I. COURSE CHANGES

DEPARTMENT OF ACCOUNTING AND INFORMATION MANAGEMENT

(ACCT) ACCOUNTING

ADD

ACCT 511 Professional Standards of Auditing (3)
Auditing’s role in society from an internal and external perspective, audit methodology, role of internal control in auditing, and application of auditing procedures to both low risk and high-risk transaction cycles.
Credit Restriction: Students may not receive credit for both ACCT 411 and ACCT 511.
Comment(s): Consent of instructor.
Registration Restriction(s): Master of Accountancy - accounting major.

Rationale: Students entering our graduate program may not have taken an introduction to audit and this content is essential to preparation to take the CPA licensure exam.
Staffing impact: Current faculty already on staff are qualified to teach this course. No new hire is needed to staff this course. Impact on other units: None. Financial impact: No impact.

REVISE TITLE AND DESCRIPTION

ACCT 518 Advanced Audit and Assurance Services (3)
Professional standards and contemporary issues relevant to assurance providers. Actual practice cases are used to illustrate the application of advanced auditing concepts.

Formerly: ACCT 518 Professional Standards (3)
Basic standards and contemporary issues relevant to assurance providers. Actual practice cases are used to illustrate application.

Rationale: The new title and description more accurately reflect the content of the course.
Staffing impact: Current faculty already on staff are qualified to teach this course. No new hire is needed to staff this course. Impact on other units: None. Financial impact: No impact.

DEPARTMENT OF BUSINESS ANALYTICS

(BZAN) BUSINESS ANALYTICS

ADD

BZAN 538 Visualizing Business Data (3)
Creating visualizations, dashboards, and storytelling with data to drive actionable business insights.
(RE) Prerequisite: BZAN 506.
Comment(s): Or permission of instructor.

Rationale: To broaden curriculum options for MBA Business Analytics concentration. Impact on other units: None. Financial Impact: None.
REVISE CREDIT HOURS

BZAN 558 Deep Reinforcement Learning for Business Applications
1.5 or 3 credit hours

Formerly: 1.5.

Rationale: Given growing interest in Deep Reinforcement Learning, this provides the option of offering this course as a 3-credit hour elective for the full-time MSBA program and a 1.5 credit hour elective for part-time program.
Impact on other units: None. Financial Impact: None.

DEPARTMENT OF MANAGEMENT AND ENTREPRENEURSHIP

(MGT) MANAGEMENT

ADD

ENT 564 Corporate Entrepreneurship (3)
Management guru Peter Drucker argues that entrepreneurship is the lifeblood of business; without entrepreneurship, all organizations will eventually find themselves out of business. In today’s world, companies are struggling to lower costs, increase quality, and offer better customer service, while also being faster, more flexible, more aggressive, more innovative, and more connected. These are difficult tasks, but necessary for businesses to maintain their competitive edge. Yet, few people really understand how to make this happen. That is where this course fits in. It is about understanding how and why some firms can maintain their entrepreneurial spirit, competitiveness, and growth, whereas others are not. It is about creating work environments where innovation is the norm, where employees are encouraged to work entrepreneurially, where leadership is supportive (not controlling), and where firms are organized to take advantage of all the good things that its people do. This course will be one of many questions, issues, examples, and controversies. Students will be expected to develop and defend their opinions, to independently search for what the ‘best companies’ do, and to suggest how others can do better. This is an applied course, where students must take the ideas, concepts, tools, and frameworks and apply them to a series of real-world examples and assignments.
Comments: Course not offered for DE (KPV) option.
Registration restriction: Minimum student level – graduate.

Rationale: This course will be added to the Entrepreneurship curriculum as a graduate level elective offering available to graduate students who need ENT courses to satisfy their Entrepreneurship Concentration requirements for MBA, and the growing number of grad students desiring entrepreneurial courses. This course will be equivalent with ENT 464.

Staffing impact: Current faculty already on staff are qualified to teach this course.
Impact on other units: None. Financial impact: None.

DEPARTMENT OF SUPPLY CHAIN MANAGEMENT

(SCM) SUPPLY CHAIN MANAGEMENT

ADD

SCM 556 Supply Chain Finance (3) Explores the impact that supply chain management has on the financial performance of the organization. Coverage includes the impact of supply chain management on financial statements, budgeting, allocation strategies, and related concepts.
(RE) Prerequisite: SCM 551.
Comment(s): or Permission of the Instructor.

Rationale: Course is being added as the new Tri-Con concentration curriculum will include Supply Chain Finance.
Impact on other units: None. Financial Impact: None.
SCM 566 Supply Chain Information Management  3 Credit Hours  Introduces students to information management strategies and tools to manage integrated supply chains. Coverage includes information technology systems used to support modern supply chains and exposure to the supply chain digitalization transition. Course aims to develop and produce supply professionals who can take a critical view of how information and technology can best support effective supply chain management. (RE) Prerequisite: SCM 551.
Comment(s): or Permission of the Instructor.

Rationale: Course is being added as the new Tri-Con concentration curriculum will include Supply Chain Information Technology. Impact on other units: None. Financial Impact: None.

DROP

SCM 552 Supply Chain Simulation  (3)
Rationale: Course is no longer required due to other course changes in the curriculum. Impact on other units: None. Financial impact: None.

SCM 561 Core II  (9)
Rationale: This course was taught by Tongi University, which is no longer a partner in this program. Impact on other units: None. Financial impact: None.

REVISE TITLE AND DESCRIPTION AND ADD (RE)PREREQUISITE

SCM 572 Supply Chain Operations Planning & Analysis  (3)  Development of plans for executing supply chain processes to support integration of the supply chain across major functional areas of the business including logistics, marketing, manufacturing, and procurement. To facilitate achievement of these objectives, the course introduces analytical tools and techniques that provide a cause and effect understanding linking operational plans with corporate objectives. (RE) Prerequisite: SCM 551.

Formerly
Innovation and Risk Management  (3)
Explores the ways firms seek to create new and relevant value in the supply chain, and to address the potential risks inherent to innovation and operations in the multi-firm supply chain setting. Will help students identify opportunities to better serve customers, work with suppliers, and collaborate with partners on projects that will enhance efficiency and effectiveness, while at the same time protecting themselves from environmental and internal threats to business performance. Will use realistic case studies to engage students in active learning via discussion, in order to simulate the complexities of real-world decision-making.

Rationale: To reflect updated content as a result of redesigning the Tri-Continent concentration curriculum. Impact on other units: None. Financial impact: None.

REVISE HOURS AND DROP/REMOVE REPEATABILITY

SCM 575 MS-SCM Capstone Integrative Project  (3)

Formerly
Repeatability: Not repeatable. May be taken once for 6 – 9 hours.

Rationale: To change the credit hours to reflect the new curriculum. Impact on other units: None. Staffing impact: None.
II. PROGRAM CHANGES

DEPARTMENT OF ACCOUNTING AND INFORMATION MANAGEMENT

REVISE REQUIREMENTS, ACCOUNTING MAJOR, MACC

In the 2023-2024 Graduate Catalog, under the Audit and Controls Concentration / Coursework Only Without Comprehensive Exam, under the heading “Required Courses” replace the list of courses with the following:

Required Courses
ACCT 504
ACCT 507
ACCT 508
ACCT 509
One from the following: ACCT 511, ACCT 518
ACCT 599
INMT 540
INMT 544
Two from the following electives: ACCT 522, ACCT 531, INMT 543, INMT 546, ACCT 593

Formerly:
ACCT 504
ACCT 507
ACCT 508
ACCT 509
ACCT 518
ACCT 599
INMT 540
INMT 544
Two from the following electives: ACCT 522, ACCT 531, INMT 543, INMT 546

Rationale: The requirements section needs updating to reflect the option for students without a requisite undergraduate audit course background to take ACCT 511 to build such knowledge. Students with an undergraduate audit course will take ACCT 518. Also corrects missing ACCT 593 elective missing from elective list.

Staffing Impact: None. Financial Impact: None. Impact on other units: None.

Learning Outcomes Supported: This change supports learning outcome 1. Application of technical skills on contemporary issues. Evidence from Assessment Activities: In a recent assessment of incoming MAcc applicants and MAcc inquiries, we found an increase in interest in the MAcc from students lacking foundational audit content from their undergraduate program. This foundational content is needed for success in the MAcc program.

REVISE REQUIREMENTS, ACCOUNTING MAJOR, MACC

In the 2023-2024 Graduate Catalog, under the Information Management Concentration / Coursework Only Without Comprehensive Exam, under the heading “Required Courses” replace the list of courses with the following:

Required Courses
ACCT 504
ACCT 507
ACCT 508
ACCT 509
One from the following: ACCT 511, ACCT 518
INMT 540
INMT 543
INMT 544
INMT 548
One of the following electives: ACCT 522, ACCT 531, INMT 546, INMT 599, ACCT 593
Formerly:

ACCT 504
ACCT 507
ACCT 508
ACCT 509
ACCT 510
INMT 540
INMT 543
INMT 544
INMT 548
One of the following electives: ACCT 522, ACCT 531, INMT 546, INMT 599

Rationale: The requirements section needs updating to reflect the option for students without a requisite undergraduate audit course background to take ACCT 511 to build such knowledge. Students with an undergraduate audit course will take ACCT 518. Also corrects missing ACCT 593 elective missing from elective list.


REVISE REQUIREMENTS, ACCOUNTING MAJOR, MACC

In the 2023-2024 Graduate Catalog, under the Taxation Concentration / Coursework Only Without Comprehensive Exam, under the heading “Required Courses” replace the list of courses with the following:

Required Courses
ACCT 504
ACCT 507
ACCT 508
ACCT 510
ACCT 530
ACCT 531
ACCT 532
ACCT 533
ACCT 539
One of the following electives: ACCT 522, INMT 544, INMT 546, ACCT 593

Formerly:

ACCT 504
ACCT 507
ACCT 508
ACCT 510
ACCT 530
ACCT 531
ACCT 532
ACCT 533
ACCT 539
One of the following electives: ACCT 522, INMT 544, INMT 546

Rationale: The requirements section needs updating to correct missing ACCT 593 elective missing from elective list. Staffing Impact: None. Financial Impact: None. Impact on other units: None. Learning Outcomes Supported: None. Evidence from Assessment Activities: None.
DEPARTMENT OF BUSINESS ANALYTICS

REVISE BUSINESS ADMINISTRATION MAJOR, FULL-TIME, MBA – BUSINESS ANALYTICS CONCENTRATION

In the 2023-24 Graduate Catalog, for the Business Analytics Concentration, Coursework Only without Comprehensive Exam heading, revise course listings under the Required Courses heading, as shown below.

Required Courses
The MBA concentration in Business Analytics requires a total of 9 graduate credit hours (3 courses) in Business Analytics.

BZAN 522 (3 hours)
BZAN 531 (3 hours) or BZAN 535 (3 hours)

Choose one additional course (3 credit hours) from the following 4 courses:

BZAN 531
BZAN 535
BZAN 538
BZAN 545
BZAN 583

Formerly:
The MBA concentration in Business Analytics requires a total of 9 graduate credit hours (3 courses) in Business Analytics.

BZAN 522 (3 hours)
BZAN 531 (3 hours)

Choose one additional course (3 credit hours) from the following 2 courses: BZAN 545, BZAN 583.

Rationale: BZAN 535 Statistical Methods for Business was formerly taught in the summer. It is now taught in the fall, which allows interested MBA students to enroll. Impact on other units: None. Financial Impact: None.

DEPARTMENT OF MANAGEMENT AND ENTREPRENUERSHIP

REVISE BUSINESS ADMINISTRATION MAJOR, FULL-TIME, MBA – CONSULTING CONCENTRATION

In the 2023-24 Graduate Catalog, for the Consulting Concentration, Coursework Only without Comprehensive Exam heading, revise course listings under the Required Courses heading, as shown below.

Required Courses:
The MBA concentration in Consulting requires a total of 9 graduate credit hours (3 courses).

FINC 555 (3 hours)
MARK 538 OR MARK 540 (3 hours)
MGT 595 OR ENT 551 (3 hours)

BZAN 538 is recommended as an elective for students in the Consulting Concentration.

Formerly:
The MBA concentration in Consulting requires a total of 9 graduate credit hours (3 courses)
FINC 555 (3 hours), MARK 538 or MARK 540 (3 hours) MGT 595 or ENT 551 (3 hours).

Rationale: BZAN 538 Visualizing Business Data is a new course that will be beneficial for Consulting Concentration students. Impact on other units: None. Financial Impact: None.

DEPARTMENT OF MARKETING

REVISE RETENTION STANDARDS TEXT, MARKETING MAJOR, MS

In the 2023-24 Graduate Catalog, revise Retention Standards heading and text as shown below.

Academic Standards:
Students must adhere to all academic standards required by the UT Graduate School.
Students must adhere to ethical and professional standards.
Formerly
Retention Standards:
A minimum grade of B in HCB courses.
A 3.00 graduate cumulative GPA is required for continuation in the program.
Students must adhere to ethical and professional standards.

Rationale: To be more consistent with Graduate School policies. Impact on other units: None. Financial Impact: None.

DEPARTMENT OF SUPPLY CHAIN MANAGEMENT

REVISE PROGRAM DESCRIPTION, SUPPLY CHAIN MANAGEMENT MAJOR, MS, TRI-CONTINENT SUPPLY CHAIN CONCENTRATION

In the 2023-2024 Graduate Catalog, for the Tri-Continent Supply Chain concentration, remove current program text and replace with the following. Note: this revision reduces the credit hours required from 39 to 30.

Tri-Continent Supply Chain Concentration — Coursework Only Without Comprehensive Exam

The Haslam College of Business (HCB) at The University of Tennessee, Knoxville (UTK) offers the Master of Science degree with a major in Supply Chain Management (MSSCM) to prepare students for careers in supply chain management. This Tri-Continent Supply Chain concentration offers the opportunity to study for one semester at Kühne Logistics University (KLU), Hamburg, Germany, along with two terms of study at UTK. For students who choose to pursue a second degree from KLU, a second semester of study abroad is required at a school of the student’s choice. This concentration is a cohort group where students from two universities study together on each of the two campuses. A majority of graduate credit hours for UTK students will be earned at the University of Tennessee, Knoxville and the degree will be solely from the University of Tennessee. A double degree option is available from KLU and requires completion of an additional semester of coursework and a thesis as a KLU student.

The purpose of this concentration is to prepare students with an undergraduate degree in business, engineering or related fields for a career in supply chain management. Supply chain management has emerged as a critical strategic priority for many firms over the past decade, but the talent pool that can properly conceptualize and drive supply chain from this new strategic perspective is currently lacking. This concentration will provide the strategic, integrative, and analytical skills that businesses desire in new talent and prepare students for the day-to-day problems they will face on the job.

Credit Hours Required
30 graduate credit hours

Required Courses
Core and sub-core requirements for the Tri-Continent concentration total 30 graduate credit hours. The concentration requires completion of 30 graduate credit hours distributed as follows (for semester-by-semester schedule see Additional Information below). This concentration is a coursework only option without a comprehensive exam but with a culminating capstone experience in SCM 575.

- SCM 521 (3 credit hours)
- SCM 551 (9 credit hours)
- SCM 556 (3 credit hours)
- SCM 566 (3 credit hours)
- SCM 572 (3 credit hours)
- SCM 574 (3 credit hours)
- SCM 575 (3 credit hours)
- SCM 576 (3 credit hours)

No formal course electives are offered as this is a cohort-based program. During the first semester of the program, students can choose to direct their focus within SCM 551 via study options offered by KLU. Further, optional exercises and visits focused on conducting business in that particular part of the world will be offered at key points throughout the program.
**Non-Course Requirements**
In lieu of comprehensive exams, students must complete and pass a 1-semester project as part of the degree requirement.

**Additional Information**

**Fall I Term:** Courses Delivered at Kuhne Logistics University, Hamburg, Germany
SCM 551 (KLU Faculty) (9 credit hours)
- Includes Business Strategy, Leadership and Organizational Behavior, Business Logistics, Demand Planning and Inventory Management or Strategic SCM Issues

**Spring I Term:** UT Knoxville
SCM 521 (3 credit hours)
SCM 566 (3 credit hours)
SCM 572 (3 credit hours)
SCM 574 (3 credit hours)
SCM 576 (3 credit hours)

**Summer I Term:** UT, Knoxville
SCM 556 (3 credit hours)
SCM 575 (3 credit hours)

**Formerly:**
The Haslam College of Business (HCB) at The University of Tennessee, Knoxville (UTK) offers the Master of Science degree with a major in Supply Chain Management (MSSCM) to prepare students for careers in supply chain management. This Tri-Continent Supply Chain concentration offers the opportunity to study for one semester at both Kühne Logistics University (KLU), Hamburg, Germany, and Tongji University (Tongji), Shanghai, China. This concentration is a cohort group where students from all three universities study together on each of the three campuses for one semester before returning to their home institutions for the final semester and graduation at their respective universities. A majority of credit hours for UTK students will be earned at the University of Tennessee, Knoxville and the degree will be solely from the University of Tennessee.

The purpose of this concentration is to prepare students with an undergraduate degree in business, engineering or related fields for a career in supply chain management. Supply chain management has emerged as a critical strategic priority for many firms over the past decade, but the talent pool that can properly conceptualize and drive supply chain from this new strategic perspective is currently lacking. This concentration will provide the strategic, integrative, and analytical skills that businesses desire in new talent and prepare students for the day-to-day problems they will face on the job. The structure of this concentration would approach the subject with a truly integrative approach that encompasses sales, procurement, operations, logistics, customer service, and other functions of the overall process, all of which develop talent that can effect change across an integrated supply chain and, ultimately, the entire organization. This approach is innovative, global in outlook, and will be prized by both students and the business community.

**Credit Hours Required**
39 graduate credit hours

**Required Courses**
- Core and sub-core requirements for the Tri-Continent concentration total 39 credit hours. The concentration requires completion of 39 credit hours distributed as follows (for semester-by-semester schedule see Additional Information below). This concentration is a course-only option without a comprehensive exam but with a culminating capstone experience in SCM 575.
  - SCM 551 (9 credit hours)
  - SCM 552 (3 credit hours)
  - SCM 561 (9 credit hours)
  - SCM 571 (3 credit hours)
  - SCM 572 (3 credit hours)
  - SCM 573 (3 credit hours)
  - SCM 574 (3 credit hours)
  - SCM 575 (6 credit hours)
- No formal course electives are offered as this is a cohort-based program. During the first semester of the program, students can choose to direct their focus in SCM 551 toward either Strategic Issues in Supply Chain Management or Demand Planning and Inventory Management. Further, optional exercises and visits focused on conducting business in that particular part of the world, e.g. Europe, China and the US will be offered at key points throughout the program.
Additional Course Requirements

- **Pre-Requisites**
  - SCM 553 (KLU Faculty) (3 credit hours) (pre-requisite for SCM 575)
  - SCM 554 (KLU Faculty) (3 credit hours) (pre-requisite for SCM 573)
  - SCM 553 and SCM 554 are pre-requisite requirements for coursework taken in the second year of the program. As most students (particularly UT students) will not have taken these courses, KLU will offer them in a shortened session between semesters 1 and 2 of the program to ensure that all students have the opportunity to complete the coursework.

Non-Course Requirements

- In lieu of comprehensive exams, students must complete and pass a 1-semester project as part of the degree requirement.

Additional Information

- **Fall I Term – Courses Delivered at Kuhne Logistics University, Hamburg, Germany**
  - SCM 551 (KLU Faculty) (9 credit hours)
    - Includes Business Strategy, Leadership and Organizational Behavior, Business Logistics, Demand Planning and Inventory Management or Strategic SCM Issues, European SCM
  - SCM 552 (UT Faculty**) (3 credit hours)
  - **UT Faculty will teach the majority of this course in a compressed format at KLU at the beginning of the first semester. Some aspects of the web-based simulation activity will utilize distance education delivery. Faculty will ensure ample opportunity for student access during both face-to-face and distance portions of the course.

- **Spring I Term - Tongji University, Shanghai, China**
  - SCM 561 (Tongji Faculty) (9 credit hours)

- **Fall II Term - UT, Knoxville**
  - SCM 571 (UT) (3 credit hours)
  - SCM 572 (UT) (3 credit hours)
  - SCM 573 (3 credit hours)
  - SCM 574 (3 credit hours)

- **Spring II Term - UT, Knoxville**
  - SCM 575 (6 credit hours)

Rationale: To make the program more consistent with current student needs. To accommodate two partner institutions instead of three. Impact on other units: None. Financial Impact: None. Courses dropped and added do not change overall UT faculty load.