconduct, the faculty member is authorized to impose an appropriate academic sanction related to the particular course.
- The faculty member is required to report the matter promptly in writing to the student, the dean, the director of the Graduate School of Business, and the Dean of
- The student has the right to appeal the faculty member's decision that the student committed the act of misconduct, the faculty member's decision to impose a particular academic sanction, or the decision of the Dean of Students to impose an additional. The appeal must be filed within five days of receiving written notice of the sanction.

## **Business of Medicine Physician MBA (Physician only)**

### **Graduate Policies**

#### **Probation, Dismissal, and Readmission**

##### **Probation**

1. Students whose Indiana University cumulative grade point average (GPA) falls below a 2.0 will be placed on probation. Students will be informed of the probationary status by letter.
2. Students may be continued on probation when the semester GPA is at least a 2.0 but the Indiana University cumulative GPA is below a 2.0.
3. Students will be removed from probationary status once the Indiana University cumulative GPA is at least 2.0.

##### **Dismissal**

1. Students on probation at IU Indianapolis will be dismissed if they fail to attain a semester GPA of at least 2.0 in any two consecutive semesters (fall and spring) and the Indiana University cumulative GPA is below 2.0.
2. Students who are dismissed for the first time cannot enroll until one regular (fall or spring)

semester has elapsed since dismissal and must petition by the established deadlines to be reinstated.

3. Students dismissed two or more times must remain out of school for the next two consecutive regular (fall and spring) semesters and petition by the established deadlines to be reinstated.

### Reinstatement

1. Reinstatement will be the decision of the academic unit to which the students are petitioning.

2. Students who are reinstated will be classified as probationary students until the Indiana University cumulative GPA is at least 2.0. During the first regularly enrolled term on probation, the student must achieve a semester GPA of at least 2.3. In each subsequent semester on probation, the student must achieve a semester GPA of at least 2.0. Failure to meet the semester GPA requirement while on probation will result in dismissal.

### Incomplete Courses

A temporary grade of Incomplete (I) on the transcript indicates that the work completed is satisfactory but that the entire course has not been completed. A grade of I may be assigned only if the student is not in attendance during the last 25 percent of a semester or summer session and the instructor has reason to believe that the absence was beyond the student's control. Otherwise, the instructor shall assign a grade of F.

It is the instructor's responsibility to specify the work to be done to remove the Incomplete as well as the period of time allowed for completion. However, it is the student's responsibility to contact the instructor to verify that all requirements have been completed. If the Incomplete is not removed within one calendar year of the date of the recording of the Incomplete grade, the registrar will automatically change the I to an F grade. The instructor may, however, require the Incomplete to be removed after a period that is less than one year. Upon satisfactory completion of the work within the time allowed, the Incomplete will be removed and the earned grade recorded. In special circumstances, the dean may authorize that a grade of I be changed to a grade of W (Withdraw).

Students do not reenroll in a course in which they have a grade of I.

### Withdrawals

A grade of W (Withdraw) is given automatically on the date of withdrawal to a student who withdraws during the first seven weeks of a regular semester or during the first three weeks of a summer session.

After the automatic withdrawal period a student may withdraw only with the permission of his or her dean. This approval is given only for urgent reasons relating to extended illness or equivalent distress. To qualify for the grade of W, a student must be passing the course on the date of withdrawal. If the student is failing, the grade recorded on the date of withdrawal will be F. **Poor performance in a course is not considered grounds**

**for a late withdrawal. No withdrawal forms will be processed in the Office of the Registrar after the last day of classes for the term/session. Any requests for a late withdrawal after the last day of classes must go through the grade appeal process."**

Extenuating circumstances can include:

- medical condition/ hospital stay/ accident
- incarceration
- psychological/emotional issues
- learning disability (newly diagnosed)
- death of family or close friend
- issues with a class/faculty (well documented)
- eviction/ homelessness
- other major life event that severely impacts the student

The student is advised to continue attending the class(es) as the withdrawal request may not be approved. The student must consider that a withdrawal from a course may impact other aspects of their student status (i.e., financial aid, enrollment requirements for international students or student athletes, expected graduation term, etc.). It is the responsibility of the student to contact the appropriate office on campus regarding any other issues that may arise as the result of a late withdrawal from a course.

### Senior Residence Requirement

Students who expect to receive the B.S. in Business degree from the Indiana University Kelley School of Business Indianapolis must complete the last 30 credit hours of work toward the degree program and one-half of their major requirements on the Indianapolis campus.

Permission to take up to 6 credit hours of the last 30 credit hours at another institution or by correspondence may be requested by petitioning the director of academic programs, Business/SPEA 2010, 801 W. Michigan Street, Indianapolis, IN 46202-5151; phone (317) 274-2147.

Updated 6/2019

## Evening MBA Graduate Policies

### Academic Standing

1. **Student in Good Standing** - Any student who maintains a minimum cumulative grade point average of 3.0.
2. **Academic Probationary Status** - Any student whose cumulative grade point average falls below a 3.0 is placed on academic probation. If the GPA goes below the 3.0 minimum, the student is notified in writing immediately following grade posting for the quarter in which probation occurs. The student is required to enroll in at least two (2) out of the next four (4) quarters and attain a cumulative GPA of 3.0 within the next two consecutive quarters. Failure to meet the enrollment and/or the minimum GPA requirement may result in dismissal from the program.
3. **Dismissal** may result from one of the following situations:

- A probationary student who fails to meet the conditions of probation.
- A student who receives a grade point average of 2.25 or below in each of two (2) consecutive quarters.
- A student who does not complete all requirements within the five-year limit.
- Candidates subject to dismissal may petition the Assistant Dean - Indianapolis Programs on an ad hoc basis. However, only in rare cases is continuation allowed.

## Grade Replacement

Beginning with the August 2000 semester, the targeted distribution of grades for each course is:

Category Designation	Reported Grade	Target Distribution
Distinguished	A+	10-15%
Excellent	A	25-35%
High Pass	B+	0-50%
Pass	B	0-50%
Marginal Performance	B- or C+	0-20%
Poor Performance	C through D-	As Needed
Failure	F	As Needed
Incomplete	I	As Needed

The following policies apply:

- All courses with grades of "C-" or better will count toward the necessary hours for graduation and are used in computing the GPA.
- A student must earn a grade of C- or higher in all required courses.
- If a "D+"/ "D-"/ "D-" and/or "F" is received in a CORE course, the course MUST be repeated with a passing grade. If a "D+"/ "D-"/ "D-" and/or "F" is received in an elective course, it could be repeated. In both cases, the hours will NOT count toward the 54 hour requirement for graduation but the grade will be used in calculating the GPA.
- If a "D+"/ "D-"/ "D-" and/or "F" course is repeated, the grade earned in the repeated course is used to replace the original grade.

## Residency Requirement

Of the 54 hours required to complete the MBA degree, at least 48 hours of graduate credit must be obtained in-residence. The residency requirement is met while a student is officially admitted and enrolled as an MBA student in the Graduate School of Business at Indiana University, Bloomington/Indianapolis. Credit hours earned while enrolled in another degree-granting program cannot be included in the 48 hours required in-residence.

## Incomplete Grade Process

An "incomplete" indicates that the work is passing as of the end of the quarter, but a relatively small part of the

course has not been completed. In order to give a grade of "I", the faculty member must agree with a request for an incomplete. An incomplete not removed within one year of assignment automatically converts to an "F". A candidate cannot be certified for graduation until their record is cleared of all "Incompletes" in both elective and required coursework.

## Withdrawal

There are times when the "W" is an appropriate grade. Students should consult with their academic advisor if they feel they need to withdraw from a course. The "W" indicates that the course has not been successfully completed. A grade of "W" is automatically assigned if withdrawal occurs during approximately the first five (5) weeks of the quarter. Reference the IU Indianapolis Graduate-Quarters Calendar for exact dates each quarter. After that time, it is necessary to petition to withdraw. If the petition is granted, the student may withdraw and a "W" will be assigned for the course. If the student is passing at the time of the request, a "W" may be assigned. If the student is failing at the time of withdrawal, an "F" must be assigned.

Updated 4/2025

## Master of Science in Accounting (M.S.A.)

### Graduate Policies

### Academic Standing – Probation, Dismissal, Reinstatement, Dean's List

#### Dean's List—not applicable

#### Academic Probation

1. Students whose Indiana University graduate cumulative grade point average (GPA) falls below 2.75 will be placed on probation. Student will be informed of the probationary status by letter. Students have the next 12 credit hours to raise their GPA to 2.75.
2. Students on probation are prohibited from taking the BUPA-A529 Internship in Accounting course.
3. Students will be removed from probationary status once the Indiana University graduate cumulative GPA is at least 2.75.

#### Dismissal

1. Students whose Indiana University graduate cumulative grade point average (GPA) falls below 2.75 for two consecutive semesters will be dismissed.
2. Students who do not meet the GMAT/GRE requirement after their second term in the program will be dismissed.
3. Students will be informed of their dismissal by letter.

#### Reinstatement—not applicable

#### Grade Replacement—not applicable

#### Residency Requirement for Degree Purposes—not applicable

#### Incomplete Grade Process

1. The grade of "I" indicates that the work is satisfactory as of the end of the semester, but has not been completed. A student's desire to avoid a low grade is not an appropriate reason for the assignment an incomplete grade.
2. The grade of incomplete may be given in the last 25% of an academic term only under the following conditions:
  - a. The student's work to that point is of passing quality **and**
  - b. The student is unable to complete the last 25% of the academic term due to illness or equivalent distress.
3. The student will work with the instructor to determine the work needed to complete the course. If the student is unable to complete the course with the original instructor, the student will be required to follow the syllabus of the instructor with whom the student completes the course requirements.

#### **Post Auto W**

1. After the automatic withdrawal period a student may withdraw only with the permission of his or her dean. This approval is given only for urgent reasons relating to extended illness or equivalent distress. To qualify for the grade of W, a student must be passing the course on the date of withdrawal. If the student is failing, the grade recorded on the date of withdrawal will be F.
2. Poor performance in a course is not considered grounds for a late withdrawal. No withdrawal forms will be processed in the Office of the Registrar after the last day of classes for the term/session. Any requests for a late withdrawal after the last day of classes must go through the grade appeal process."
3. Extenuating circumstances can include: medical condition/ hospital stay/ accident
  1. incarceration
  2. psychological/emotional issues
  3. learning disability (newly diagnosed)
  4. death of family or close friend
  5. issues with a class/faculty (well documented)
  6. eviction/homelessness
  7. medical/hospital stays
  8. other major life event that severely impacts the student

#### **Grade Appeals**

1. A formal request for a grade appeal may be requested if the situation meets one of the following criteria:
  - a. Error in calculation of the grade
  - b. Student held to a higher standard than other students in the course
  - c. Grade assigned on some basis other than performance – Bias
  - d. Grade assigned by a substantial departure from the instructor's previously announced standards
2. The time allowed to request a grade appeal is seven days after receiving the final grade for the course. A formal letter is to be written to Jane McDonald as addressed below, specifically stating which criteria the request is being based on and why.

- Jane McDonald
- Kelley School of Business
- 815 West Michigan Street, BS 3024
- Indianapolis, IN 46202

3. After reviewing the request, Jane will contact the student to verify that the request does meet at least one of the criteria, as stated above and to schedule a hearing with the Academic Fairness Committee.
4. The Academic Fairness Committee is made up of three Kelley School of Business faculty members and two Kelley School of Business students.

Updated 6/2019

## **Business of Medicine Physician MBA (Physician only)**

### **Graduate Policies**

#### **Probation, Dismissal, and Readmission**

##### **Probation**

1. Students whose Indiana University cumulative grade point average (GPA) falls below a 2.0 will be placed on probation. Students will be informed of the probationary status by letter.
2. Students may be continued on probation when the semester GPA is at least a 2.0 but the Indiana University cumulative GPA is below a 2.0.
3. Students will be removed from probationary status once the Indiana University cumulative GPA is at least 2.0.

##### **Dismissal**

1. Students on probation at IU Indianapolis will be dismissed if they fail to attain a semester GPA of at least 2.0 in any two consecutive semesters (fall and spring) and the Indiana University cumulative GPA is below 2.0.
2. Students who are dismissed for the first time cannot enroll until one regular (fall or spring) semester has elapsed since dismissal and must petition by the established deadlines to be reinstated.
3. Students dismissed two or more times must remain out of school for the next two consecutive regular (fall and spring) semesters and petition by the established deadlines to be reinstated.

##### **Reinstatement**

1. Reinstatement will be the decision of the academic unit to which the students are petitioning.
2. Students who are reinstated will be classified as probationary students until the Indiana University cumulative GPA is at least 2.0. During the first regularly enrolled term on probation, the student must achieve a semester GPA of at least 2.3. In each subsequent semester on probation, the student must achieve a semester GPA of at least 2.0. Failure to



meet the semester GPA requirement while on probation will result in dismissal

### Incomplete Courses

A temporary grade of Incomplete (I) on the transcript indicates that the work completed is satisfactory but that the entire course has not been completed. A grade of I may be assigned only if the student is not in attendance during the last 25 percent of a semester or summer session and the instructor has reason to believe that the absence was beyond the student's control. Otherwise, the instructor shall assign a grade of F.

It is the instructor's responsibility to specify the work to be done to remove the Incomplete as well as the period of time allowed for completion. However, it is the student's responsibility to contact the instructor to verify that all requirements have been completed. If the Incomplete is not removed within one calendar year of the date of the recording of the Incomplete grade, the registrar will automatically change the I to an F grade. The instructor may, however, require the Incomplete to be removed after a period that is less than one year. Upon satisfactory completion of the work within the time allowed, the Incomplete will be removed and the earned grade recorded. In special circumstances, the dean may authorize that a grade of I be changed to a grade of W (Withdraw).

Students do not reenroll in a course in which they have a grade of I.

### Withdrawals

A grade of W (Withdraw) is given automatically on the date of withdrawal to a student who withdraws during the first seven weeks of a regular semester or during the first three weeks of a summer session.

After the automatic withdrawal period a student may withdraw only with the permission of his or her dean. This approval is given only for urgent reasons relating to extended illness or equivalent distress. To qualify for the grade of W, a student must be passing the course on the date of withdrawal. If the student is failing, the grade recorded on the date of withdrawal will be F. **Poor performance in a course is not considered grounds for a late withdrawal. No withdrawal forms will be processed in the Office of the Registrar after the last day of classes for the term/session. Any requests for a late withdrawal after the last day of classes must go through the grade appeal process."**

Extenuating circumstances can include:

- medical condition/ hospital stay/ accident
- incarceration
- psychological/emotional issues
- learning disability (newly diagnosed)
- death of family or close friend
- issues with a class/faculty (well documented)
- eviction/ homelessness
- other major life event that severely impacts the student

The student is advised to continue attending the class(es) as the withdrawal request may not be approved. The student must consider that a withdrawal from a course

may impact other aspects of their student status (i.e., financial aid, enrollment requirements for international students or student athletes, expected graduation term, etc.). It is the responsibility of the student to contact the appropriate office on campus regarding any other issues that may arise as the result of a late withdrawal from a course.

### Senior Residence Requirement

Students who expect to receive the B.S. in Business degree from the Indiana University Kelley School of Business Indianapolis must complete the last 30 credit hours of work toward the degree program and one-half of their major requirements on the Indianapolis campus.

Permission to take up to 6 credit hours of the last 30 credit hours at another institution or by correspondence may be requested by petitioning the director of academic programs, Business/SPEA 2010, 801 W. Michigan Street, Indianapolis, IN 46202-5151; phone (317) 274-2147.

Updated 6/2019

## Department of Accounting and Information Systems

### Department of Accounting and Information Systems

#### Accounting Major

The accounting curriculum prepares students for careers in auditing, corporate accounting and management consulting, governmental and nonprofit organizations, and taxation. In addition, it equips the prospective business executive with tools for intelligent analysis, planning, control, and decision making. The accounting curriculum also provides excellent background for the student who wants to pursue graduate work in business, public administration, or law.

Accounting graduates who meet the requirements of the State Board of Public Accountancy of Indiana are eligible to sit for the Uniform CPA Examination in Indiana. Most accounting graduates will need to engage in further study to be eligible to sit for the exam. Those who wish to engage in public accounting practice in Indiana as certified public accountants should familiarize themselves with the rules and regulations issued by the Indiana State Board of Accountancy, Indiana Professional Licensing Agency, 402 W. Washington Street, Rm. W072, Indianapolis, IN 46204-2724; phone (317) 232-2960. Students planning practice outside Indiana should consult the CPA board in their state of residence.

Internships in business or government are available on a selective basis during the fall, spring, or summer. Fall is the ideal time to apply for an accounting internship, as the majority of public accounting internships are spring-semester positions. For further information about internships, contact the Kelley Indianapolis Career Services, Business/SPEA Building 2010; phone (317) 278-7842.

### Accounting Major Requirements

#### Junior and Senior Years:

- BUS-A 311 BUS-A 311 (3 cr.) Intermediate Accounting I
- P: BUS-A 201, BUS-A 202, Junior Standing

- BUS-A 312 (3 cr.) Intermediate Accounting II  
P: Kelley admit, BUS-A 311, I-Core strongly recommended, Junior Standing
- BUS-A 325 (3 cr.) Cost Accounting  
P: BUS-A 201, BUS-A 202 (or BUS-A 200 for non-business majors), Junior Standing
- BUS-A 328 (3 cr.) Introduction to Taxation  
P: Kelley admit, BUS-A 201, BUS-A 202, Junior Standing  
C: BUS-A 302
- BUS-A 302 (1 cr.) Tax Research (online)  
P: Kelley admit, Junior Standing  
C: BUS-A 328
- BUS-A 337 (3 cr.) Accounting Information Systems  
P: Kelley Admit, BUS-A 201, BUS-A 202, BUS-K 201, Junior Standing
- BUS-A 424 (3 cr.) Auditing and Assurance Services  
P: Kelley admit, I-Core, BUS-A 312, BUS-A337, Senior Standing.
- Two accounting electives from the following:
  - BUS-A 335 (3 cr.)
    - Accounting for Government and Not-For-Profit Entities
    - P: Kelley admit, BUS-A 201, BUS-A 202, Junior Standing
  - BUS-A 375 (3 cr.)
    - Internal Auditing – Enterprise Risk Management and Controls
    - P: Kelley admit, BUS-A 201, BUS-A 202 (or BUS-A 200 for nonbusiness majors), BUS-K 201, Junior Standing
  - BUS-A 380 (3 cr.)
    - Professional Practice in Accounting
    - P: Kelley admit, I-Core, 2.5 GPA or higher, permission required
  - BUS-A 460 (3 cr.)
    - Information Systems Security Assurance
    - P: Kelley admit, I-Core, BUS-A 337, Senior Standing
  - BUS-A 490 (3 cr.)
    - Independent Study in Accounting
    - P: Kelley admit, I-Core, Authorization required, Senior Standing
  - eligible students may opt to take Graduate Accounting electives at the undergraduate tuition rate
    - contact Kelley Indianapolis Graduate Accounting [staff](#) for more information

### CPA Exam Preparation

Accounting faculty strongly recommends that students who are interested in professional accounting careers and becoming a Certified Public Accountant (CPA) should select from the following elective courses.

- BUPA-A 508 Accounting for Not-For-Profit Entities\*
- BUPA-A 539 Corporate Tax I\*

\* These courses are graduate level courses and important to prepare students for the CPA exam. Undergraduate students with a 3.2 overall GPA and 3.0 Accounting GPA

may take A508 and A539 as undergraduate students and pay undergraduate student rates (IU Indianapolis students may take up to 6 graduate hours at undergraduate student rates). Students with lower GPAs can petition to take the two courses.

The following is helpful for the IL or TX CPA exam:

- BUS-L 312 The Ethical Responsibilities of Business

### Internal Auditing Focus

Students who do not choose to pursue a career as a CPA but who want to pursue a career in internal auditing, should select the following two electives.

- BUPA-A 575 Internal Auditing – Enterprise Risk Management and Controls
- BUPA-A 560 Information Systems Security Assurance

4/24

## Department of Finance

### Department of Finance

The finance undergraduate curriculum provides a high degree of flexibility while offering the basic preparation needed to deal with the complexities of the modern financial environment.

All students in the major must take a common core of three courses: BUS-A 310, BUS-F 303, and BUS-F 305. These three courses provide a basic grounding in financial accounting systems, the capital and money markets, and corporate financial decision making. An understanding of these areas is necessary for someone who is planning a career in finance.

### Finance Major

The undergraduate curriculum in this major is designed to provide familiarity with the instruments and institutions of finance and with a financial approach for structuring and analyzing management decisions.

Course offerings are designed to integrate various aspects of the environment—such as the state of the economy, taxes, and legal considerations—into the decision-making process.

Study in finance, along with appropriate electives, provides academic preparation for careers in corporate financial management; commercial banking, savings and credit institutions; investment analysis; and the selling of financial instruments and services.

Candidates are encouraged to select electives in accordance with career objectives.

### Major Requirements

#### Junior and Senior Years

- *Finance core requirements:*
  - BUS-A 310 (3 cr.) Management Decisions and Financial Reporting  
P: BUS-A 201 w/C and BUS-A 202 w/C
  - BUS-F 305 (3 cr.) Intermediate Corporate Finance  
P: Kelley admit, I-Core
  - BUS-F 303 (3 cr.) Intermediate Investments

P: Kelley admit, I-Core

- Selective 5 electives total:
  - Select two of the following:
    - BUS-F 402 (3 cr.) Corporate Financial Strategy & Governance  
P: Kelley admit, I-Core, BUS-F 305
    - BUS-F 420 (3 cr.) Equity and Fixed Income Investment  
P: Kelley admit, I-Core, BUS-F 303
    - BUS-F 446 (3 cr.) Bank and Financial Intermediation  
P: Kelley admit, I-Core
    - 494 (3 cr.) International Finance  
P: Kelley admit, I-Core
  - Select three of the following:
    - BUS-A 312 (3 cr.) Intermediate Accounting II  
P: Kelley admit, BUS-A 311, I-Core strongly recommended, Junior Standing
    - BUS-A 325 (3 cr.) Cost Accounting  
P: BUS-A 201, BUS-A 202, Junior Standing
    - BUS-A 328 (3 cr.) Introduction to Taxation  
P: Kelley admit, BUS-A 201, BUS-A 202, Junior Standing
    - BUS-L 408 (3 cr.) Real Estate Law (Spring only)  
P: BUS-L 203 or L204 with a C or higher
    - BUS-R 305 (3 cr.) Introduction to Real Estate Analysis (Fall and Spring)  
P: Kelley admit
    - BUS-R 440 (3 cr.) Real Estate Appraisals (Spring only)  
P: Kelley admit, F371 or F374 with C or higher
    - BUS-R 443 (3 cr.) Real Estate and Investment Analysis (Fall only)  
P: Kelley admit, F371 or F374 with C or higher
    - ECON-E 305 (3 cr.) Money and Banking  
P: ECON-E 201, ECON-E 202
    - ECON-E 470 (3 cr.) Introduction to Econometrics \*\*OR\*\* ECON-E 450 Business Conditions Analysis and Forecasting  
P: ECON-E 270 (Math-M 119 recommended) P: ECON-E 270 (Math-M 119 and ECON-E 470 recommended)
  - May also choose *additional courses* from the following:
    - BUS-F 402 (3 cr.) Corporate Financial Strategy & Governance  
P: Kelley admit, I-Core, BUS-F 305
    - BUS-F 420 (3 cr.) Equity and Fixed Income Investment  
P: Kelley admit, I-Core, BUS-F 303
    - BUS-F 446 (3 cr.) Bank and Financial Intermediation  
P: Kelley admit, I-Core
    - BUS-F 494 (3 cr.) International Finance

P: Kelley admit, I-Core

**NOTE:** Double majors in finance and accounting must take BUS-A 311 in lieu of BUS-A 310.

### Real Estate Co-Major

Real estate intersects with most areas of business. You may decide to work for a real estate development company or investor or in one of the many business roles in real estate, such as brokerage, appraising, property management, debt placement, private equity, property tax or corporate real estate.

Whether you're an accountant for a property management group or a supply chain professional influencing the design of real estate, this co-major can add value to your future career prospects. There are many real estate companies located in Indiana, and they are seeking graduates with real estate credentials who are committed to living and working here. By pairing the real estate co-major with your business degree, you gain several advantages in the job market, including:

- An ability to analyze the physical, legal, locational and financial aspects of real estate and their impact on value and marketability.
- Experience with highest and best use development analysis, valuation analysis and investment analysis for real estate.
- A portfolio of real-life, case-based presentations from the Commercial Real Estate Workshop.
- Connections and interactions with real estate professionals.

Additional educational activities are provided by the [Center for Real Estate Studies](#). Real estate is only offered as a second major and must be combined with another major offered by the Kelley School of Business.

### Required Real Estate Courses (15 credit hours)

- BUS-L 408 (3 cr.) Real Estate Law (Spring only)
  - P: BUS-L203 or L204 with a C or higher
- BUS-R 305 (3 cr.) Introduction to Real Estate Analysis (Fall and Spring)
  - P: Kelley admit
- BUS-R 440 (3 cr.) Real Estate Appraisals (Spring only)
  - P: Kelley admit, F371 or F374 with C or higher
- BUS-R 443 (3 cr.) Real Estate and Investment Analysis (Fall only)
  - P: Kelley admit, F371 or F374 with C or higher
- BUS-R 428 (formerly BUS-F 455) (1.5 cr.) Commercial Real Estate Workshop (Fall and Spring)
  - (must be taken once in Fall and once in Spring for a total of 3 credits)
  - P: Kelley admit, F371 or F374 with C or higher, faculty approval (see advisor)

Updated 04/23

## Degree Programs

### Department of Accounting and Information Systems

- Bachelor of Science in Business - Accounting

### Department of Finance

- Bachelor of Science in Business - Finance
- [Bachelor of Science in Business - Real Estate Co-Major](#)

### Department of Management

- Bachelor of Science in Business - Human Resource Management
- Bachelor of Science in Business - International Studies Co-Major
- Bachelor of Science in Business - Management

### Department of Marketing

- Bachelor of Science in Business - Marketing

### Department of Operations

- Bachelor of Science in Business - Supply Chain Management

## Department of Management

### Department of Management

The Department of Management encompasses the areas of management, human resource management, organizational behavior, business policy, management of nonprofit organizations, entrepreneurship, and international business. The curriculum is designed to offer students either a broad-based background preparing them for entrance into managerial positions or specialized training in an area of concentration.

At the undergraduate level, the department offers a major in management, nonprofit management, or human resource management, as well as the option to pursue a second major in international studies.

### Management Major

Society recognizes the importance of understanding both management itself, and the complex nature of the organizations (in business, government, hospitals, and universities) in which managers operate. The faculty is devoted to improving this understanding through the study of individual and group behavior, organizational theory, and human resource development.

The undergraduate courses offered in this major focus not only on the broad aspects of management and organization, but also on developing skills for dealing with problems of motivation, organization design, and the increasingly complex problems of human resource allocations in our interdependent society.

This major provides the flexibility to accommodate students whose interests include preparation for corporate management training positions, application of behavioral science to management, personnel function in both line and staff capacities, and managing the small business.

### Major Requirements

#### Junior and Senior Years

- Required courses (6 cr.)
  - BUS-W 430 (3 cr.) Organizations & Organizational Design  
P: Kelley admit, I-Core, BUS-Z 302

- BUS-Z 302 (3 cr.) Managing & Behavior in Organizations  
P: Junior standing
- Elective courses (12 cr.) Select four of the following (a minimum of two must be business courses):
  - BUS-D 301 (3 cr.) International Business Environment  
P: ECON-E 201, ECON-E 202, Junior Standing
  - BUS-D 302 (3 cr.) International Business: Operation of International Enterprises  
P: Kelley admit, BUS-D 301, Junior Standing
  - BUS-W 311 (3cr.) New Venture Creation --or-- BUS-W 360 (3 cr.) Venture Creation  
P: I-Core P: BUS-W 250
  - BUS-W 494 (3 cr.) Herman B. Wells Seminar in Leadership (required for students in Kelley Honors Program)  
P: Kelley admit, Kelley Honors Admit, Honors I-Core
  - BUS-Z 404 (3 cr.) Effective Negotiations  
P: Kelley admit, I-Core
  - BUS-Z 441 (3 cr.) Wage and Salary Administration  
P: Kelley admit, I-Core, BUS-Z 302, BUS-Z 340
  - BUS-Z 443 (3 cr.) Developing Employee Skills  
P: Kelley admit, I-Core, BUS-Z 302
  - BUS-P 330 (3 cr.) Project Management  
P: Kelley admit, I-Core, Junior Standing
  - BUS-Z 445 (3 cr.) Human Resource Selection  
P: Kelley admit, I-Core, BUS-Z 302, BUS-Z 340
  - ECON-E 304 (3 cr.) Survey of Labor Economics  
P: ECON-E 201
  - PSY-B 370 (3 cr.) Social Psychology  
P: Psy-B110 or equivalent
  - PSY-B 346 (3 cr.) Theory of Personality  
P: Psy-B110 or equivalent
  - SOC-R 317 (3 cr.) Sociology of Work  
P: SOC-R100 or consent of instructor
  - BUS-P 330 (3 cr.) Project Management  
P: Kelley admit, I-Core, Junior Standing
  - BUS-X 480 (3 cr.) Professional Practice in Business Analytics (Internship for Credit)  
P: Kelley admit, I-Core, 2.5 GPA, permission required
  - Any 400-level Kelley School of Business course approved by a business advisor

### Human Resource Management Major

This program is designed for students whose career objectives lie in the field of personnel management. From its early beginnings as a staff function involving the maintenance of records and the administration of benefit programs, personnel administration has grown to encompass the total development and deployment of human resources in organizations.

While company titles may vary from vice president of industrial relations to vice president for organization planning and development, few firms of any size or consequence today do not have a human resource management specialist reporting directly to the company's



highest level. This practice reflects the awareness that the people who work in an organization are its greatest asset.

For this reason, the curriculum in human resource management is designed to acquaint the student with modern personnel management in its broadest sense. Included are both the traditional areas of personnel administration and labor relations (such as employment, management development, wage and salary administration, organizational planning, and contract negotiation) and developments in the behavioral sciences that have implications for a complete human resource management program.

The objectives at the undergraduate level are to provide students with the broad spectrum of knowledge they need for a career in organizational leadership, to prepare them for a career in human resource management, and to encourage and develop an interest in further study and research in this area.

## Major Requirements

### Junior and Senior Years

- Required courses (12 cr.)
  - BUS-Z 302 (3 cr.) Managing & Behavior in Organizations  
P: Junior standing
  - BUS-Z 441 (3 cr.) Wage and Salary Administration  
P: Kelley admit, I-Core, BUS-Z 302, BUS-Z 340
  - BUS-Z 443 (3 cr.) Developing Employee Skills  
P: Kelley admit, I-Core, BUS-Z 302
  - BUS-Z 445 (3 cr.) Human Resource Selection  
P: Kelley admit, I-Core, BUS-Z 302, BUS-Z 340
- Elective courses (6 cr.) Select two of the following:
  - BUS-W 430 (3 cr.) Organizations and Organizational Design  
P: Kelley admit, I-Core, BUS-Z 302
  - BUS-Z 404 (3 cr.) Effective Negotiations  
P: Kelley admit, I-Core
  - BUS-X 480 (3 cr.) Professional Practice in Business Analytics (Internship must be in HR)  
P: Kelley admit, I-Core, 2.5 GPA, permission required

### International Studies Major

In response to new and dynamic patterns of international business, U.S. business firms have progressed far beyond the comparatively simple stage of import-export operations. Many companies are becoming multinational, with production units in numerous foreign countries. Private enterprise in the United States has become more intimately concerned with the economic, political, and social trends of foreign nations. The Kelley School of Business has recognized these developments in its global business programs.

The international studies major is a second major only. It cannot be listed as a first major. Students must complete 15 credit hours of International Dimension courses. These 15 hours must be spread across at least 2 options with no more than 6 credit hours of a world language and no more than 9 hours in any other option:

1. **World Language:** Maximum of 6 credit hours, must be at least 100 level or higher
2. **International Business and Economics:**
  1. BUS D301- The International Business Environment
  2. BUS D302- International Business: Operation of International Enterprise
  3. BUS F494- International Finance
  4. BUS M401- International Marketing
  5. ECON E303 Survey of International Economics
  6. ECON E337 Economic Development
  7. ECON E 430 Intro to International Economics
3. **Study Abroad:** Earning credit through participation in any approved study abroad program of Indiana University will apply to this requirement. Participation in non-IU programs may be possible, but the student must have prior approval from a Kelley School of Business Indianapolis academic advisor. 1-6 credits.
4. **Internationally Focused General Education:** Courses in this option can come from various academic departments, including, but not limited to: Anthropology, Communication, Geography, History, Art History, Philosophy, Political Science, Religious Studies, and Sociology. The Kelley Office of Academic and Professional Development updates the course offerings each semester that will count toward this option. Please check the appropriate Canvas site for the most current list of options (UCOL students "Pre-Business Student" & Kelley students "Kelley Admit Student"), or see a Kelley advisor in BS 2010.

*See a business advisor to discuss the possible combinations for fulfilling this major's requirements.*

International students admitted to the Kelley School of Business Indianapolis are waived from 6 credit hours of International Dimension and may pursue the second major in International Studies through one of the following options:

1. **International Business** (9 credit hours). BUS D301, BUS D302, and BUS F494 or BUS M401
2. **Study Abroad** (1-6 credit hours). Approved study abroad program of Indiana University in the student's *non-native country* will apply toward this requirement. Participation in non-IU programs may be possible, but the student must have prior approval from a Kelley School of Business Indianapolis academic advisor.

Updated 3-25

## Department of Marketing

### Department of Marketing

#### Marketing Major

The study of marketing concerns all activities related to the marketing and distribution of goods and services from producers to consumers. Areas of study include customer behavior, the development of product offerings to meet consumer needs, pricing policies, institutions and channels of distribution (including retailers and wholesalers), advertising, selling, sales promotion,



research, and the management of marketing to provide for profitable and expanding businesses.

The marketing curriculum endeavors to provide the business community with broadly trained graduates who can approach problems with a clear understanding of both marketing and the interrelationships between marketing and other functions of the firm. Students planning careers in marketing management, advertising, sales, sales management, retailing, wholesaling, marketing research, or distribution normally major in marketing and then may pursue within the curriculum a modest degree of specialization in the area of their vocational interest.

### Marketing Major Requirements

#### Required Courses (9 cr)

- BUS-M 303 (3 cr.) Marketing Research P: I-Core
- BUS-M 432 (3 cr.) Digital Marketing P: I-Core
- BUS-M 450 (3 cr.) Marketing Strategy P: I-Core, BUS-M 303, 2 Marketing electives (see below, can include M432)

#### Marketing Electives- Choose four (12 cr)

- BUS-M 346 (3 cr.) Analysis of Marketing Data P: I-Core
- BUS-M 355 (3 cr.) Topics in Marketing P: BUS-X 100 or 105, Sophomore Standing
- BUS-M 401 (3 cr.) International Marketing P: I-Core
- BUS-M 405 (3 cr.) Consumer Behavior P: I-Core
- BUS-M 415 (3 cr.) Advertising and Integrated Marketing Communications P: I-Core
- BUS-M 426 (3 cr.) Sales Management P: I-Core
- BUS-M 455 (3 cr.) Topics in Marketing P: I-Core
- BUS-M 480 (3 cr.) Professional Practice in Marketing (Internship for Credit) P: I-Core, 2.5 GPA or higher, permission required

Updated 01/24

## Department of Operations

### Department of Operations

The Operations Department is responsible for the Supply Chain Management major. Over the years, the Operations Department has maintained a tradition of excellence that continues to evolve as the dynamic field of operations management continues to advance.

#### Supply Chain Management

Many of today's most admired businesses—companies like FEDEX, Toyota, and Wal-Mart—dominate the competition using supply chains as competitive weapons. Supply chain management includes all the activities involved in planning, sourcing, making, and delivering goods and services between suppliers, manufacturers, intermediaries, and customers.

Its major areas of study revolve around products, information, and cash flows between supply chain partners as well as balancing supply and demand, managing supplier and customer relations, improving processes, fulfilling orders, developing logistics and transportation networks, and controlling returns.

Our curriculum not only provides students with the knowledge and skills to successfully launch a career

in supply chain management, but also prepares graduates for advancement in terms of promotion and responsibilities. While some students concentrate on supply chain management, many others combine it with their interests in finance, marketing, information technologies, entrepreneurship, accounting, and international business as part of a double major. In most of today's fast-paced, complex, and increasingly global businesses, a fundamental understanding of supply chain management is often crucial to success.

### Major Requirements

#### Junior and Senior Years

- Required Courses (15 cr):
  - BUS-P 320 (3 cr.) Supply Chain Management: Sourcing P: Kelley admit, I-Core, Junior Standing
  - BUS-P 330 (3 cr.) Project Management P: I-Core
  - BUS-P 421 (3 cr.) Supply Chain Management P: Kelley admit, I-Core
  - BUS-P 429 (3 cr.) Operations Processes P: Kelley admit, I-Core
  - BUS-P 431 (3 cr.) Supply Chain Management: Logistics and Distribution P: Kelley admit, I-Core
- Electives- Select two (6 cr):
  - BUS-P 316 (3 cr.) Sustainable Operations P: BUS-X 100 or 105, Sophomore Standing
  - BUS-P 355 (3 cr.) Topics in Operations and Supply Chain Management: Industry 4.0 P: BUS-X 100 or 105, Sophomore Standing
  - BUS-P 356 (3 cr.) Lean Six Sigma Analytics P: I-Core & BUS-K 201
  - BUS-P 455 (3 cr.) Topics in Operations and Supply Chain Management: Operations Transformation P: I-Core
  - BUS-P 480 (3 cr.) Professional Practice in Operations Management (Internship for Credit) P: Kelley admit, I-Core, 2.5 GPA, permission required
  - BUS-P 481 (3 cr.) Supply Chain Planning & Analytics P: I-Core & BUS-K 303
  - BUS-M 401 (3 cr.) International Marketing P: F371, M371, P371, Z371 (with a C or better in each) or F374, M374, P374, Z374 (with a C or better in each)
  - BUS-M 402 (3 cr.) Marketing Channels P: ICORE
  - BUS-Z 404 (3 cr.) Effective Negotiations P: (Business undergraduate and BUS-F371, M371, P371, Z371 with a C or better in each) or (Business undergraduate and BUS-F374, M374, P374, Z374 with a C or better in each)
  - BUS-D 301 (3 cr) International Business Environment P: ECON-E 201 and ECON-E 202 and (Junior or Senior standing)
  - BUS-A 325 (3 cr.) Cost and Performance Measurement for Decision Making

- PREREQUISITE: (BUS-A201 or A204) AND (A202 or A207) BOTH WITH C OR HIGHER AND (JUNIOR or SENIOR STANDING)
- BUS-F 305 (3 cr.) Intermediate Corporate Finance
- Prerequisite: (BUS-F371, M371, P371, Z371 with C or better in each) or (BUS-F374, M374, P374, Z374 with C or better in each), and Business undergraduate

eligible students at the time a baccalaureate degree is

Updated 03/25

## Awards, Recognition and Scholarships

### Awards, Recognition, and Scholarships

Scholarships available through the Kelley School of Business are based on academic achievement and/or financial need. Eligible candidates must be admitted students in the Kelley School of Business. Scholarship opportunities and applications can be found in [One.iu.edu](https://one.iu.edu) [here](#).

### Academic Distinction

Academic distinction for excellence in scholarship is awarded at Commencement to a limited number of students graduating with the Bachelor of Science in Business degree. The number of students so honored will not exceed 10 percent of the graduating class in the school for that year.

Students whose grade point averages are in the highest 1 percent and who complete at least 60 credit hours at Indiana University graduate with "highest distinction." Those whose grade point averages are in the next highest 4 percent and who complete at least 60 credit hours at Indiana University graduate "with high distinction"; and the remaining 5 percent who complete at least 60 credit hours at Indiana University will graduate "with distinction."

The grade point averages necessary to achieve these levels of distinction vary depending on class statistics. Graduates receiving these honors have them so noted on their diplomas and in the Commencement program and are eligible to wear Crimson (Distinction), Cream (High Distinction), and Cream and Crimson (Highest Distinction) fourragères at Commencement.

## Scope

1. At the end of each fall and spring semester and before the degree conferral deadline, the campus, through the Division of Undergraduate Education, publishes a list of undergraduate students who demonstrate outstanding academic performance by placement on the Dean's List for each academic unit/school.
2. Only undergraduate, degree-seeking students are eligible for the Dean's
3. Dean's Lists are generated by the campus for fall and spring semesters
4. The Dean's List is semester-specific and is different from graduation distinction which is awarded to

## Policy Statement

1. Dean's Lists include students who have completed at least 12 credits that term with a semester grade point average of at least 3.50.
2. In the specific case of the final semester before a student graduates, naming to the Dean's List can be made for fewer than 12 completed credits.
3. Pass (P) and Satisfactory (S) grades, while not used in GPA calculation, are considered passing grades, and count toward the 12-credit minimum
4. Incomplete (I) and Deferred (R) grades, while not used in the GPA calculation, are not considered passing grades, and are therefore not counted toward the 12-credit minimum requirement.
5. Students who have chosen to restrict the release of public directory information will not be included on the published dean's list.
6. Individual units/schools may establish additional lists to acknowledge academic performance with lower or higher GPA standards as Notification should be made soon after the DUE publishes the campus-wide list.

updated 01/25

## General Requirements

### General Requirements

There are several different requirements when you are admitted to the Kelley School of Business, depending on your admit term and when you take ICORE. Please see a Kelley Academic Advisor if you have questions about your specific degree plan.

### General Requirements - Admitted to IU Indianapolis Fall 2021 and later (4218 Green):

To be awarded the Bachelor of Science in Business degree, students must meet the following requirements:

Complete a minimum of 120 credit hours of college-level work. Of this number, at least 48 credit hours must be in business and economics courses.

1. Complete the specific degree requirements of the Kelley School of Business as listed below.
2. Complete all 300 and 400-level classes at IU Indianapolis.
3. Complete a minimum of 50 percent of the major requirements on the IU Indianapolis campus. This requirement applies to all courses listed for each curricular major.
4. Maintain a level of scholarship necessary to meet graduation GPA requirements.

Students in the Kelley School of Business are responsible for understanding and meeting the degree requirements. Approval for any exceptions or modifications in the degree requirements must be requested in writing. It may be granted only by the Petitions Committee in consultation with the dean of the Kelley School of Business, the undergraduate program chairperson, the chairperson of the student's major, or the chairperson's administrative representative.

Students who would like assistance in planning an academic program or clarification of degree requirements may consult an academic advisor in the Kelley School of Business by calling (317) 274-2147 to schedule an appointment. Students are strongly urged to meet with a Kelley academic advisor at least once each semester.

The undergraduate curriculum for the Bachelor of Science in Business degree consists essentially of three parts: (1) general-education courses, (2) basic business and economics courses, and (3) business major courses.

### General Education Requirements

#### ICORE Prerequisites Core Communication (6 cr.)

- ENG-W 131 Reading, Writing, and Inquiry I (3 cr.)<sup>1</sup>
- COMM-R 110 Fundamentals of Speech Communication (3 cr.)<sup>1</sup>

<sup>1</sup>Must be completed with a minimum C grade before admission to the Integrative Core (BUS-F 371, BUS-M 371, BUS-P 371, and BUS-Z 371).

#### Analytical Reasoning (6 cr.)

- MATH-M 118 Finite Math (3 cr.)<sup>1</sup>
- MATH-M 119 Brief Survey of Calculus (3 cr.)<sup>1</sup>

#### Social Science (6 cr.)

- ECON-E 201 Intro to Microeconomics (3 cr.)<sup>1</sup>
- ECON-E 202 Intro to Macroeconomics (3 cr.)<sup>1</sup>

#### Additional IU Indianapolis General Education Core Requirements (not prerequisites to I-Core)

- Arts & Humanities (Minimum of 3 credit hours; see list [here](#))
- Cultural Understanding (Minimum of 3 credit hours; see list [here](#))
- Life & Physical Sciences (Minimum of 6 credit hours; see list [here](#))

#### Electives

Additional electives needed to reach 120 total credits:

Accounting: 0-9

Marketing: 0-13 credits

Finance: 0-10 credits

Management: 0-16 credits

Supply Chain Management: 0-13 credits

Human Resources: 0-16 credits

Note: The following courses do not count for credit toward any degree program in the Kelley School of Business: ENG-G 9, ENG-G 10, ENG-G 11, ENG-G 130, ENG-G 12, ENG-W 130 Principles of Composition, MATH M001 Introduction to Algebra, MATH 00100 Introduction to Algebra, MATH-I 110 Fundamentals of Algebra (formerly

MATH 11000), and MATH-I 111 Algebra (formerly MATH 11000). Generally, preparatory courses do not count for credit toward any degree program at the Kelley School of Business. Consult an advisor for specific information.

### Basic Business and Economics Requirements Freshman and Sophomore Years (Grade of "C" or higher required in each course):

- BUS-A 100 Basic Accounting Skills (1 cr.)
- BUS-A 201 Introduction to Financial Accounting (3 cr.)
- BUS-A 202 Introduction to Managerial Accounting (3 cr.)
- BUS-K 201 The Computer in Business (3 cr.)
  - completed BUS K201 or its equivalent within 5 years of being admitted to Kelley.
- BUS-L 203 Commercial Law I (3 cr.)
- BUS-X 100 Business Administration: Introduction (3 cr.)
- BUS-X 103 Business Learning Community (1 cr.)
- BUS-X 220 Career Perspectives (2 cr.)
- BUS-J 211 Foundations of Integrated Business Decision Making (3 cr.)
- BUS-X 204 Business Communications (3 cr.)
- ECON-E 201 Introduction to Microeconomics (3 cr.)
- ECON-E 202 Introduction to Macroeconomics (3 cr.)
- ECON-E 270 Introduction to Statistical Theory in Economics (3 cr.)
- BUS-K 303 Technology and Business Analytics (3 cr.)

### Junior Year

#### Integrative Core (I-Core):

All Integrative Core courses must be completed with a grade of "C" or higher to count toward the degree.

- BUS-F 371 Finance: Integrated Experience (3 cr.)<sup>2</sup>
- BUS-M 371 Marketing: Integrated Experience (3 cr.)<sup>2</sup>
- BUS-P 371 Operations: Integrated Experience (3 cr.)<sup>2</sup>
- BUS-Z 371 Team Dynamics and Leadership Integrated Experience (3 cr.)<sup>2</sup>

#### Additional Junior Year courses:

- BUS-X 320 Business Career Planning and Placement (1 cr.)
- BUS-Z 340 Introduction to Human Resources (3 cr.)
- BUS-L 312 Business Ethics (3 cr.)

#### Additional Senior Year courses:

- BUS-J 401 Strategic Management (3 cr.)
- BUS-J 411 Analysis of Business Decisions (3 cr.)

For information about Kelley School of Business departments and areas of study, see "Departments and Majors" and "Course Descriptions."

### International Dimension Requirements

The international dimension requirement can be fulfilled in any combination of the following four ways. The requirement is 6 credit hours.

- **Language courses:** These courses must be at the 200 level or above in a language other than English or American Sign Language.
- **International business and economics courses:** Students can choose from a list of approved internationally-focused business and economics courses. See the Kelley School of Business Program Office in BS 2010 or the Kelley Student or Pre Business Canvas site for a current approved international course list.
- **Overseas study:** Students can participate in approved overseas study programs. Participation in non-IU programs may be possible, but students must have prior approval from the Kelley School of Business.
- **International General Education:** Several international courses are offered in various disciplines, such as geography, history, political science, and more. These courses must be 200 level or higher and typically focus on cultural, historical, and/or political aspects of the world outside of the United States OR focus on the study of groups of people outside of the United States. See the Kelley School of Business Program Office in BS 2010 or the Kelley Student or Pre Business Canvas site for a current approved international course list.

Kelley School of Business students from other countries will generally be considered to have fulfilled this requirement. To apply for this waiver, contact the Office of Academic and Professional Development, BS 2010.

### Typical Program for Full-Time Students

A typical Kelley School of Business program for a full-time Indianapolis student (minimum total of 120 credit hours of college-level work) follows:

#### First Year (30 Total Credits)

##### Semester I:

- BUS-X 100 Intro to Business Administration (3 cr.)
- BUS-X 103 Kelley First-Year Seminar (1 cr.) (*Other FYS course may substitute*)
- MATH-M 119 Brief Survey of Calculus (3 cr.)
- ENG-W 131 Reading, Writing, and Inquiry I (3 cr.)
- BUS-K 201 The Computer in Business (3 cr.)
- Elective (1 cr.)

##### Semester II:

- BUS-A 100 Basic Accounting Skills (1 cr.)
- BUS-X 220 Professional Perspectives (2 cr.)
- MATH-M 118 Finite Math (3 cr.)
- ECON-E 201 Intro to Microeconomics (3 cr.)
- COMM-R 110 Speech Communication (3 cr.)
- Cultural Understanding (3 cr.)

#### Second Year (30 Total Credits)

##### Semester I:

- BUS-A 201 Intro to Financial Accounting (3 cr.)
- BUS-X 204 Business Communications (3 cr.)
- ECON-E 270 Intro to Statistical Theory (3 cr.)
- ECON-E 202 Intro to Macroeconomics (3 cr.)

- Life/Physical Science (3 cr.)

##### Semester II:

- BUS-A 202 Intro to Managerial Accounting (3 cr.)
- BUS-L 203 Commercial Law I (3 cr.)
- BUS-J 211 Foundations of Integrated Business Decision Making (3 cr.)
- BUS-K 303 Technology & Business Analytics (3rd.)
- Arts & Humanities (3 cr.)

#### Third Year (30 Total Credits)

##### Semester I:

*All Integrative Core courses must be completed with a grade of "C" or higher to count toward the degree.*

- BUS-BE 499 (NCR.)
  - BUS-F 371 Financial: Integrated Experience (3 cr.)
  - BUS-M 371 Marketing: Integrated Experience (3 cr.)
  - BUS-P 371 Operations and Supply Chain Management: Integrated Experience (3 cr.)
  - BUS-Z 371 Team Dynamics and Leadership Integrated Experience (3 cr.)
- BUS-X 320 Career Planning (1 cr.)

##### Semester II:

- BUS-Z 340 Intro to Human Resources (3 cr.)
- BUS-L 312 Business Ethics (3 cr.)
- Major Courses (6 cr.)
- Life/Physical Science (3 cr.)

#### Fourth Year (30 Total Credits)

##### Semester I:

- BUS-J 401 Strategic Management (3 cr.)
- Major Courses (6 cr.)
- International Dimension (3 cr.)
- Electives (3 cr.)

##### Semester II:

- BUS-J 411 Analysis of Business Decisions (3 cr.)
- Major Courses\*\* (6 cr.)
- International Dimension (3 cr.)
- Elective\*\* (3 cr.)

\*The number of credit hours required for each major varies. Students are encouraged to meet with a Kelley Academic Advisor to ensure timely academic progress and graduation.

\*\*Students are required to complete a minimum of 120 credit hours. The number of electives and general education electives can vary by major.

<sup>1</sup> Must be completed with a minimum grade of C before admission to the Integrative Core (BUS-F 371, BUS-M 371, BUS-P 371, and BUS-Z 371).

<sup>2</sup> BUS-F 371, BUS-M 371, BUS-P 371, and BUS-Z 371 must be taken together as the Integrative Core. Beginning Fall 2015 all Integrative Core courses must be completed with a grade of "C" or higher to count (for students admitted to Kelley in fall 2015 and after). All prerequisites

must be completed before beginning the Integrative Core. See an advisor if you have questions.

Updated 02/24

## Undergraduate Programs

### Undergraduate Programs

The Undergraduate Program of the Kelley School of Business provides opportunities for breadth of education as well as for a reasonable amount of specialization. As a member of the Association to Advance Collegiate Schools of Business (AACSB), the school subscribes to the principle that a significant portion of a student's academic program should be in general-education subjects, complemented by study in the basic areas of business administration. This assures the planning of balanced study programs while enabling a student with an interest in one or more professional areas of business to specialize in those fields.

### Integrative Core

All undergraduate study programs also include courses that ensure the development of a basic understanding of the principles and practices involved in the management of business firms in the dynamic economic, social, and political environment of the world today. At IU Indianapolis, four interrelated, rigorous junior-level courses in the management of finance, marketing, operations, and team dynamics, known collectively as the Integrative Core (or I-Core), are required of all business majors.

Integrative Core emphasizes the trends likely to shape the pattern of the world in the years ahead. Beyond these basic requirements, students are given an opportunity to pursue studies from a wide variety of subject areas.

### Honors Courses

Honors courses are available to students in the Kelley Honors Program. All freshmen and sophomore honors courses are open to Kelley students with a 3.5 GPA or higher.

### Leadership and Social Responsibility

To develop leadership skills and a sense of social responsibility, students are strongly encouraged to participate in one or more of the student organizations at IU Indianapolis. Special emphasis is placed on volunteerism and the personal benefits derived from participating in community service. The Kelley School of Business Learning Community course, BUS-X103, involves freshmen in a service-learning project in the local community. This course is an entrance requirement for admission to the school.

### Senior Standing

Upon attaining senior standing, students enjoy a broader range of elective courses and special opportunities for discussion and counseling with senior members of the faculty. Courses at the senior level ensure widespread participation by students in the solution of case studies, projects, and special problems drawn from the contemporary business scene. Also, seniors typically hold offices in professional student organizations, which gives them exceptional extracurricular experience. The course BUS-X320 Business Career Planning and Placement prepare students for the transition to the world of business. This course also helps students locate and

select employment opportunities that hold the greatest promise for them.

### Program Objectives

Graduates of the undergraduate program of the Indiana University Kelley School of Business should:

1. Have a general knowledge and appreciation of human accomplishments in the physical sciences, arts, humanities, and social sciences
2. Possess a broad-based knowledge of business and the business firm, and the role business plays in our society
3. Understand the national, international, political, social, and economic environment that affects a firm's operations
4. Be able to articulate their thoughts orally and in writing and be computer literate
5. Have a sensitivity to and appreciation of ethical issues
6. Possess an appreciation of the opportunities and problems of managing complex organizations
7. Have the skills and ability to work effectively with others in the completion of joint tasks
8. Possess the ability to find and formulate problems, think analytically, and recommend solutions to problems

The undergraduate curriculum is designed to provide students with the above attributes. Graduates should have acquired an education that will serve them throughout their careers in business, not just prepare them for an entry-level position.

### Honor Code

As members of the Kelley School of Business community, all students, faculty, and staff associated with the Undergraduate Program are asked to commit to pursuing an ideal academic environment and to holding personal integrity and honesty in the highest regard.

### Scope

Because the Kelley Honor Code is an expression of our collective academic values, it applies to all students enrolled in business courses (regardless of their academic track or declared major), as well as the faculty and staff who work to deliver them. Students admitted to the Kelley School of Business Indianapolis become representatives of the school and, as such, are expected to continue their commitment to ethical behavior in all of their endeavors, including, but not limited to, course work outside of Kelley, internships, co-curricular programs, overseas study, and in all engagement with the broader local and global community. The Honor Code covers all aspects of a student's academic work

Updated 04/24

## Special Opportunities

### Business Foundations Certificate Program

This program is designed for students who want to acquire a foundation of the fundamental business knowledge



needed to improve the conduct of their personal business affairs, aid in their career development, or enhance their employability.

With careful planning, the certificate may be earned entirely via distance-learning technologies. Please note that students enrolling in the certificate program need access to, and proficiency in, computer and Internet resources.

In general, any student admitted to IU Indianapolis is eligible to enroll in the certificate program; there are no prerequisites for required certificate courses.

For more information, see an advisor in the Kelley School of Business Undergraduate Office, 801 W. Michigan Street, BS 2010, Indianapolis, IN 46202-5151; phone (317) 274-2147. Information may also be obtained [here](#).

## VENTURE CREATION CERTIFICATE

### Understanding Entrepreneurship

Whether you plan to launch your own business, develop new products, work at a startup or assist with your company's growth initiatives, the 15-credit hour Venture Creation Certificate adds to your understanding of entrepreneurship. Learn key ways to develop, form, and nurture a venture that lays the foundation for success. This certificate is:

- Hands-on. This certificate is experiential, which means you'll leave campus to visit and network with entrepreneurs in the community.
- Delivered in stages. The sequence of courses follows the journey of creating a venture: the stages of developing; decision-making and understanding how strategy, finance, marketing, operations and other business disciplines interact.
- Career-focused. The skills you gain from this certificate prepare you to drive innovation in your own venture or in growing companies throughout Indiana.

Venture creation skills prepare you to be a successful entrepreneur and active participant in the innovation ecosystem in Central Indiana and beyond.

For more information, see an advisor in the Kelley School of Business Undergraduate Office, 801 W. Michigan Street, BS 2010, Indianapolis, IN 46202-5151; phone (317) 274-2147.

Information may also be obtained [here](#).

## REAL ESTATE CERTIFICATE

### Gain experience before you graduate through a real estate certificate

Whether you are studying economics, psychology, or public policy, you bring a unique set of skills and talents to the field of real estate. The undergraduate Real Estate Certificate from the Kelley School of Business provides non-business majors with the skills to qualify for entry-level real estate jobs. This certificate offers you training for careers in property and asset management, brokerage (though it does not count towards a real estate license),

appraisal, development, investment, mortgage finance, private equity, and property tax, among others.

For more information, see an advisor in the Kelley School of Business Undergraduate Office, 801 W. Michigan Street, BS 2010, Indianapolis, IN 46202-5151; phone (317) 274-2147.

Information may also be obtained [here](#).

## KELLEY HONORS PROGRAM

### Achieve today, lead tomorrow.

If you're looking for a competitive edge once you've graduated or if you enjoy going the extra mile on a task, the Kelley Indianapolis Honors program offers you an honors-level experience within the business curriculum. Separate from IU Indianapolis Honors College, the Kelley Indianapolis Honors College is a business-focused program that allows high-achieving Kelley students to:

- Take Honors I-Core, where you'll tackle a project that lets you showcase your skills to solve real and timely business challenges.
- Complete six more credit hours of Kelley courses at the Honors level, and another six credit hours of Honors electives.
- Network and socialize through conferences and school-related trips with other Kelley Honors students, giving your college experience a sense of teamwork as you move through your degree together.

Kelley Honors students are required to complete 18 credit hours (see below) within Kelley, in addition to 6 credit hours of Honors electives.

### Required Kelley Indianapolis Honors Courses

- BUS F374 Honors Finance: Integrated Experience (3 cr.)
- BUS M374 Honors Marketing: Integrated Experience (3 cr.)
- BUS P374 Honors Operations & Supply Chain Management: Integrated Experience (3 cr.)
- BUS Z374 Honors Team Dynamics & Leadership: Integrated Experience (3 cr.)
- BUS J402 Strategic Management: Honors (3 cr.)
- BUS W494 Herman B. Wells Seminar in Leadership (3 cr.)
- HON H200 Introduction to Honors (1cr.) - for Fall 2022 admits or later

### Honors Electives

Additionally, each student will be required to complete 6 credit hours of Honors electives (generally two courses). Classes eligible for Honors electives include:

- Any IU Indianapolis Honors course.
- Any IU Indianapolis course taken with an approved [Honors Contract](#).

Students interested in applying for the Kelley Honors Program must:

- Have a minimum GPA of 3.5
- Have completed 13 credit hours

- Be admitted, or have applied, to the Kelley School of Business
- Complete the online application by the deadline (October 1 for spring admission / March 1 for fall admission)
  - Students admitted to the Kelley School of Business who are on scholarship with the IU Indianapolis Honors College are automatically admitted to the Kelley Honors Program and do not have to apply.

For more information visit the [Kelley Honors Program website](#).

## Internships

Kelley Indianapolis students are encouraged to participate in internships within their fields of study and/or career interests. Kelley Indianapolis Career Services helps students locate and apply for internship positions and maintains an online job and internship database (KelleyCareers) that is available exclusively to Kelley Indianapolis students.

All Kelley Indianapolis students, whether they are able to complete an internship or not, engage in experiential learning through their Integrative Core (I-Core) courses. Students work in a group with a local company and apply what they have learned in the classroom to a real business issue. Students who successfully complete all aspects of the Integrative Core curriculum will receive an experiential learning notation attached to these courses on their official transcripts as a part of RISE.

Kelley Indianapolis students have the option to obtain credit for approved internship opportunities through the For-Credit Internship Program. In order to qualify for the program, students must have accepted an internship related to their major, completed and passed the Integrative Core, and maintained a 2.5 GPA or higher. Students work with the internship coordinator and faculty advisor to complete all coursework and receive a grade for the course.

For additional information, please contact the Kelley Office of Academic and Professional Development, BS 2010, phone (317) 274-2147.

Information may also be obtained [here](#).

## Minor in Business

Regardless of your major, a business minor gives you a broad understanding of business concepts, including finance, management and marketing—all while sharpening your skills, knowledge and value. If you are a current IU Indianapolis student pursuing a *non-business bachelor's degree*, the business minor could be a good option for you.

Students are required to meet course prerequisites and entrance requirements with a GPA of 2.0 or higher. Students must take four of the seven required courses on the IU Indianapolis campus (F300, M300, and P300 are strongly recommended). Minor requirements include completion of the following courses or equivalents:

- BUS-A 200 Foundations of Accounting
- BUS-F 300 Introduction to Financial Management
- BUS-K 201 The Computer in Business (with a C or higher)
- BUS-L 203 Commercial Law I
- BUS-M 300 Introduction to Marketing
- BUS-P 300 Introduction to Operations Management
- Either BUS-D 301 International Business Environment, BUS-Z 302 Managing and Behavior in Organizations, BUS-Z 340 Personnel & Human Resources Management, or BUS-L 312 (3 cr.) The Ethical Responsibility of Business

Applications are available in the undergraduate office, Business/SPEA Building 2010; call (317) 274-2147 if you have questions.

Information may also be obtained [here](#).

updated 4/24

## Student Learning Outcomes

### Indianapolis Undergraduate Business Learning Goals and Student Learning Outcomes (SLOs)

The Kelley School of Business has adopted and supports these Business Learning Goals and Student Learning Outcomes (SLOs). They are tailored and prioritized to the needs of business education and reflect the intellectual competence and cultural and ethical awareness that every Kelley School of Business graduate should attain.

Faculty members in each discipline have been charged with determining which of the goals and SLOs will be taught and assessed in each of their courses – and what graduates in that major will know and be able to do to illustrate competence in each of the areas addressed by them.

Instructors must distribute the Business Learning Goals and SLOs to students with descriptions of how the principles are enacted in the course as they apply to all undergraduate degree programs.

#### 1a. Business Language (Maps to IU Indianapolis PLUS – Communicator 4: Conveys Ideas Effectively)

*Students will prepare and deliver written and oral messages that effectively express ideas and facts to others. Students will prepare and deliver effective oral and written persuasive arguments.*

- **SLO 1a.1:** Prepare and deliver both planned and impromptu oral presentations on selected business topics.
- **SLO 1a.2:** Critique, revise, and improve written and oral communication for both self and others.
- **SLO 1a.3:** Express business ideas in writing, taking message structure, audience, and content into consideration.

#### 1b. Business Quantitative Skills (Maps to IU Indianapolis PLUS - Problem Solver 3: Analyses, Synthesizes, and Evaluates)

*Students will perform quantitative analysis and use the results to make business decisions.*

- **SLO 1b.1:** Identify the appropriate technique, tool, or concept needed to analyze and solve a business problem or make a business decision.
- **SLO 1b.2:** Apply a technique, tool, or concept to solve a business problem or make a business decision.
- **SLO 1b.3:** Interpret or evaluate the results of quantitative analysis to solve a business problem or make a business decision.

**1c. Information & Business Resource Skills (Maps to IU Indianapolis PLUS – Innovator 2: Designs & Creates)** *Students will analyze business problems, situations and opportunities by identifying and applying appropriate and relevant information.*

- **SLO 1c.1:** Identify and use current technologies to transform raw information into usable formats that enable decision-making.
- **SLO 1c.2:** Use technological concepts and relevant computer programs to solve business problems.
- **SLO 1c.3:** Apply technological concepts to organize, streamline, or improve contemporary business events.

**2. Critical Thinking in Business (Maps to IU Indianapolis PLUS – Problem Solver 1: Thinks Critically)** *Students will arrive at reasoned conclusions and make informed decisions in assessing current and predicted business situations by applying course concepts learned across the curriculum.*

- **SLO 2.1:** Identify and describe the problem, issue, or dilemma in a given business situation.
- **SLO 2.2:** Gather, analyze, and evaluate information relevant to solving the business problem, issue, or dilemma.
- **SLO 2.3:** Articulate possible solutions to the problem, dilemma, or issue, supporting each with data or analysis.
- **SLO 2.4:** Select and defend the best solution to the business problem, issue, or dilemma.
- **SLO 2.5:** Analyze business situations, problems, or issues from an international perspective

**3. Professional Skills & Competencies (Maps to IU Indianapolis PLUS – Innovator 1: Investigates)**

*Students will apply substantial knowledge and understanding in their chosen major in the study of business.*

- **SLO 3.1:** Explain how decisions in one business functional area affect other functional areas of business.
- **SLO 3.2:** Meet professional standards and demonstrate competence in important skills and knowledge in a chosen field of study.

**4. Integrative Business Reasoning (Maps to IU Indianapolis PLUS – Community Contributor 4: Anticipates Consequences)** *Student will assimilate data from different sources, and use more than one business discipline to develop a model to solve a business problem.*

- **SLO 4.1:** Define and analyze unstructured problems and ambiguous situations.
- **SLO 4.2:** Solve business problems requiring analysis and deductive reasoning.

- **SLO 4.3:** Explain the cross-functional implications of problems and situations.
- **SLO 4.4:** Propose solutions to problems and situations that include cross-functional perspectives.
- **SLO 4.5:** Explain the impact of the global economy on business strategies and operations

**5. Diversity & Collaboration in Business (Maps to IU Indianapolis PLUS – Community Contributor 1: Builds Community)** *Students will use their understanding of the importance of diverse worldviews and practices, cultural competencies, and sociocultural and socioeconomic factors to foster cooperation and teamwork.*

- **SLO 5.1:** Identify the strengths and weaknesses of multiple viewpoints and incorporate multiple values in business decisions.
- **SLO 5.2:** Explain the dynamics of culture in work groups, teams, and organizations.
- **SLO 5.3:** Apply intercultural communication skills to communicate, solve problems, make decisions, and resolve conflict.
- **SLO 5.4:** Explain the dynamics of motivation in the business context.
- **SLO 5.5:** Identify and apply effective responses to different social norms and cultural practices in a global economy.

**6. Business & Management Ethics (Maps to IU Indianapolis PLUS – Community Contributor 3: Behaves Ethically)** *Students will make business decisions that seek to align their personal values and beliefs (integrity) and respond to the expectations of others, the organization, and society.*

- **SLO 6.1:** Articulate the link between one's personal value system and those of others in business or society.
- **SLO 6.2:** Identify possible ethical problems or issues in a given business situation.
- **SLO 6.3:** Select and apply appropriate analytical frameworks of ethical thought and reasoning to a given ethical dilemma.
- **SLO 6.4:** Identify potential resolutions to ethical dilemmas and assess the impact on stakeholders

Updated 4/22

## Master of Business Administration

### Master of Business Administration

The Indiana University M.B.A. Program is recognized as one of the top graduate business programs in the country. It offers three programs that lead to the Master of Business Administration degree.

Admission to any of the programs is selective and is based on the evaluation of several factors, including results from the Graduate Management Admissions Test, undergraduate performance, essays, recommendations, work experience, leadership, and other indicators of potential for success in a rigorous program of study and in a business career.

Bound by a common body of knowledge and philosophy, each program is designed to meet the diverse needs of students at different levels of career development and responsibility. For further information on the curriculum,

format, prerequisites, and admission requirements for each program, contact the specific program of interest.

### **Evening M.B.A. Program, Indianapolis Campus**

Candidates for the Evening M.B.A. degree program in Indianapolis come from diverse academic backgrounds and represent many businesses and industries. The program incorporates a wide range of business issues and integrates business disciplines to provide a strong program experience. Study teams and networking play an integral part in the evening program. Skill building in the areas of leadership, collaborative decision-making, teamwork, and communications are integral aspects of the total program experience.

Modules of study generally span one quarter (12 weeks) with class meetings delivered in a hybrid method with one night per week in the classroom and one night per week online in the first year of the program. A streamlined 24-month, 54-credit-hour program allows for maximum planning and integration with career and personal commitments.

Qualified people from all academic backgrounds who represent any business or industry and who are motivated to study in a challenging graduate business program are encouraged to apply for admission to graduate programs in the Kelley School of Business at Indiana University in Indianapolis. For admissions information, including application and deadlines, please [visit the Evening M.B.A. website](#).

**Cohort Structure:** Each entering group of newly admitted Evening M.B.A.s forms a student cohort that moves through the M.B.A. core courses together. Within each cohort there are smaller study groups that may work together on projects and study teams.

Evening M.B.A. students take 15 credit hours of electives, and may focus 12 credits or more in one area for an optional major. Majors are:

- Finance
- Marketing
- Management & Entrepreneurship
- Operations & Supply Chain Management

**Executive Management Orientation:** Immersion in a live business case, classroom exposure to fundamental business principles, and completion of career reflection exercises and tools set a foundation for executive skill development in the Evening M.B.A. program. Foundational instruction in microeconomics, strategy, and general business acumen prepares students for their case exercise.

Students work in teams and are given a live business case and have a week to prepare the case and present their recommendations. The competition is designed to allow students to assess their strengths and weaknesses at the beginning of the program, better understand a business and how to think strategically about management, and to build some team cohesion and chemistry.

**International Opportunities:** From the small business to the international corporation, every business interaction, product, and service has the potential to have a global impact. From our internationally experienced faculty to our course offerings, the Evening M.B.A. prepares

students to thrive in that environment. The optional Emerging Markets course provides M.B.A. students a hands on opportunity to gain international and consulting experience. Participating students do background preparation in the first part of the quarter and then travel to their host country. There, students work on a consulting assignment that culminates in a presentation to the international host company.

**Capstone Projects:** In capstone, students integrate knowledge and skills learned in the M.B.A. program to solve an executive-level business problem for a Central Indiana company, nonprofit, or government organization. Project work enhances skills in leadership, team dynamics, consulting, innovation, and executive management. Students learn through research, writing, lectures, team meetings, faculty coaching sessions, and presentations. Students take their capstone course during the second year of M.B.A. courses.

For more information, contact:

*Evening M.B.A. Office*

*Kelley School of Business*

*Business/SPEA room 3024*

*801 W. Michigan Street*

*Indianapolis, IN 46202-5151*

*Phone: (317) 274-4895*

*Fax: (317) 278-6194*

*Website: click [here](#)*

*E-mail: [mbaindy@iu.edu](mailto:mbaindy@iu.edu)*

- JD/MBA
- MD/MBA
- MSA/MBA
- DDS/MBA

### **M.B.A. Program, Bloomington Campus**

Bloomington's program is a full-time, two-year residential program taught during the day for students who plan to take a leave from their careers while they pursue graduate education. For information, contact:

*Director of Admissions and Financial Aid, Graduate Programs*

*Kelley School of Business*

*Indiana University*

*1309 E. Tenth Street*

*Bloomington, IN 47405-1701*

*Phone: (812) 855-8006*

### **Kelley Direct Online M.B.A. Program**

The Kelley Direct Online M.B.A. Program is designed for professionals who wish to continue their employment while earning their M.B.A. The Kelley Direct Program is the only such graduate management program offered by a top-20 business school that is almost exclusively delivered entirely over the Web.



Among the tools used are discussion and debate forums, online testing, audio streaming and video streaming, and simulations for case-based learning. Course materials, including audio and video presentations and virtual tours, may be accessed directly from the Web. The class interaction is asynchronous with some synchronous elements, allowing students the flexibility to balance family and career demands. For information, contact:

*Kelley Direct Admissions*

*Kelley School of Business*

*777 Indiana Avenue, Suite 200*

*Indianapolis, IN 46202*

*Phone: (317) 278-1566*

*Fax: (317) 274-7301*

*Web site: click [here](#)*

### **Doctoral Programs, Bloomington Campus**

Indiana University offers two doctoral programs in business: the Doctor of Philosophy (Ph.D.) and the Doctor of Business Administration (D.B.A.). The Ph.D. is awarded through the University Graduate School, and the D.B.A. is awarded through the Kelley School of Business. The D.B.A. has been offered since February 1954; the Ph.D. in business since October 1, 1982.

The Office of Doctoral Programs in the Kelley School of Business administers both programs. Students may select either degree designation at the time of application. It is possible to switch from one degree program to the other, provided all the requirements of the new degree are met. While the objectives and requirements for both degrees are quite similar, there are some differences. Applicants should decide which degree best fits their career and intellectual objectives. For more information, contact:

*Chair, Doctoral Programs*

*Kelley School of Business*

*Indiana University*

*1309 E. Tenth Street*

*Bloomington, IN 47405-1701*

*Phone: (812) 855-3476*

*Website: click [here](#)*

For more information regarding the IU Kelley School of Business Graduate Programs please click [here](#).

### **Evening M.B.A. Courses & Majors**

#### **Kelley Evening M.B.A. Required Courses & Majors**

The Evening M.B.A requires 54 credit hours total. Your degree plan will consist of 33 credit hours of required core courses, 6 credit hours of executive skills courses, and 15 credit hours of general elective courses.

#### **Required Courses**

X541 Executive Management Orientation  
A524 Managing Accounting Information for Decision Making  
F523 Financial Management  
G533 Economic Analysis of Competitive Environments  
J501 Developing Strategic Capabilities  
K523 Foundation of Business Analytics

L512 Law and Ethics in Business  
M501 Strategic Marketing Management  
P501 Operations Management  
W523 Business Innovation and Disruptive Technology  
X511 Seminar in Management Issues  
X529 Business Immersion Capstone  
Z526 Managing Behavior in Organizations

#### **Elective Courses**

In addition to the required courses, choose five general elective courses and two executive skills elective courses.

Though a major isn't required, the Evening M.B.A. Program offers four optional majors: finance, management and entrepreneurship, marketing, and operations and supply chain management. If you choose to declare a major, four of your five electives will be in your major area.

#### **Finance Electives**

F543 Derivative Securities and Risk Management  
F544 Financial Strategy and Corporate Restructuring  
F552 Raising Capital and Entrepreneurial Finance  
F553 Asset Pricing and Financing the Firm  
F555 Fixed Income and Equity Evaluation

#### **Management & Entrepreneurship Electives**

F552 Raising Capital and Entrepreneurial Finance  
W511 New Venture Strategy  
W516 Organizational Development and Change  
W520 Turnaround Management  
W525 Venture Community  
W550 Management Consulting

#### **Marketing Electives**

M503 Applied Marketing Research  
M550 Consumer Insights  
M575 Brand Asset Management  
M591 Digital Marketing  
M594 Global Marketing Management

#### **Operations & Supply Chain Management Electives**

P527 Operations Processes  
P559 Sustainable Operations  
P561 Supply Chain Management and Technologies  
P579 Global Sourcing

#### **Other Electives**

A517 Financial Analysis & Firm Valuation  
X576 Emerging Markets

#### **Executive Skills Electives**

C575 Effective Communication  
K579 Data Communication for Business  
P552 Project Management  
X539 Executive Coaching Engagement  
X551 Career Management  
X571 Consulting Project Leadership  
Z532 Executive Leadership  
Z538 Strategic Management of Human Capital



## Degree Programs

The Kelley School of Business offers the following graduate degrees:

### Master of Business Administration (Physician only)

#### **Master of Business Administration (M.B.A.)**

- General Administration
- Finance
- Entrepreneurship
- Marketing
- Supply Chain Management

### Master of Science in Accounting (MSA)

### Graduate Certificate in Accounting (GCA)

### Graduate Certificate in Taxation (GCT)

### Graduate Certificate in Internal Auditing (GCIA)

For more information regarding the IU Kelley School of Business graduate programs please visit our website [here](#).

## Kelley Physician MBA

### **Kelley Business of Medicine Physician MBA**

The Physician MBA program through Kelley Indianapolis is the only top-ranked business school to offer a master's of business administration degree exclusively for physicians. Designed with this audience in mind, this 21-month program is innovative and built on a rigorous curriculum, collaborative learning, and a flexible schedule that will prepare physicians to succeed in their dual role as a patient advocate and a business strategist.

In-person class sessions are held quarterly in Indianapolis on Thursdays, Fridays, and Saturdays. Faculty-led online learning is offered on demand and live, allowing you several options to study whenever it fits best with your schedule. Compared to other executive MBAs, this program significantly minimizes your time away from work and family.

#### **The Ideal Candidate**

We want to partner with active learners who want to be change agents in the healthcare industry. The ideal candidate is a practicing physician who is focused on leading change.

The Kelley Physician MBA Program requires an MD or DO practicing—or eligible to practice—in the U.S. with at least three years of post-residency experience. The GMAT is not required.

Selection of candidates will be based on academic and career accomplishments, clarity of career plans and the likelihood of success in the program. During the admissions process, we consider you:

- Work experience
- Critical thinking
- Entrepreneurial spirit
- Ability to work in teams
- Potential to be a change agent

#### **Application Requirements**

A completed application includes:

- Online Application
- Personal Statement
- Curriculum Vita/Résumé
- Three Recommendations
- Official Medical School Transcripts
- Admission Interview

## ACADEMIC CALENDAR

### Year One:

Term	Credit Hours
<b>Fall Quarter</b>	
• J506 Leading and Managing Human Capital in Healthcare	3.0
• A524 Leveraging Accounting to Make Better Decisions	3.0
• X531 Anatomy & Physiology of the U.S. Healthcare System	3.0
Total Credit Hours	9.0
<b>Winter Quarter</b>	
• • K524 Business Analytics in Healthcare	3.0
• M501 Marketing Management	3.0
• X552 Executive Coaching for Physician Leaders	0.5
• X576 Global Healthcare Experience (Study Abroad elective)*	1.5
Total Credit Hours	6.5
<b>Spring Quarter</b>	
• • F523 Financial Management	3.0
• • • J535 Conflict Resolution & Negotiation	3.0
• X552 Executive Coaching for Physician Leaders	0.5
Total Credit Hours	6.5

Summer Quarter		
• L512 Managing Legal Risk	3.0	
• C575 Leadership Communication	1.5	
• G512 Macroeconomics for Managers	1.5	
<b>X552 Executive Coaching for Physician Leaders</b>	0.5	
• X551 Career Management*	1.5	
Total Credit Hours	6.5	

• X552 Executive Coaching for Physician Leaders	0.5
• W579 Topics in Healthcare Technology	1.5
Total Credit Hours	6.5

(\*) indicates elective course

For further information on the curriculum format, prerequisites, and admission requirements, contact:

*Physician MBA Program*

*Kelley School of Business*

*Business/SPEA 3024*

*801 W. Michigan Street*

*Indianapolis, IN 46202-5151*

*Phone: (317) 274-3855*

*Web site: click [here](#)*

For more information regarding the IU Kelley School of Business Graduate Programs click [here](#).

### Master of Science in Accounting

#### Master of Science in Accounting

The Master of Science in Accounting program (MSA) is devoted to teaching the skills required of today's accountant. The plan of study ensures that students are not only well versed in the technical aspects of their chosen specialty but also the nontechnical skills that are required for them to become true leaders in industry and government.

#### M.S. in Accounting Program, Indianapolis Campus

Students may apply to the M.S. in Accounting program with or without an academic background in business or accounting. Those students entering the program with a bachelor's degree in business must complete a minimum of 30 credit hours of graduate course work. Those with backgrounds in other fields may be required to do additional undergraduate course work to develop expertise in the core areas of business and accounting.

Students may apply to the program after completing a bachelor's degree or during their senior year. Admission selection is based on the evaluation of several factors, including results from the Graduate Management Admissions Test (GMAT), undergraduate performance and recommendations.

#### Prerequisites

- BUS-F 300 Introductory Financial Management - 3 cr. hrs.
- BUS-P 300 Introduction to Operations Management - 3 cr. hrs.
- BUS-K 201 The Computer in Business - 3 cr. hrs.
- ECON-E 201 Introduction to Microeconomics - 3 cr. hrs.
- ECON-E 270 Introduction to Statistical Theory - 3 cr. hrs.
- BUS-L 203 Commercial Law I - 3 cr. hrs.

### Year Two:

Term	Credit Hours
Fall Quarter	
• P501 Operations Analysis	3.0
• P528 Healthcare Process Improvement	3.0
• X552 Executive Coaching for Physician Leaders	0.5
• X520 Healthcare Policy Experience (Washington D.C.)	3.0
Total Credit Hours	9.5
Winter Quarter	
• J501 Developing Strategy	3.0
• W516 Leading Organizational Change	3.0
• X552 Executive Coaching for Physician Leaders	0.5
• X576 Global Healthcare Experience (Study Abroad elective)*	1.5
Total Credit Hours	6.5
Spring Quarter	
• X536 Integrative Experience	4.5

- BUS-A 201 Introduction to Financial Accounting - 3 cr. hrs.
- BUS-A 311 Intermediate Accounting I - 3 cr. hrs.
- BUS-A 325 Cost Accounting - 3 cr. hrs.

### MSA Degree Requirements:

- MSA Core Classes (21 credit hours)
  - BUPA-A 500 Resp. & Ethical Considerations in Accounting and Tax - 1.5 cr. hr.
  - BUPA-A 511 Financial Accounting Theory & Practice II - 3 cr. hrs.
  - BUPA-A 515 Federal Income Taxes - 3 cr. hrs.
  - BUPA-A 551 Tax Research (concurrent with A 515) - 1.5 cr. hr.
  - BUPA-A 514 Auditing Theory & Practice - 3 cr. hrs.
  - BUPA-A 523 Business Information Systems - 3 cr. hrs.
  - BUPA-A 539 Advanced Taxation I: Entity Issues - 3 cr. hrs.
  - BUPA-L 503 Advanced Business Law - 3 cr. hrs.
- Accounting/Non-Accounting/Business/Other Elective (9 credit hours)
  - BUPA-A 508 Accounting for Non-Profit Orgs - 3 cr. hrs.
  - BUPA-A 517 Financial Analysis & Firm Valuation - 3 cr. hrs.
  - BUPA-A 529 Internship in Accounting - 1.5 cr. hr. or 3 cr. hrs.
  - BUPA-A 525 Pass-through Entities I - 3 cr. hrs.
  - BUPA-A 537 Corporate Taxation I - 3 cr. hrs.
  - BUPA-A 557 International Taxation - 3 cr. hrs.
  - BUPA-A 558 Taxation of NFP Entities I - 1.5 cr. hr.
  - BUPA-A 560 Information Tech Auditing - 3 cr. hrs.
  - BUPA-A 562 Advanced Financial Accounting - 3 cr. hrs.
  - BUPA-A 567 Taxation of NFP Entities II - 1.5 cr. hr.
  - BUPA-A 572 Forensic Accounting - 3 cr. hrs.
  - BUPA-A 575 Internal Auditing - 3 cr. hrs.
  - BUPA-A 579 Internal Audit Case Studies - 3 cr. hrs.
  - BUPA-F 560 Firm Valuation - 3 cr. hrs.
  - BUPA-F 560 Intro to Real Estate Analysis - 3 cr. hrs.
  - BUPA-R 502 Real Estate & Investment Analysis - 3 cr. hrs.
  - BUPA-R 560 Real Estate Development - 3 cr. hrs.
  - BUPA-X 574 Professional Responsibilities in Internal Auditing - 1.5 cr. hr.
  - BUPA-X 574 Intro to Real Estate Analysis - 3 cr. hrs.

Students who have had equivalent undergraduate courses must replace the courses with other electives. A total of 15 credit hours of graduate accounting course work must be completed toward the MS degree in Accounting.

*Total: 30 hours*

For further information on the curriculum format, prerequisites, and admission requirements, contact:

### Graduate Accounting Programs

#### Kelley School of Business

#### Business/SPEA 3024

801 W. Michigan Street

Indianapolis, IN 46202-5151

Phone: (317) 274-3451

Web site: click [here](#)

For more information regarding the IU Kelley School of Business Graduate Programs please click [here](#).

### Graduate Certificate in Accounting

#### Graduate Certificate in Accounting

The Graduate Certificate in Accounting (GCA) is a 12 credit hour program designed to (1) provide additional graduate-level coursework towards the requirements for CPA licensure and (2) provide licenced CPAs 180 hours of continuing education credit.

The GCA offers a broad-based curriculum that provides the academic foundation to successfully pass the CPA exam. For licensed CPAs, the GCA provides additional coursework to take the next steps in their careers as well as CPE credit to maintain their licenses in Indiana.

Kelley accounting students can take up to 6 credit hours of graduate-level courses while completing their undergraduate degree. The remaining courses will be completed as a graduate student. The certificate hours will transfer to the Master of Science in Accounting.

#### To complete the GCA, select 12 credit hours from the following:

- BUPA-A 500 Accounting Ethics - 1.5 cr. hr.
- BUPA-A 508 Accounting for Non-Profit Orgs - 3 cr. hrs.
- BUPA-A 511 Financial Accounting Theory & Practice II - 3 cr. hrs.
- BUPA-A 514 Auditing Theory & Practice - 3 cr. hrs.
- BUPA-A 515 Federal Income Taxes -
- BUPA-A 517 Financial Statement Analysis - 3 cr. hrs.
- BUPA-A 525 Pass-through Entities I - 3 cr. hr.
- BUPA-A 529 Internship/Working in Accounting - 1.5 or 3 cr. hrs
- BUPA-A 537 Corporate Taxation I - 3 cr. hr.
- BUPA-A 539 Advanced Taxation - Entity Issues - 3 cr. hrs
- BUPA-A 551 Tax Research - 1.5 cr. hr.
- BUPA-A 557 International Taxation - 3 cr. hr.
- BUPA-A 558 Taxation of Tax-Exempt Orgs I - 1.5 cr. hr.
- BUPA-A 560 Information Tech Auditing - 3 cr. hrs.
- BUPA-A 562 Advanced Financial Accounting - 3 cr. hrs.
- BUPA-A 567 Taxation of Tax-Exempt Orgs II - 1.5 cr. hr.
- BUPA-A 572 Fraud & Forensic Accounting - 3 cr. hrs.

- BUPA-A 579 Case Studies in Internal Audit - 3 cr. hrs.
- BUPA-L 503 Advanced Business Law - 3 cr. hrs.

For further information on the curriculum format, prerequisites, and admission requirements, contact:

*Graduate Accounting Programs*

*Kelley School of Business*

*Business/SPEA 3024*

*801 W. Michigan Street*

*Indianapolis, IN 46202-5151*

*Phone: (317) 274-3451*

*Web site: click [here](#)*

For more information regarding the IU Kelley School of Business Graduate Programs please click [here](#).

### **Graduate Certificate in Taxation**

#### **Graduate Certificate in Taxation**

The Graduate Certificate in Taxation (GCT) is a 12 credit hour program designed to (1) prepare graduates for entry level positions in public and private accounting in taxation, (2) provide graduate-level education for tax professionals who desire to enhance their specialized tax knowledge and (3) provide 180 hours of CPE for licensed tax professionals.

The GCT is a specialized program aimed to equip students with the highly technical and demanding skills required to provide tax and business advice in the private sector as well as administer the tax laws in the public sector of the economy.

Kelley accounting students may take up to 6 credit hours of graduate-level courses while completing their undergraduate degree. The remaining courses will be completed as a graduate student. The certificate hours will transfer to the Master of Science in Accounting.

Students may apply to the program after completing a bachelor's degree from an accredited college or university or during their senior year of college or have completed a law degree.

**To complete the GCT, select 12 credit hours from the following:**

- BUPA-A 515 Federal Income Taxes - 3 cr. hrs.
- BUPA-A 525 Pass-through Entities I - 3 cr. hrs.
- BUPA-A 537 Corporate Taxation I - 3 cr. hrs.
- BUPA-A 539 Advanced Taxation - Entity Issues--3 cr. hrs.
- BUPA-A 551 Tax Research - 1.5 cr. hr.
- BUPA-A 557 International Taxation - 3 cr. hrs.
- BUPA-A 558 Taxation of Tax-Exempt Orgs I - 1.5 cr. hr.
- BUPA-A 567 Taxation of Tax-Exempt Orgs II - 1.5 cr. hr.

For further information on the curriculum format, prerequisites, and admission requirements, contact:

*Graduate Accounting Programs*

*Kelley School of Business*

*Business/SPEA 3024*

*801 W. Michigan Street*

*Indianapolis, IN 46202-5151*

*Phone: (317) 274-3451*

*Web site: click [here](#)*

For more information regarding the IU Kelley School of Business Graduate Programs please click [here](#).

### **Graduate Certificate in Internal Audit**

#### **Graduate Certificate in Internal Audit**

The Graduate Certificate in Internal Audit (GCIA) is a 12 credit hour program designed to (1) prepare students for a lucrative career in internal audit and (2) provide the academic foundation to successfully pass the Certified Internal Audit exam.

The demand for internal auditors is high across all business disciplines, particularly in management, operations, strategy and systems. The GCIA is a specialized program aimed to equip students with the education required to obtain a position in corporate internal auditing. The GCIA is an excellent launching pad for undergraduate accounting students who do not plan to pursue the CPA or work in public accounting.

Kelley accounting students may take up to 6 credit hours of graduate-level courses while pursuing their undergraduate degree. The remaining courses will be completed as a graduate student. The certificate hours will transfer into the Master of Science in Accounting.

**To complete the GCIA, select 12 credit hours from the following:**

**Required course:**

- BUPA-A 575 Internal Auditing--3 cr. hrs.

**Select 3 credit hours from the following courses:**

- BUPA-A 529 Internship/Working in Accounting--1.5 cr. hr. or 3 cr. hrs.
- BUPA-A 579 Case Studies in Internal Auditing--3 cr. hrs.

**Select 6 credit hours from the following courses:**

- BUPA-A 500 Accounting Ethics--1.5 cr. hr
- BUPA-A 560 Information Tech Auditing--3 cr. hrs.
- BUPA-A 572 Fraud & Forensic Accounting--3 cr. hrs.
- BUPA-X 574 Professional Responsibilities in Internal Audit--1.5 cr. hr.

Students who have had equivalent undergraduate courses may not retake, but must replace the courses with other electives.

For further information on the curriculum format, prerequisites, and admission requirements, contact:

*Graduate Accounting Programs*

*Kelley School of Business*

*Business/SPEA 3024*

801 W. Michigan Street  
Indianapolis, IN 46202-5151

Email: [ksbigap@iu](mailto:ksbigap@iu)

Phone: (317) 274-3451

Web site: click [here](#)

For more information regarding the IU Kelley School of Business Graduate Programs please click [here](#).

## Internal Auditing CT

1. **Accounting Knowledge** *The ability to apply fundamental accounting and tax principles and techniques in a variety of business settings.*
  - **SLO 1.1:** Identify core accounting and tax issues in a variety of business scenarios.
  - **SLO 1.2:** Apply fundamental accounting principles, tools, and techniques to basic accounting and tax problems.
  - **SLO 1.3:** Solve accounting and tax reporting problems.
2. **Communications Skills** *The ability to communicate in a clear, concise and effective manner in both written and oral form.*
  - **SLO 4.1:** Articulate the complex accounting and tax questions to be analyzed.
  - **SLO 4.2:** Articulate solutions to accounting and tax problems.
  - **SLO 4.3:** Explain, in written and oral form, the logic underlying how and why decisions about accounting and tax issues were made.

## Taxation CT

1. **Taxation Knowledge and Skills**  
Graduates should possess advanced knowledge of the tax laws as they affect individuals, business entities and nonprofit organizations (e.g., corporations, partnerships, trusts, estates, and tax-exempt organizations). Their knowledge should include exposure to not only federal tax concerns but also those relating to state, local and international taxation. Graduates should understand the practical tax implications surrounding common situations and be capable of effectively analyzing tax issues and formulating solutions.
2. **Tax Research**  
Graduates should be capable of formulating defensibly correct solutions to tax problems based on analysis of the relevant tax authority, including the law and administrative and judicial interpretation of the law.
3. **Written and Oral Communication Skills**  
Students should be able to communicate effectively verbally and should be able to effectively communicate tax research findings and advocate positions in writing.
4. **Taxation in a Global Context**

Students should understand the role of taxation as it relates to accounting, finance, business, economics, government and politics.

### 5. Critical Thinking

Graduates will have the ability to analyze, integrate and communicate complex, tax and financial information to arrive at reasoned conclusions and make informed decisions. They will be able to solve challenging problems by evaluating the logic, validity, and relevance of data. They will be able to recognize issues and raise concerns regarding potential problem situations.

### 6. Social and Interpersonal Interaction Skills

Students should be able to work effectively and efficiently within a team.

## Accounting CT

1. **Accounting Knowledge** *The ability to apply fundamental accounting and tax principles and techniques in a variety of business settings.*
  - **SLO 1.1:** Identify core accounting and tax issues in a variety of business scenarios.
  - **SLO 1.2:** Apply fundamental accounting principles, tools, and techniques to basic accounting and tax problems.
  - **SLO 1.3:** Solve accounting and tax reporting problems.
2. **Accounting Research** *The ability to research accounting and tax problems using professional standards, online accounting research tools, and professional guidance publications.*
  - **SLO 2.1:** Identify appropriate accounting and tax standards and interpretations for solving accounting and tax issues.
  - **SLO 2.2:** Access statutory and interpretive resources available for researching accounting and taxation issues.
  - **SLO 2.3:** Apply research resources to accounting and taxation problems.
3. **Critical Thinking** *The ability to analyze and integrate complex accounting and tax issues in order to make informed decisions.*
  - **SLO 3.1:** Formulate solutions to complex core accounting and tax issues, based on supportable facts, standards, and laws.
  - **SLO 3.2:** Evaluate alternative solutions to the complex accounting and tax issues and determine the benefits and drawbacks of each possible solution.
4. **Communications Skills** *The ability to communicate in a clear, concise and effective manner in both written and oral form.*
  - **SLO 4.1:** Articulate the complex accounting and tax questions to be analyzed.
  - **SLO 4.2:** Articulate solutions to accounting and tax problems.



- **SLO 4.3:** Explain, in written and oral form, the logic underlying how and why decisions about accounting and tax issues were made.
- 5. **Professional Responsibilities and Professional Development** *Demonstrate an appreciation of professional responsibilities and ethical decision making in accounting and tax settings.*
  - **SLO 5.1:** Identify the various laws, standards, and codes of professional responsibility for accounting and tax professionals.
  - **SLO 5.2:** Describe the nature of common ethical dilemmas in accounting and taxation and the professional's responsibility in these cases.

Graduates will appreciate the need to set career goals. They will understand the importance of networking, developing professional relationships and becoming involved in professional organizations. They will understand the nature of leadership and the importance of volunteering. They will not only be able to work independently but also will have a better understanding of how to work with others and function in a team setting.

## Student Learning Outcomes

### Master's Programs Student Learning Outcomes

- Master of Business Administration
- Master of Science in Accounting

### Master's Certificate Programs Student Learning Outcomes

- Accounting CT
- Taxation CT
- Internal Auditing CT

## Evening - Master of Business Administration (M.B.A.)

### Master of Business Administration (MBA)

Student who earn the MBA will achieve the following learning goals and outcomes:

#### 1. Internal Structures and Operations

*A thorough understanding of the internal structures and operations of businesses ranging in size from small to multi-national.*

- **SLO 1.1:** Identify and analyze a business problem through the lens of any given functional area.
- **SLO 1.2:** Show how actions in one business functional area affect the operations of other functional areas.
- **SLO 1.3:** Analyze and solve a business problem involving two or more functional areas.
- **SLO 1.4:** Assess capabilities and deficiencies of a firm from various functional perspectives.

#### 2. External Environments

*A thorough understanding of the relationship between an organization and its external market and economic environment. Furthermore, students will comprehend how*

*management decisions affect relevant stakeholders inside and outside of the firm.*

- **SLO 2.1:** Describe how an external force (e.g. taxes, regulations, competition) related to the functional areas of a firm.
- **SLO 2.2:** Describe how firm policy choices affect external stakeholders (e.g. customers, society)
- **SLO 2.3:** Analyze an external strategic problem facing a firm in order to recommend a sound solution to management.
- **SLO 2.4:** Analyze the fit between the internal structure of the firm and the external environment.

#### 3. Integration of Tools and Techniques of Business

*Integrate and apply the tools and techniques of business, drawing on a broad-based knowledge of the major functions (accounting, economics, finance, information systems, marketing, operations management, and strategy) to solve complex business problems and make sound business decisions.*

- **SLO 3.1:** Identify the most appropriate tools or frameworks to solve a given business problem.
- **SLO 3.2:** Explain how a given decision or intervention affects each of the key functional areas of a firm.
- **SLO 3.3:** Apply analytical tools and techniques from more than one functional area to address a problem or case.

#### 4. Professional Skills

*Demonstrate interpersonal and leadership skills necessary for lifelong career success. These skills reflect effective self-assessment, communication, and collaboration within an organization.*

- **SLO 4.1:** Articulate ideas, thoughts, recommendations, and other communications clearly, concisely, and persuasively to business audiences.
- **SLO 4.2:** Respond appropriately to feedback, demonstrating emotional intelligence.
- **SLO 4.3:** Work effectively with others to complete projects or other work.

#### 5. Legal and Ethical Considerations

*Identify ethical and legal challenges and give these challenges appropriate consideration in decision-making.*

- **SLO 5.1:** Identify ethical implications in a given business problem.
- **SLO 5.2:** Apply systematic reasoning to make decisions where ethics are concerned.
- **SLO 5.3:** Identify legal issues in a given business situation.
- **SLO 5.4:** Defend business decisions with respect to legal considerations.

#### 6. Diversity, Equity, and Inclusion Considerations

*Able to articulate and assess the value of DEI in a variety of business settings.*

- **SLO 6.1:** Explain the value of Diversity, Equity, or Inclusion for external stakeholders and its implication for firm strategy.

- **SLO 6.2:** Explain the value of Diversity, Equity, or Inclusion for internal management of a firm or organization.

## Master of Science in Accounting (M.S.A.)

### Master of Science in Accounting (M.S.A.) - Student Learning Outcomes

Student who earn the M.S.A. will achieve the following program goals:

1. **Accounting Knowledge**  
The overriding goal of the M.S.A. Program is to ensure that its graduates will be well grounded in fundamental accounting principles relating to financial statement preparation and analysis, management decision making, internal controls and security, risk assessment, business processes, auditing and assurance and principles of federal income taxation. All M.S.A. graduates will have sufficient awareness of the concepts of accounting and tax to recognize problems and concerns that may require further research.
2. **Accounting Research**  
Graduates will be competent in researching the accounting, tax, and business related research sources as well as other financial literature independently to solve problems that are beyond the scope of fundamental accounting and tax knowledge. They will have access to major accounting and tax data services and training in their use. Graduates will develop the research skills that will enable them to be successful in their professional career as well as become lifetime learners.
3. **Critical Thinking**  
Graduates will have the ability to analyze, integrate and communicate complex accounting, tax and financial information to arrive at reasoned conclusions and make informed decisions. They will be able to solve challenging problems by evaluating the logic, validity, and relevance of data. They will be able to recognize issues and raise concerns regarding potential problem situations. Graduates will achieve disciplinary competence in specialized areas.
4. **Communication Skills**  
Graduates will be able to communicate in a clear, concise and effective manner in both written and oral form.
5. **Professional Responsibilities**  
Graduates will be aware of their professional responsibilities concerning ethical choices they will encounter in the accounting, tax and financial reporting regulatory environments. They will understand the roles of accountants in society in providing and ensuring the integrity of financial and other information.
6. **Professional Development**

Graduates will appreciate the need to set career goals. They will understand the importance of networking, developing professional relationships and becoming involved in professional organizations. They will understand the nature of leadership and the importance of volunteering. They will not only be able to work independently but also will have a better understanding of how to work with others and function in a team setting.

## Admissions

### Admissions

#### Evening M.B.A. Program

You should submit the following items [by the appropriate deadline](#) for the Evening M.B.A. program:

1. [Kelley Evening M.B.A. Application](#)
2. Unofficial transcripts from all colleges/universities attended (No need to send transcripts from any Indiana University institution.)
3. Contact information for two recommenders/evaluators.
4. Resume
5. Personal statement. For statement prompt, [review the program FAQs](#).

For more information about the Evening MBA admission process, [please visit our website](#).

#### Graduate Certificate in Medical Management Program

Both clinical and healthcare business professionals are invited to apply for this program. Candidates must have a bachelor's degree from an accredited college or university and a minimum of two years work experience to be considered for admission. Typically, an undergraduate GPA of 3.0 or better qualifies for admission into the program. There is no admission test required.

New student cohorts form each fall, winter, spring, and summer quarters. Please see our [website](#) for specific deadlines.

1. [Kelley Graduate Certificate in Medical Management Application](#)
2. Essay (Please upload your essay to the online application portal. Consider the following when writing your essay, which should be no more than 500 words or the equivalent of two double-spaced pages. Questions are found on the application portal or the Graduate Certificate in Medical Management website.)
3. Resume
4. Official transcripts from all universities attended (You will not be required to send transcripts from any Indiana University institution.)
5. Contact information for one recommender for letter of recommendation

If you're accepted to the Graduate Certificate in Medical Management Program, official, sealed transcripts from all colleges and universities must be sent directly from the institutions to the address below.

*Kelley School of Business - Indianapolis*

*Graduate Certificate in Medical Management*

801 West Michigan Street, BS 3024  
 Indianapolis, IN 46202-5151 Alternately, previously  
 attended colleges and universities may email official  
 transcripts to our office at: [kmedcert@iu.edu](mailto:kmedcert@iu.edu)

For specific information about the Graduate Certificate in  
 Medical Management admission process click [here](#).

### Master of Science in Accounting Program

MSA applications are accepted on a rolling basis.

1. [Indiana University graduate application](#). Select the term from the drop down menu. After setting up an account, set the filter to the Kelley School of Business at IU Indianapolis, then click the + next to MS in Accounting for the term.
2. Attach unofficial copies of transcripts from all institutions attended\*
3. Two letters of recommendation
4. [Prerequisite form](#)
5. Current resume
6. Personal statement
7. # Proof of English proficiency
  1. TOEFL: minimum score of 79
  2. IELTS: minimum score of 6.5
  3. ESL: completion of level 112
  4. [Program for Intensive English at IU Indianapolis](#) (PIE): completion of level 7
  5. Duolingo: minimum score of 110

8. # [Proof of financial support](#)

#Only for international students requiring a visa to study

\*Submit official transcripts from all college and/or universities attended (except Indiana University) to the following address. Official electronic transcripts should be sent to [ksbigap@iu.edu](mailto:ksbigap@iu.edu)

Kelley School of Business  
 Graduate Accounting Programs  
 801 West Michigan Street, BS 3024  
 Indianapolis, IN 46202-5151

For specific information about Kelley MSA admissions, click [here](#).

### Graduate Certificate in Accounting (GCA)

GCA applications are accepted on a rolling basis.

1. [Indiana University graduate application](#). Select the term from the drop down menu. After setting up an account, set the filter to the Kelley School of Business at IU Indianapolis, then click the + next to Kelley Graduate Certificate in Accounting for the term.
2. Attach unofficial copies of transcripts from all institutions attended\*

\*Submit official transcripts from all college and/or universities attended (except for Indiana University) to the following address. Official electronic transcripts should be sent to [ksbigap@iu.edu](mailto:ksbigap@iu.edu)

Kelley School of Business  
 Graduate Accounting Programs  
 801 West Michigan Street, BS 3024  
 Indianapolis, IN 46202-5151

For specific information about Kelley GCA admissions, click [here](#).

### Graduate Certificate in Taxation (GCT)

GCT applications are accepted on a rolling basis.

1. [Indiana University graduate application](#). Select the term from the drop down menu. After setting up an account, set the filter to the Kelley School of Business at IU Indianapolis, then click the + next to Kelley Graduate Certificate in Taxation for the term.
2. Attach unofficial copies of transcripts from all institutions attended\*

\*Submit official transcripts from all college and/or universities attended (except Indiana University) to the following address. Official electronic transcripts should be sent to [ksbigap@iu.edu](mailto:ksbigap@iu.edu)

Kelley School of Business  
 Graduate Accounting Programs  
 801 West Michigan Street, BS 3024  
 Indianapolis, IN 46202-5151

For specific information about Kelley GCT admissions, click [here](#).

### Graduate Certificate in Internal Audit (GCIA)

GCT applications are accepted on a rolling basis.

1. [Indiana University graduate application](#). Select the term from the drop down menu. After setting up an account, set the filter to the Kelley School of Business at IU Indianapolis, then click the + next to Kelley Graduate Certificate in Internal Audit for the term.
2. Attach unofficial copies of transcripts from all institutions attended\*

\*Submit official transcripts from all college and/or universities attended (except Indiana University) to the following address. Official electronic transcripts should be sent to [ksbigap@iu.edu](mailto:ksbigap@iu.edu)

Kelley School of Business  
 Graduate Accounting Programs  
 801 West Michigan Street, BS 3024  
 Indianapolis, IN 46202-5151

For specific information about Kelley GCIA admissions, click [here](#).

## Contact Information

### Contact Information

[Kelley Evening M.B.A Program & Kelley Graduate Certificate in Medical Management](#)

*Business/O'Neill Building*

801 West Michigan Street BS3024

Indianapolis, IN 46202

Phone: (317) 274-4895

Email: [mbaindy@iu.edu](mailto:mbaindy@iu.edu) Email for **Graduate Certificate in Medical Management**: [kmedcert@iupui.edu](mailto:kmedcert@iupui.edu)

[Graduate Accounting Programs](#) *Business/O'Neill Building*

801 West Michigan Street BS3024

Indianapolis, IN 46202

Phone: (317) 274-3451

Email: [ksbigap@iupui.edu](mailto:ksbigap@iupui.edu)

## Graduate Programs

The **Kelley School of Business** offers the following graduate degrees:

### Business of Medicine Physician MBA (Physician only)

#### Master of Business Administration (M.B.A.)

- General Administration
- Finance
- Management & Entrepreneurship
- Marketing
- Operations & Supply Chain Management

#### [Master of Science in Accounting \(MSA\)](#)

#### [Graduate Certificate in Accounting \(GCA\)](#)

#### [Graduate Certificate in Taxation \(GCT\)](#)

#### [Graduate Certificate in Internal Auditing \(GCIA\)](#)

For more information regarding the IU Kelley School of Business graduate programs please visit our website [here](#).

## Courses

In addition to the general-education and general business curricula discussed previously, students pursuing the B.S. in Business degree must select a major within the business program. The major, along with the curriculum for working toward that major, are presented by department in this section and are summarized below.

- Accounting
- Finance
- Human Resource Management
- International Studies Co-Major (May be selected as a second major only)
- Management
- Marketing
- Real Estate Co-Major (May be selected as a second major only)
- Supply Chain Management

Major requirements are subject to change. Students are expected to stay informed of major changes by seeing a business academic advisor on a regular basis.

The courses listed in this bulletin represent the complete undergraduate offerings of departments and programs of the Kelley School of Business on the Indianapolis campus.

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## Accounting and Information Systems

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## Business Law

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## Economics

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## Finance

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## General and Honors

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## International Business

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## Management

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## Marketing

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course co-requisites.

## Operations and Decision Technologies

The number of credit hours given to a course is indicated in parentheses following the course title.

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## Real Estate

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## Graduate Certificate in Medical Management

### **BUSN-N525 Value Creations and Financial Performance in Healthcare Systems (3.0 cr hr)**

- Identify and measure value creation in healthcare.
- Understand the fundamentals of financial and managerial accounting.
- Outline healthcare delivery models and map revenue generation under different payment systems.
- Evaluate economic tradeoffs of healthcare decisions.
- Comprehend foundational financial analysis and the time value of money.
- Anticipate individual and organizational responses to economic incentives.

### **BUSN-N526 Business Management of Patient Care (3.0 cr hr)**

- Link workflow and bottlenecks in patient care to clinical performance measures.
- Use operations management principles to understand how decisions are made, tasks are distributed, resources are employed and services are delivered in a healthcare system.
- Understand process improvements that improve clinical outcomes, reduce costs, raise staff morale and elevate patient satisfaction.
- Apply operational concepts to management of specific clinical environments such as surgical suites, emergency departments and ambulatory care centers.

### **BUSN-N527 Leading People and Managing Behavior in Healthcare Organizations (3.0 cr hr)**

- Develop structure for activities, units and groups in healthcare delivery settings so they are more productive.
- Identify and apply human resource management best practices in healthcare delivery settings.
- Study contrasting models of leadership and their application to patient care and management of a healthcare system.
- Understand culture and its role in healthcare organizations.
- Identify and develop the traits of high-performance teams.
- Gain actionable skills in negotiation and conflict resolution.

### **BUSN-N528 Healthcare System Strategy and Innovation (3.0 cr hr)**

- Gain knowledge of strategic management tools and fundamentals and apply them to healthcare business models.
- Comprehend how a healthcare system dynamically leverages resources, capabilities and competitive interaction to set and implement a strategy.
- Leverage creativity and design thinking to offer new clinical solutions that improve patient outcomes and reduce costs.
- Integrate new techniques and technology into patterns of evaluation of management challenges in healthcare scenarios.
- Navigate the balance between protection of the patient and adoption of an entrepreneurial mindset.

### **BUSN-X529 Immersive Capstone Experience (3.0 cr hr)**

The capstone project allows students to integrate skills learned in the core coursework by solving a business problem for a local company, nonprofit or government organization. By researching, scoping and presenting an appropriate solution, students enhance their skills in leadership, teamwork, innovation and executive management. A variety of capstone project options are available to students, including:

- **Internal:** A change management initiative that students identify for their current employer
- **New Business:** Developing the plan for a new business
- **Consulting Project:** Match with a life sciences business looking for business fundamentals assistance

## **Accounting and Information Systems**

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