H. Wayne Huizenga College of Business and Entrepreneurship

2017 – 2018 Graduate Catalog
# Table of Contents

- Introduction .................................................. 4
- Student Services ........................................... 9
  - HCBE Office of Enrollment Services ............. 9
  - NSU Office of Career Development .......... 9
- Disability Services ..................................... 9
- Graduate Housing/Food Service .................. 10
- Student Counseling .................................... 10
- Financial Aid ............................................. 10
- Scholarships ............................................. 11
- Library Resources ...................................... 11
- Student Identification Card (Sharkcard) ....... 11
- Parking .................................................. 12
- Minimum Computer Requirements .............. 12
- NSU Bookstore ......................................... 12
- NSU Computer Accounts - SharkLink .......... 12
- Office of International Students ............... 13
- Address and Name Changes ........................ 13
- Student Code of Conduct ............................ 14
- Degree Programs ....................................... 18
- Master's Division ....................................... 19
- Course Formats ......................................... 19
- Enrollment Status ....................................... 19
- Master's Admissions .................................... 20
- Admissions Procedure ................................. 20
- Application for Admissions .......................... 20
- College Transcripts .................................... 20
- Graduates of Foreign Institutions ............... 21
- Conditions for Admission ............................ 21
- Admissions Requirements ............................. 21
- Admission Decision of Applicant/Processes .. 22
- Corporate Sponsorships ............................... 22
- MPA Admission Requirements ..................... 22
- MS Real Estate Admission Requirements ...... 23
- Non-degree Seeking Students ...................... 24
- Second Master's Degree .............................. 24
- Dual Degree Programs ................................ 24
- Transfer Policy ......................................... 25
- Access to Technology .................................. 25
- Prerequisite Courses .................................. 26
- Change of Major ....................................... 27
- Master's Enrollment .................................... 27
- Mission Statement ..................................... 27
- CAPP Degree Evaluation ............................. 27
- Registration Policy .................................... 28
- Student Enrollment Agreement .................. 28
- Late Registration Policy ............................ 28
- Drop and Withdrawal Policy ...................... 28
- Refund Policy ......................................... 29
- Withdrawal from the University ................ 29
- Attendance Policy ...................................... 29
- Class Cancellations ................................... 29
- Class Balancing ........................................ 29
- Master's Student Fees and Tuition ............. 31
- Payment Policy ......................................... 31
- Master's Academic Regulations ................. 32
- GPA Requirement ....................................... 32
- Academic Progress .................................... 32
- Academic Standing and Probation ............. 32
- Process for Reinstatement ......................... 32
- Continued Probation upon Readmission ....... 33
- Notification of Probation, Suspension, and Dismissal .. 33
- Appeal Process for Suspensions ................. 33
- Active Status and Reinstatement ............... 33
- Grading System ......................................... 34
- Grade Point Average and Quality Points ...... 34
- Incomplete Grade Policy ............................ 34
- Change of Grade Policy ............................. 35
- Repeating a Course .................................... 35
- Grade Reports .......................................... 35
- Awards .................................................. 36
- Master's Graduation .................................... 38
- Degree Conferral Requirements ................. 38
- Degree Conferral ....................................... 38
- Commencement ......................................... 38
- Graduation with Honors ............................. 39
- Master's Degree Programs ......................... 40
- Master of Accounting ............................... 40
- Master of Business Administration .......... 43
- Master of Public Administration ............... 46
- Master of Science Real Estate Development .. 48
- Master of Taxation .................................... 49
- Master's Course Descriptions .................... 50
- Faculty .................................................. 77
- Huizenga Board of Governors ................... 80
- Affiliations and Memberships .................... 81
- NSU Board of Trustees .............................. 82
- Directory of Resources .............................. 83
Official Document Notice

Policies and programs set forth herein are effective August 21, 2017. These policies are in place for the term in which a student begins classes. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student’s responsibility to become familiar with the contents of this catalog by accessing The H. Wayne Huizenga College of Business and Entrepreneurship (HCBE) website at www.huizenga.nova.edu and downloading this document.

The university recognizes that individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program. All program/center catalogs, bulletins, and handbooks must carry this information.

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number (404) 679-4500] to award bachelor’s, master’s, educational specialist, and doctoral degrees.

Information in this catalog is considered accurate at the time of publication. For any questions pertaining to this document, contact your Academic Advisor.
NOVA SOUTHEASTERN UNIVERSITY

Nova Southeastern University (NSU) is a not-for-profit, fully accredited, coeducational university Carnegie-classified as both a “high research activity” and “community engaged” university. It was founded in 1964 as Nova University of Advanced Technology. In 1974, the board of trustees changed the university’s name to Nova University. In 1994, Nova University merged with Southeastern University of the Health Sciences to form Nova Southeastern University.

NSU is well known for innovation and quality in both traditional and distance education. The university serves large numbers of adult students and a strong population of traditional undergraduates. To date, the institution has produced more than 170,000 alumni.

Using 2014 fall-term enrollment as a measure, Nova Southeastern University is the largest private, non-profit institution of higher education in Florida and the 15th largest nationally. However, NSU is the 10th largest four-year, not-for-profit, private Carnegie research university in the United States.

The university awards associate’s, bachelor’s, master’s, specialist, doctoral, and first-professional degrees in a wide range of fields, including the humanities, biological and environmental science, business, counseling, computer and information sciences, conflict resolution, education, family therapy, medicine, dentistry, various health professions, law, marine sciences, performing and visual arts, psychology, and other social sciences.

Nova Southeastern University has the only college of optometry in Florida, and one of only two colleges of pharmacy in South Florida. The institution also enjoys an excellent reputation for its programs for families offered through the Mailman Segal Center for Human Development and the University School. These include innovative parenting, preschool, primary, and secondary education programs, and programs across the life span for people with autism.

The university’s programs are administered through colleges and schools that offer courses at the Fort Lauderdale campuses as well as at locations throughout Florida, across the nation, and in 11 countries. Despite the geographic diversity of sites where classes are offered, Nova Southeastern University is a major provider of educational programs for Florida residents. Approximately 90 percent of the student body attends classes in Florida. Eighty-eight percent of all students enrolled attend classes in the tri-county area (i.e., Miami-Dade, Broward, and Palm Beach counties). Through its undergraduate, graduate, and professional degree programs, NSU educated approximately 21,000 Florida students in calendar year 2014. With an annual budget in excess of $570 million, Nova Southeastern University also has a significant economic impact on the surrounding community. A recent NSU study revealed that the university and its students and employees contributed approximately $2.6 billion to the Florida economy during fiscal year 2011.
PRESIDENT’S WELCOME

We are honored that you have selected Nova Southeastern University and the H. Wayne Huizenga College of Business and Entrepreneurship. Our objective is to help you get your first job, grow within your present organization, or launch an entirely new career direction.

By choosing the Huizenga College of Business, you share with us a commitment to the best practices in today’s fast-paced business world. You’ll find that our practical, real world-based curriculum allows us to help our graduates realize their full potential.

As President and CEO of NSU, I welcome you to our family, whether you are a full-time student, a working professional joining us part-time, or an online student from another part of the world. We have students and alumni across our nation and in all corners of the globe. Our graduates have a special bond, and you can look forward to joining a very select group.

As NSU’s Vision 2020 states, we promise to produce “alumni who serve with integrity in their lives, fields of study, and resulting careers.” With the support of Nova Southeastern University, you will make a significant difference to your business colleagues and organization, your community and, quite possibly, the world.

George L. Hanbury II, Ph.D.
President and CEO
Nova Southeastern University

ACCREDITATION STATEMENT

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097: telephone number (404) 679-4500] to award associate’s, bachelor’s, master’s, specialist, and doctoral degrees.

Nova Southeastern University
H. Wayne Huizenga College of Business and Entrepreneurship
3301 College Avenue
Fort Lauderdale, Florida 33314
(800) 672-7223 x 25000

The H. Wayne Huizenga College of Business and Entrepreneurship is also accredited by the International Assembly for Collegiate Business Education (IACBE).

NONDISCRIMINATION STATEMENT

Consistent with all federal and state laws, rules, regulations, and/or local ordinances (e.g. Title VII, Title VI, Title III, Rehab Act, ADA, Title IX), it is the policy of Nova Southeastern University not to engage in discrimination or harassment against any persons because of race, color, religion or creed, sex, pregnancy, national or ethnic origin, non-disqualifying disability, age, ancestry, marital status, sexual orientation, unfavorable discharge from the military, status as a disabled veteran, or political beliefs and to comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders, and regulations.

This nondiscrimination policy applies to admissions, enrollment scholarships and loan programs, athletics, employment, and access to and treatment in all university centers, programs, and activities. NSU admits students of any race, color, religion or creed, sex, pregnancy, national or ethnic origin, non-disqualifying disability, age, ancestry, marital status, sexual orientation, unfavorable discharge from the military, status as a disabled veteran, or political beliefs and activities generally accorded or made available to students at NSU and does not discriminate in the administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school administered programs.
H. WAYNE HUIZENGA COLLEGE OF BUSINESS AND ENTREPRENEURSHIP

The Huizenga College of Business in Fort Lauderdale, Florida is the only business school in the nation with entrepreneurship in its name. That says a lot about who we are, a school committed to delivering an up-to-date curriculum that fosters the spirit of innovative thinking in the workplace. Here, students learn to face the critical issues of today and tomorrow, head on.

Over thirty years ago, when few other institutions considered customer’s needs, the Huizenga College accommodated working professionals by creating weekend programs. Today, that tradition continues. The Huizenga College serves over 3,000 bachelor’s and master’s students in a variety of degree programs tailored to meet the demands of today’s workforce. The Huizenga College also offers a number of enriching seminars and workshops through the Hudson Center of Entrepreneurship and Executive Education.

Administrators and faculty are keenly attuned to the complicated demands placed on today’s employees, managers, and leaders. Courses are continually refined to the most current and relevant practices. Students at the Huizenga College encounter some of the most exciting, enriching coursework available anywhere in education today; courses designed to challenge critical thinking skills, to widen perspectives on traditional business practices, and to foster an entrepreneurial spirit.

Our students come from a diverse cross section of society—culturally, demographically, and professionally. This is why courses are delivered in a range of flexible formats: on our main campus and online.

No matter the program or format, each program utilizes all the tools technology and management have to offer, giving students an unprecedented opportunity to acquire skills that will enrich their knowledge base and leadership abilities, while learning to add value to their company and to their lives.
DEAN'S MESSAGE

At Nova Southeastern University's H. Wayne Huizenga College of Business and Entrepreneurship, our goal is clear: to have a profound impact on the ability of our students—future graduates to influence the way the world does business. This is our mission.

The Huizenga College community is a close-knit and diverse group of students — from 55 different countries, interacting daily with faculty members who are world-class scholars, entrepreneurs, and industry professionals. Huizenga College faculty members bring real world, on-the-job experience into the classroom and are committed to leading and preparing our students for success.

The Huizenga College’s corporate partnerships are pathways to professional careers, allowing students to forge critical relationships early on through valuable internships and experiential learning. In return, leading corporations capitalize on the business and research experience of our dedicated faculty, participate in our executive education programs, and actively recruit our graduates.

Thanks to its people, state-of-the-art facilities, and setting in the midst of the beautiful South Florida landscape, the Huizenga College offers boundless opportunities for personal, intellectual, and professional development.

J. Preston Jones, D.B.A.
Dean
H. Wayne Huizenga College of Business and Entrepreneurship
Nova Southeastern University

HCBE MISSION STATEMENT

The mission of the H. Wayne Huizenga College of Business and Entrepreneurship is to advance the intellectual and career development of our diverse community of students.

To fulfill this mission, we:
- Partner with industry to offer entrepreneurial and experiential learning.
- Build student leadership skills in a global context.
- Emphasize critical thinking, corporate social responsibility, and ethical decision-making.
- Deliver accessible, innovative, relevant and student-centered learning.
- Capitalize on the business and research experience of our dedicated faculty.
- Leverage the unique international and service economy of southeastern Florida.

HCBE VISION STATEMENT

The H. Wayne Huizenga College of Business and Entrepreneurship is a worldwide provider of academic, professional, and practical education for individuals in business, academia, government, and nonprofit organizations. With a recognized reputation for quality, the Huizenga College of Business & Entrepreneurship's corporate relationships and modern technology provide superior real-world learning experiences for students.

PHILOSOPHY

We believe in this fast-paced, rapidly changing world, individuals in business, academia, government, and nonprofit organizations need convenient, accessible, superior-value educational opportunities. Only by utilizing faculty possessing scholarly and professional qualifications, providing personal interaction with students, and effectively using technology, can we prepare students for success.

We can only realize our vision if all faculty and staff of the Huizenga College, with the support of our other stakeholders, are dedicated to innovation in courses, curricula, delivery methods, and services to students according to student needs. The success of the Huizenga College is contingent upon the ability of our faculty, staff, and students to apply newly acquired knowledge to create value in their respective business, academic, government, and nonprofit organizations in particular, and society as a whole.
HCBE’s STATEMENTS OF VALUES/PRINCIPLES:

1. Conduct all of our academic affairs with integrity.
2. Be committed to the Huizenga College of Business’ vision, mission, philosophy, and principles.
3. Treat each other with dignity, respect, and sensitivity as to create a caring environment that allows faculty, staff, and students to reach their greatest potential.
4. Stay focused on, and anticipate the needs of our constituents so we can prepare our students to be “shapers” of our society, not mere “reactors.”
5. Set high expectations for ourselves and demonstrate initiative, judgment, flexibility, and teamwork so we may fulfill our mission and vision.
6. Have a compelling desire to advance the knowledge of how organizations function, and apply this knowledge so that developing creative solutions is a major focus of life.
7. Have the vision, creativity, openness, and receptivity to challenge the status quo, to create learning and change, and view our role in the Huizenga College of Business and the University as part of a dynamic process rather than a set of static, fixed relationships with related tasks.
8. Constantly try to understand the contributions we can make to the vision and mission of the organization, and seek to contribute where there is a clear, comparative advantage.
9. Believe that lifelong learning, and the application of that learning, greatly enhances society.
10. Be culturally mature and demonstrate a strong appreciation for diversity and the richness it brings to life and learning.

Vision, Mission, January 2016
H. Wayne Huizenga College of Business and Entrepreneurship

CONTACT INFORMATION FOR THE HUIZENGA COLLEGE

The Huizenga College of Business is located on NSU’s main campus in the Carl DeSantis building. The DeSantis building is a 261,000 square foot, 5-story facility built around a central 3-story courtyard. Its design includes general purpose and compressed video/teleconferencing classrooms, a lecture theater, computer labs, multi-purpose and conference facilities, and a full service café, as well as administrative and student offices with support facilities.

Address:
H. Wayne Huizenga College of Business and Entrepreneurship
Carl DeSantis Building
Nova Southeastern University
3301 College Avenue
Fort Lauderdale, FL 33314

Phone:
(954) 262-5000; Toll-free (800) 672-7223
Student Services

HUIZENGA COLLEGE OFFICE OF ENROLLMENT SERVICES

The Huizenga College of Business Office of Enrollment Services is composed of the Office of Recruitment and Admissions and the Office of Academic Advising. The main office is located on the first floor of the Carl DeSantis Building at the Fort Lauderdale-Davie Campus. All prospective and current Huizenga graduate students (including students not located on the main campus) may obtain assistance with graduate admissions, academic advising, and program-related information in person or via telephone. For additional information or assistance, call (954) 262-5067, (800) 672-7223 ext. 25067, or (800) 554-6682 ext. 25067 (Bahamas, Canada, and Mexico only).

NSU OFFICE OF ENROLLMENT AND STUDENT SERVICES

The NSU Office of Enrollment and Student Services is composed of the Office of Student Financial Assistance, the Bursar’s Office, the Office of the University Registrar, and the One-Stop Shop. All students (including students not located on the main campus) may obtain assistance with financial aid, student accounts, registration, and records. The One-Stop Shop is located on the first floor of the Horvitz Administration Building at the Ft. Lauderdale- Davie Campus. For additional information, call (800) 806-3680.

NSU OFFICE OF CAREER DEVELOPMENT

Nova Southeastern University operates an office of Career Development for NSU students and alumni. Their mission is to support NSU students and alumni in the implementation of successful career plans from choosing a direction, to securing employment, or continuing their education. Through consulting, partnership with employers and faculty, Career Development strives to educate students and alumni. Please note that attainment of a degree does not guarantee job placement. For further information, contact the Office of Career Development at (954) 262-7201 or online at www.nova.edu/career.

Student Disability Services

Nova Southeastern University complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. No qualified individual with a disability shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any activity, service, or program of the university solely by reason of his or her disability. Each qualified individual with a disability who meets the academic and technical standards required to enroll in and participate in Nova Southeastern University’s programs shall be provided with equal access to educational programs in the most integrated setting appropriate to that person’s needs through reasonable accommodation(s). At the postsecondary level, it is the student’s responsibility to initiate the process for disability services.

The process for obtaining a reasonable accommodation(s) is an interactive one that begins with the student’s disclosure of disability and a request for a reasonable accommodation(s). The student has the responsibility to provide Nova Southeastern University with proper documentation of disability from a qualified physician or clinician who diagnoses disabilities and sets forth the recommended accommodation(s).

Student requests for accommodation(s) will be considered on an individual basis. Each student with a disability should contact the Office of Student Disability Services prior to the commencement of classes to discuss his or her needs.

To contact or obtain more information from the Office of Student Disability Services by phone: 954-262-7185; by email: disabilityservices@nova.edu; or by website: www.nova.edu/disabilityservices.

Academic Accommodation(s) Process

Requests for accommodations must be made in writing to the Office of Student Disability Services and must be supported by appropriate documentation of recent medical, psychological, or educational assessment data administered and evaluated by a qualified professional. Detailed information on how to register for disability accommodations is available at
www.nova.edu/disabilityservices. If the student disagrees with the accommodation(s) proposed by the Office of Student Disability Services, he or she may appeal the decision to the university’s Academic Accommodation Appellate Committee, chaired by the Assistant Dean for Student Development. The student will be given the opportunity to present his or her appeal in an appearance before the committee. The committee will also review all relevant documents submitted with the written appeal before rendering a decision. The student will be notified in writing of the committee’s decision within a reasonable amount of time of the hearing. The decision of the university’s Academic Accommodation Appellate Committee is final and binding upon the student without further appeal. Students should direct an appeal to Alexis Martinez, Assistant Dean for Student Development. Dean Martinez may be contacted via telephone at (954) 262-7281 or via e-mail at amartinez1@nova.edu.

Disability Discrimination

NSU does not tolerate the harassment of any members of the University community on the basis of disability. The University is committed to taking immediate action to eliminate any harassment, prevent its recurrence, and address its effects. Any student or employee found to have engaged in acts of harassment on the basis of disability will be promptly disciplined, including potential suspension or expulsion for students, and suspension or termination for employees.

The University encourages all members of the NSU community to work together to prevent harassment on the basis of disability. The University encourages any student who believes that he or she has been subjected to harassment on the basis of disability to report the harassment to the University in accordance with the NSU Discrimination/Harassment Grievance Policy.

Information regarding reporting procedures are available in the NSU Student Handbook located online at http://www.nova.edu/studentaffairs/.

STUDENT COUNSELING

Nova Southeastern University offers student counseling at the Henderson Student Counseling Center for NSU Students. Services provided at the center include: treatment for anxiety, panic and depression; anger management; financial stress; social struggles; chronic illnesses; abuse; suicidal thoughts; break-ups and divorce; assault; and many other areas affecting a students’ quality of life. In addition to office hours, a crisis hotline is available 24 hours a day, seven days a week to give support and counseling by phone. For additional information, please visit the Student Counseling website at: http://www.nova.edu/healthcare/studentcounseling.html.

FINANCIAL AID

Nova Southeastern University offers a comprehensive program of financial aid to assist students in meeting educational expenses. Financial aid is available to help cover direct educational costs such as tuition, fees, and books, as well as indirect educational expenses such as food, clothing, and transportation. The primary responsibility for paying for education rests with the student. Financial aid is available to “fill the gap” between the cost of education and the amount the student can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be fully admitted into a university program; eligible for continued enrollment; a United States citizen, national, or permanent resident; and making satisfactory academic progress toward a stated educational objective in accordance with Federal and the university’s policies on satisfactory progress for financial aid recipients.

In order for students to receive any federal Title IV or state financial aid (grants, scholarships, student employment, and loans), they must be enrolled in a minimum number of credits that are required for degree/certificate completion (degree-applicable) as published in the catalog for the year they matriculated. Therefore, financial aid funds are only disbursed to students who meet the minimum
enrollment requirements for financial aid eligibility with degree-applicable courses.

A student may maintain maximum financial aid eligibility while enrolled in not degree-applicable courses if the student meets the enrollment requirements for each respective Title IV program with degree-applicable courses. For instance, in order to be eligible for federal loans, a student must be enrolled at least half time. If half-time enrollment is defined as 6 credits per semester/term, the student must be enrolled in at least 6 degree-applicable credits to be eligible for federal loans. If a student enrolls in one 3-credit course that is degree-applicable and one 3 credit course that is not degree-applicable, the student will not be eligible for federal loans, even though the student is enrolled half time. Students should refer to their CAPP Degree Evaluation in SharkLink to determine if the classes they have registered for are degree-applicable courses. Instructions on generating a CPP Degree Evaluation are available at nova.edu/capp.

For information on sources of financial aid and for application forms, please contact:

Nova Southeastern University
Office of Student Financial Assistance
3301 College Avenue, Horvitz Administration Building
Fort Lauderdale, Florida 33314
Broward County: (954) 262-3380
Miami-Dade County: (305) 940-6447, ext. 27410
(800) 806-3680
http://www.nova.edu/financialaid/

Office hours: Monday – Thursday 8:30 a.m. – 7:00 p.m.; Friday 8:30 a.m. – 6:00 p.m.; and Saturday 9:00 a.m. – noon.

Please note: A select number of courses and seminars may not be financial aid eligible when taken by themselves. Please refer to the degree program pages or contact your academic advisor for further details.

SCHOLARSHIPS

Scholarship information is available on the Huizenga College of Business website at:
http://www.business.nova.edu/CurrentStudents/scholarships.cfm

LIBRARY RESOURCES

The university library system is composed of the Alvin Sherman Library, Research, and Information Technology Center, Health Professions Division Library, Law Library, North Miami Branch Library, William S. Richardson Ocean Science Library, and four school libraries. The 325,000 square foot Alvin Sherman Library, Research, and Information Technology Center is a joint-use facility with the Broward County Board of County Commissioners. It serves students, faculty, and staff members of NSU, as well as residents of Broward County. The five-story structure is a high-tech facility using both wire line and wireless technology. Electronic classrooms and group study rooms are popular areas. Using compact shelving, it has a book capacity of 1.4 million volumes. Within the facility is the 500-seat Rose and Alfred Miniaci Performing Arts Center, enhancing university curricular support and the improvement of the quality of life in South Florida. Overall, the current university’s libraries house approximately 900,000 volumes and 1,400,000 microform units. Agreements have been signed with several libraries throughout the world to provide library support for NSU programs offered in specific geographical areas. The catalogs of all libraries are accessible to local users, distance education students, and faculty members wherever they may be located, via computers using the electronic library. Online databases complement the paper-based holdings and provide full-text resources. Interlibrary agreements through organizations such as the Online Computer Library Center (OCLC), the Southeast Florida Library Information Network (SEFLIN), the Consortium of Southeastern Law Libraries (COSELL), and the National Library of Medicine (NLM) provide broad access to a wide range of materials.

Distance education and online students have access to books, journal articles, microfiche, dissertations, and reference librarians. Librarians travel to class sites to provide training to distance students. Distance students can request library materials using the online order form on our website at www.nova.edu/library/serv/docdel. To contact Document Delivery by phone, call (800) 541-6682, ext. 24602, or on campus, ext. 24602. Document Delivery may also be contacted by email at library@nova.edu.

STUDENT IDENTIFICATION CARD (SHARKCARD)

All students must obtain an NSU student identification card (SharkCard) before starting classes. The SharkCard must be carried at all times when on any of the NSU campuses. The SharkCard is available free of charge and may be obtained by visiting
Campus Card Services located in the Horvitz Administration Building on the main campus.

For off campus locations, the form may be downloaded at [http://www.nova.edu/nsucard/](http://www.nova.edu/nsucard/).

Submit the completed form along with a passport size photo to:

NSU Card Office – Campus Card Services
Nova Southeastern University
Horvitz Administration Building
3301 College Avenue
Fort Lauderdale, FL. 33314

For mail-in requests, the NSU Card will be mailed within two weeks from receipt of the request. Questions should be addressed to the NSU Card Office at (954) 262-8929.

**PARKING**

Student parking is available free of charge on the main, North Miami Beach, and east campuses. Parking Decals are renewed each year. The deadline for new decals is September 1st. Parking permits are mandatory and are available through the Registrar’s Office, located in the Horvitz Administration building on the main campus. For information, contact the Registrar’s Office at (954) 262-7200 or (800) 541-6682, ext. 27200.

**MINIMUM COMPUTER REQUIREMENTS**

All students are required to have unrestricted access to a personal computer. At a minimum, the computer must meet the following hardware and software requirements: sound card and speakers, microphone, antivirus software, Windows 7 or higher, Microsoft Office Suite 2010, and an Internet Service Provider (ISP) (cable or DSL strongly recommended). Classes require the use of Microsoft Office for Windows software programs. PC computers are preferred for the compatibility/use of academic software programs, however if students are using a MAC, they are required to obtain the Windows Operating System and have the Microsoft Office for MAC computers.

**NSU BOOKSTORE**

The NSU bookstore is located at University Park Plaza (UPP), which is located at the second traffic light south of 30th Street. To obtain textbook information and NSU gear, visit their website at [http://nsubooks.bncollege.com](http://nsubooks.bncollege.com).

**NSU COMPUTER ACCOUNTS**

**SHARKLINK**

SharkLink is an online information portal providing students and faculty and staff members with enhanced, streamlined access to NSU’s computing resources and Web communication options. This portal allows a single login to provide the user with access to all the available applications including email, personal and shared Web calendars, online groups, and integration with WebSTAR, Blackboard, and other NSU applications. Through SharkLink and these online applications students can view grades, transcripts, and holds; apply for financial aid and review the status of financial aid applications and loans; check registration status; view personal class schedules and register for classes; pay for classes; and check and change personal contact information. Upon acceptance, a Shark ID / NSU email name and password will automatically be generated. New students will receive their temporary password/NSU PIN via their alternate email address or U.S. Postal Service. This email is the student’s official NSU email account and provides access to library resources, HS Portal, and online classrooms. This email account is the official method of communication at NSU and is used to notify students of upcoming registration deadlines, scholarship information, and other important NSU information. Students are required to use their NSU accounts for intra-campus communication and for submission of class assignments as required by faculty members. In addition, students participating in online coursework use their account to access the electronic classroom.

All email communications between faculty, administration, staff, and students must use the NSU email account. Personal email accounts may not be used.

SharkLink can be accessed at [https://sharklink.nova.edu/cp/home/displaylogin](https://sharklink.nova.edu/cp/home/displaylogin). Students log in to the secure area using their ID/User name and password.

For technical support or problems with an NSU email account, or for students who lose or forget their ID or password please contact the Online Computing Help Desk at (954) 262-HELP (4357) or (800) 541-NOVA(6682) ext. 24357, or [help@nsu.nova.edu](mailto:help@nsu.nova.edu) to have it reset.

Help desk office hours are:
Monday - Friday: 7:00 am - 4:00 am EST/EDT
Saturday & Sunday: 9:00 am - 11:00 pm EST/EDT

OFFICE OF INTERNATIONAL STUDENTS

The Office of International Students (OIS) is committed to providing essential services to assist NSU international students achieve their academic goals. OIS serves as a resource to the university community and provides services and counseling expertise aimed at guiding individual students through the complexities of U.S. government visa regulations.

Students who wish to study at the Huizenga College of Business should contact OIS for details regarding issuance of the I-20. The I-20 will be granted only upon completion of all admission requirements and acceptance into the program of study. In addition, students must be enrolled full-time in order to maintain their I-20 status. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 are required to attend classes in the state of Florida, in Miami-Dade, Broward, or Palm Beach counties. For further information, please contact OIS.
http://www.nova.edu/internationalstudents/

Note: Students attending any courses on campus less than three weeks in duration are not required to obtain the I-20.

International Student Office
Nova Southeastern University
3301 College Avenue
Fort Lauderdale, Florida 33314
(954) 262-7240 or (800) 541-6682, ext. 27240
Email: intl@nova.edu

ADDRESS AND NAME CHANGES

It is the student’s responsibility to ensure the university has his/her current contact information including mailing address, home telephone number, work telephone number, mobile number, and email address. Students may update their personal contact information (excluding name change) through SharkLink at https://sharklink.nova.edu/cp/home/displaylogin

During enrollment at NSU, should a student’s name legally change, the student should forward proper documentation (typically copy of the social security card) to the Registrar’s Office so the student’s records may be updated. A student’s name will not be changed without official legal documentation.

NSU LETTERHEAD AND OTHER OFFICIAL ATTRIBUTION

NSU does not authorize the use of its letterhead or specifically endorse survey and research efforts unless these efforts have been reviewed, coordinated, and approved by university staff. Accordingly, students are not authorized to use NSU letterhead, or other logos that imply university endorsement, without written authorization from the respective Program Office.
Student Code of Conduct

**Academic Misconduct: Policies, Standards and Procedures**

**Policy Title:** Academic Misconduct, Policy, Standards and Procedures

**Functional Area:** All Huizenga College Administrators, Faculty, and Students

**Description:** The purpose of this policy is to enforce the University policies, standards, and procedures regarding Academic Misconduct.

**Supersedes:** This document does not supersede University policies but lays down specific requirements and procedures for HCBE as and when permitted by University policies.

**Applies to:** All Huizenga College faculty and students

**Reason for Policy:** The reason for this policy is to affirm consistency with the University policy, procedures, and standards as outlined in the NSU Student Handbook (http://www.nova.edu/studentaffairs/forms/studenthandbook_2014-15.pdf) as updated and amended and to lay down procedures specific to HCBE.

**Policy:** The Huizenga College shall enforce the policies, standards, and procedures as outlined in the NSU Student Handbook regarding Academic Misconduct.

**GRADE DISPUTE GRIEVANCE PROCEDURE**

Faculty members serve as the initial contacts for all grievances involving the fairness of a grade, or any classroom or instructor activity, in their courses. Students unable to resolve a grade/academic grievance with their course faculty member may appeal to the cognizant department chair for the course, who will make a final decision on the correctness of the grade. If the course faculty member is also the department chair, then the student can appeal to the Assistant Dean for final disposition. Grade grievances will not be permitted to proceed to any further appeals.

Grade grievances must be initiated in a timely fashion, no later than 20 days after the end of the semester of the occurrence of the grievance issue. The student will forfeit all rights under the grievance procedure if each step is not followed within the prescribed time limit.

All issues pertaining to grievances on non-academic misconduct are handled by the Office of the Vice President for Student Affairs. The student should refer to the student handbook for policies and procedures on such matters.

**ADMINISTRATIVE GRIEVANCE PROCEDURE**

Administrative grievances are related to academic policies and administrative actions. Grievance procedures must be initiated in a timely fashion no later than 20 days after the end of the semester in which the grievance issue took place. The student may forfeit all rights under the grievance procedure if each step is not followed within the prescribed time limit. The administrative grievance process is detailed in the student catalog.

**ACADEMIC MISCONDUCT**

Students should refer to the full Code of Student Conduct and Academic Responsibility in the NSU Student Handbook found on the student affairs webpage (http://www.nova.edu/studentaffairs/), and in course schedules, program brochures, information sheets, and periodic special mailings.

**HARASSMENT OR DISCRIMINATION**

Information on these policies can be found in the NSU Student Handbook found on the student affairs webpage (http://www.nova.edu/studentaffairs/).
Nova Southeastern University has established clear expectations regarding student conduct and academic responsibility. When these standards are violated, significant disciplinary action can be expected, including expulsion from the university. Students are expected to abide by all university, college, school, and program rules and regulations as well as all federal, state, and local laws. Students are also expected to comply with the legal and ethical standards of their chosen fields of study.

The university is an academic community and expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. Faculty members are committed to uphold the standards of academic integrity and do their utmost to prevent academic misconduct by being alert to its possibility. If academic misconduct is detected, the faculty member communicates with the student and imposes appropriate sanctions within the scope of the course. Faculty members are required to report violations of academic integrity to the cognizant department chair who must then report it to the Office of the Assistant Dean. If the cognizant chair is the instructor for the course, then the chair must report it to the Office of the Assistant Dean. The academic leadership may impose institutional sanctions in addition to any imposed by the instructor within the classroom (hereafter referred to as within-class sanctions). Deans, associate deans, or department chairs, at their discretion, may immediately suspend students pending a hearing on charges of violations. Sanctions may include academic misconduct warning, academic misconduct suspension, or academic misconduct dismissal, including notation on the student's academic transcript. Students found responsible for violations of academic integrity have the option of appealing the sanctions using the Academic Misconduct grievance procedure (below).

**ACADEMIC STANDARDS**

Excerpt from the NSU Student Handbook ([nova.edu/studentaffairs/forms/studentbk_2015-16.pdf](http://nova.edu/studentaffairs/forms/studentbk_2015-16.pdf)) provided here for reference only. At any given point of time there is only one handbook in effect as posted on the relevant website and it supersedes the details posted herewith.

The university is an academic community and expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The university can function properly only when its members adhere to clearly established goals and values. Accordingly, the academic standards are designed to ensure that the principles of academic honesty are upheld.

The following acts violate the academic honesty standards:

1. **Cheating**: intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise

2. **Fabrication**: intentional and unauthorized falsification or invention of any information or citation in an academic exercise

3. **Facilitating Academic Dishonesty**: intentionally or knowingly helping or attempting to help another to violate any provision of this code

4. **Plagiarism**: the adoption or reproduction of ideas, words, or statements of another person as one's own without proper acknowledgment

Students are expected to submit tests and assignments that they have completed without aid or assistance from other sources. Using sources to provide information without giving credit to the original source is dishonest. Students should avoid any impropriety or the appearance thereof in taking examinations or completing work in pursuance of their educational goals.

Students are expected to comply with the following academic standards:

1. **Original Work**:
   
   Assignments such as course preparations, exams, texts, projects, term papers, practicum, etc., must be the original work of the student. Original work may include the thoughts and words of another author. Entire thoughts or words of another author should be identified using quotation marks. At all times, students are expected to comply with the university and/or program center’s recognized form and style manual and accepted citation practice and policy.

   Work is not original when it has been submitted previously by the author or by anyone else for academic credit. Work is not original when it has been copied or partially copied from any other source, including another student, unless such copying is acknowledged by the person submitting the work for the credit at the time the work is being submitted, or unless copying, sharing, or joint authorship is an express part of the assignment. Exams and tests are original work when no unauthorized aid is given, received, or used before or during the
course of the examination, re-examination, and/or remediation.

2. Referencing the Works of Another Author:
All academic work submitted for credit or as partial fulfillment of course requirements must adhere to each program center’s specific accepted reference manuals and rules of documentation. Standards of scholarship require that the writer give proper acknowledgment when the thoughts and words of another author are used. Students must acquire a style manual approved by their center and become familiar with accepted scholarly and editorial practice in their program. Students’ work must comport with the adopted citation manual for their particular center.

At Nova Southeastern University, it is plagiarism to represent another person’s work, words, or ideas as one’s own without use of a center-recognized method of citation. Deviating from center standards (see above) are considered plagiarism at Nova Southeastern University.

3. Tendering of Information:
All academic work must be the original work of the student. Knowingly giving or allowing one’s work to be copied, giving out exam questions or answers, or releasing or selling term papers is prohibited.

4. Acts Prohibited:
Students should avoid any impropriety or the appearance thereof, in taking examinations or completing work in pursuance of their educational goals. Violations of academic responsibility include, but are not limited to the following:

- Plagiarism
- Any form of cheating
- Conspiracy to commit academic dishonesty
- Misrepresentation
- Bribery in an attempt to gain an academic advantage
- Forging or altering documents or credentials
- Knowingly furnishing false information to the institution

Students in violation will be subjected to disciplinary action.

5. Additional Matters of Ethical Concern:
Where circumstances are such as to place students in positions of power over university personnel, inside or outside the institution, students should avoid any reasonable suspicion that they have used that power for personal benefit or in a capricious or arbitrary manner.

ACADEMIC MISCONDUCT REPORTING AND SANCTIONS
Faculty members are responsible for assessing classroom conduct including academic misconduct. Faculty members are required to report any incident of misconduct to their department chair, who is then responsible for reporting it to the college’s Office of the Assistant Dean. These reports are reviewed for institutional sanction, which is distinct from a class sanction administered by the faculty member.

Academic misconduct in the classroom is first dealt with by the instructor for within-class sanction(s). Once the infraction is reported to the faculty’s chair and then to the Office of the Assistant Dean, further institutional sanctions may be imposed up to and including suspension and/or dismissal. Records of each reported incident are retained in the Office of the Assistant Dean. All incidents of misconduct retained on record will be disclosed to outside agencies and graduate/professional programs as required.

Each department and program within the college reserves the right to impose a more severe sanction, which may result in immediate suspension or dismissal from that major or program. When differing levels of conduct requirement apply to a situation, the highest standard of conduct will be applied.

ACADEMIC MISCONDUCT GRIEVANCE PROCEDURE
Students charged with academic misconduct will be notified in writing of all impending sanctions including within-class as imposed by the instructor and any further sanctions imposed by the institution.

Faculty members serve as the initial contacts for all grievances involving the validity of academic misconduct charges and appropriateness any and all sanctions imposed within the class affected. Students unable to resolve an academic misconduct charge and/or within-class sanction with the course faculty member may appeal to the cognizant department chair for the course (or Assistant Dean if the course

H. Wayne Huizenga College of Business and Entrepreneurship | academic catalog: 2017-2018

[16]
instructor is also the cognizant chair), who will make a final decision on the correctness of the charge and/or within-class sanction(s). Within-class academic conduct grievances will not be permitted to appeal further.

**STEP ONE (FOR WITHIN-CLASS ACADEMIC MISCONDUCT CHARGE AND/OR SANCTION GRIEVANCES): MEET WITH THE INSTRUCTOR**

Students must discuss their grievance with the instructor for the course as soon as feasible but no later than 20 days after the conclusion of the course or receipt of the sanctions notification letter (whichever is later).

**STEP TWO (FOR WITHIN-CLASS ACADEMIC MISCONDUCT CHARGE AND/OR SANCTION GRIEVANCES): MEET WITH THE CHAIR**

Students who feel that their grievance was not satisfactorily resolved after meeting with the instructor may meet with the cognizant chair of the department that offers the course (or Assistant Dean if the course instructor is also the cognizant chair). If the student cannot meet the chair, he/she must send the following information to the chair/Assistant Dean using their NSU official email account. This information must be received no later than 20 days after the conclusion of Step One above.

1. Student Name
2. Student ID number
3. Major/Program/Site Location
4. Day/Evening Phone Number
5. Course CRN
6. Email Address
7. Problem: Provide an explanation of the problem and include any pertinent documentation as support.
8. Action Requested: Provide an explanation of the requested action.
9. Prior Action Taken or any other pertinent information

After receiving the communication from the student, the chair will communicate with the instructor and other parties involved. The instructor will provide a copy of all relevant documents to the chair, as needed. After reviewing the matter, the chair will make a decision and inform the student, the instructor, and the Office of the Dean.

**FOR INSTITUTION-IMPOSED ACADEMIC MISCONDUCT SANCTION GRIEVANCES: REQUEST A HEARING BY THE AIC**

A student may appeal any institutionally imposed academic misconduct-related sanctions as outlined below. This appeal will only address the sanction(s) and not whether academic misconduct took place, for this is only addressed in the within-class grievance process discussed above. All appeals must be initiated within 20 days of the sanction notification letter or the end of the semester following the occurrence, whichever is later.

The student may submit an appeal request in writing to the Office of the Assistant Dean for a hearing by the Academic Integrity Committee (AIC) with any new information and/or documentation. The Academic Integrity Committee does not review instructors’ evaluation of coursework nor decisions on academic misconduct from within the classroom. Students will receive a formal response either by mail to the address on record and/or to their NSU email account.

If the Office of the Assistant Dean approves the student’s request of hearing by AIC, it will be convened, comprised of an appointee from the Office of the Assistant Dean, a representative from the cognizant department, and a faculty member from a different department in the college. The instructor of the course in question may not be part of the AIC.

Following review of student’s presentations and all the facts and finding pertinent to the matter, the AIC will make a recommendation to the Dean, who will then make a decision. This decision is final and binding and cannot be appealed further.

**All academic misconduct grievances must begin at the first level contact. Grievances brought to higher level contacts without previously going through the appropriate grievance procedure will be referred to the appropriate step in the process, thus delaying problem resolution.**
Degree Programs

MASTER'S PROGRAMS

The Huizenga College of Business awards five master's degrees:

Master of Accounting

Master of Business Administration
With Concentration in:
  - Business
  - Business Intelligence / Analytics
  - Complex Health Systems
  - Entrepreneurship
  - Finance
  - Hospitality and Tourism
  - Human Resource Management
  - International Business
  - Management
  - Marketing
  - Process Improvement
  - Sport Revenue Generation
  - Supply Chain Management

Master of Public Administration

Master of Science in Real Estate Development

Master of Taxation

DEGREE RECOGNITION

Nova Southeastern University and the H. Wayne Huizenga College of Business and Entrepreneurship are regionally accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). SACS is one of six regional accrediting agencies in the United States. Degrees earned at Nova Southeastern University through the H. Wayne Huizenga College of Business and Entrepreneurship are accepted or recognized at the discretion of the University to which the Huizenga College of Business graduate is applying. Generally, degrees earned at a regionally accredited institution are recognized by other regionally accredited institutions. Alumni of the Huizenga College, who wish to pursue academic studies at other institutions, should contact the admissions office of the school to which they are applying for information.

HUDSON CENTER OF ENTREPRENEURSHIP & EXECUTIVE EDUCATION

The Hudson Center of Entrepreneurship and Executive Education at the H. Wayne Huizenga College of Business and Entrepreneurship continues Nova Southeastern University's rich tradition of providing practical business education, hands-on learning, and expert consulting services to organizations and individuals.

The Hudson Center was created in response to the vital need of businesses to tap into the expertise and up-to-date training available through the Huizenga College of Business. The Hudson Center offers non-degree courses that give companies, managers, and employees that critical cutting edge needed to excel in the intensely competitive environment so prevalent in both the corporate and governmental landscapes of today. Executive Education programs are available as open enrollment courses or as customized in-house programs that are specifically tailored to a corporation's needs.

The institute proudly carries the name of Harris W. Hudson, a respected and accomplished Florida business executive for the past 45 years. Hudson currently serves on several area boards and continues to make significant contributions to the growth of our community.
Master’s Division

COURSE FORMATS

The Huizenga College of Business offers master’s degree programs in person as well as online. Dates for classes can be found in the Schedule of Classes https://secure.business.nova.edu/scheduleofclasses/

Day (Fulltime MBA Only)

Day students pursue their studies on the main campus by attending weekday classes in the core and weeknight or online for concentration courses. Students attend classes 2-5 days per week depending upon the semester and planned activities.

Weeknight/ Weekend

Classes taught in person will be conducted in the evening or weekend hours. Evening classes are scheduled to meet for 4 hours for each of 8 evenings for a total of 32 hours or for 2 hours for 16 weeks. Please check the Schedule of Classes carefully to understand your class meeting choices. Classes scheduled on the weekend have a variety of scheduled offerings. Students will need to consult the HCBF Schedule of Classes for weekend scheduling. Students taking classes in person may do so in the evening or weekend hours dependent on class availability. Students pursuing weekend/weeknight courses may be required to be familiar with and use online learning technology to include access to Blackboard. Blackboard is the online learning platform used by all NSU programs.

Online

Most of the master’s courses at the Huizenga College of Business are offered in an online format. The online format supports the university’s mission of offering academic courses at times convenient to students and by employing innovative delivery systems. The courses have adopted all the rigors of ground-based courses, including identical learning outcomes, virtually the same syllabi and textbook requirements, identical distance library resources, and the same faculty pool.

Online classes require the use of Microsoft Office for Windows software programs. PC computers are preferred for online classes for the compatibility/use of academic software programs, however if students are using a MAC, they are required to obtain Microsoft Office Windows for MAC computers.

All Huizenga College of Business students are required to adhere to the minimum computer requirements as stated in this publication. Meeting or exceeding these requirements allows students the opportunity to learn without the restrictions imposed by outdated technology. Mandatory chat sessions at defined and scheduled days and times are required in many degree programs and/or courses. Students are required to attend such sessions as defined by faculty.

ENROLLMENT STATUS

DEGREE PROGRAMS

Fulltime MBA PROGRAM

Students pursuing the Fulltime MBA Program must be registered for a minimum of 12 credits in a full semester in order to be considered full-time status. Students enrolled in 11 or fewer credits per semester will be considered part-time status and a minimum of 6 credits must be pursued to be considered half time and thus eligible for financial aid. Prerequisite courses do not apply toward credits for financial aid eligibility.

ALL OTHER DEGREE PROGRAMS

Students pursuing the MACC, MTAX, MS/RED, MPA or MBA programs must be registered for a minimum of 9 credits per 16 week semester in order to be considered full-time status. Student enrolled in 8 or fewer credits per semester will be considered part-time status and a minimum of 6 credits must be pursued to be considered half time and thus eligible for financial aid. Prerequisite courses do not apply toward credits for financial aid eligibility.

TIME LIMIT

The time limit for all master’s degree programs is five years from first course taken. Students taking longer than five years to complete the program of study, to include meeting graduation requirements, may be required to retake courses at the discretion of the assistant dean/department chair. Students may petition the Office of Academic Advising for an extension of the time limit, which is granted only in extenuating circumstances. Students who are classified as inactive must follow the process for
readmission to the program before resuming their studies. Active-duty military personnel required to interrupt their studies to undertake overseas assignments will be exempt from this policy. They will be required to produce appropriate evidence supporting this waiver of policy.

Master’s Admissions

ADMISSION INFORMATION

ADMISSIONS PROCEDURE

All students who wish to apply to the Huizenga College of Business at Nova Southeastern University must provide a variety of documents. Transcripts and all other documentation concerning admission should be sent to electronictranscript@nova.edu or by mail at: Nova Southeastern University, Attn: Enrollment Processing Services, H. Wayne Huizenga College of Business and Entrepreneurship, 3301 College Avenue, PO Box 299000, Fort Lauderdale-Davie, Florida 33329-9905

COLLEGE TRANSCRIPTS

Official transcripts from each college and university attended must be submitted to NSU Office of Enrollment Processing Services. Transcripts are considered official when they are sent directly from a college or university to NSU or provided in a sealed envelope to a Huizenga College of Business admissions official. All transcripts must be in the original language of the program and contain the official institution seal and/or authorized signature. If transcripts were issued under a previous name, applicants must attach a statement providing the previous name. Applicants who have earned a degree at an institution outside of the United States must submit an independent academic evaluation from a NACES member company. The evaluation must be a course-by-course evaluation and final GPA calculation.

Degrees from India

Three year degrees from India can only be evaluated by NACES member World Education Services (WES) www.wes.org

APPLICATION FOR ADMISSIONS (Excluding MPA & MS/RED)

- The completed master’s admission application and a non-refundable $50 application fee should be submitted prior to the term for which admission is desired. Applicants must complete the online application located at https://apply.nova.edu You must create a login ID and PIN. The PIN must be 6 digits long. Record this information should you need to return to the application at a later date.
- When all information has been provided, you must click on the navigation button “Application is Complete”.
- As all required materials are received by Nova Southeastern University, you will receive email acknowledgements.
- Applicants are evaluated based on demonstrated academic achievement as evidenced by their undergraduate Grade Point Average (GPA) in the form of official undergraduate transcripts and an official score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), if applicable. Admission to the programs is competitive and regretfully not all those who meet the quantitative standards will be offered admission.
- Applicants with an undergraduate degree whose GPA is 2.5 or greater (overall or in the last 60 hours, based on a 4.0 scale) from a regionally accredited institution will be considered for admission. Applicants whose undergraduate GPA is between 2.25 and 2.49 (on a 4.0 scale) must also submit a GMAT score of 450 or greater, or GRE score of 1000 or greater based on the previous scale, or 306 based on the current scale to be considered for admission. At the discretion of the Assistant Dean, additional information may be required from any applicant, including a GMAT score, as part of the admissions application.
Information regarding the GMAT and GRE can be obtained from the Educational Testing Service. P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08451-6000 (GRE).

- Applicants to the MBA with concentration in Complex Health Systems must also participate in an interview prior to admission. The interview will be conducted by the department chair, program director, or designee.

Graduates of Foreign Institutions (All Degree Programs)

Foreign Educated Applicants:

- Applicants who completed their degree outside of the United States, must have their foreign transcript evaluated by a NACES accredited organization. A list of these organizations can be found at www.naces.org.
- The independent academic evaluation must list the degree equivalency and include a GPA (grade point average) calculation as well as a course-by-course credit evaluation.
- The academic evaluation must be completed for all undergraduate work and be performed based on original and official documents.

English Competency (Non-native English speakers):

- Test of English as a Foreign Language (TOEFL) is required of those applicants whose first language is other than English. Minimum paper score = 550; minimum Internet score = 79.
- TOEFL scores earned more than two year prior to the date of enrollment will not be accepted.
- A score of 6.0 on the International English Language Testing System (IELTS) examination is acceptable in lieu of the TOEFL.
- A score of 54 on the Pearson Test of English- (PTE) Academic is acceptable in lieu of the TOEFL.
- TALK International, School of Languages: Completion of level 9 test with a minimum score of 85%
- A letter on official letterhead from the applicant's prior university stating that all bachelor's degree course material was taught and studied in English may suffice for the TOEFL requirement. If the degree was earned two years or less prior to the date of enrollment.
- At the discretion of the Assistant Dean, the English language proficiency may be waived based on an interview and additional documents.

Degrees from India - All applicants regardless of the language the program was taught in, are required to take the TOEFL or equivalent English language proficiency test.

CONDITIONS FOR ADMISSIONS

Students with acceptance based upon unofficial documentation at time of application may register for one semester only; however, students in this situation are not financial aid eligible.

Registration for future semesters is contingent upon receipt and approval of all outstanding documents. If these documents are not received and accepted, the student will not be permitted to register for additional courses and current financial aid will not be disbursed.

- Conditional

To be considered for conditional acceptance, students are required to submit their bachelor's degree transcript showing courses in progress, along with a letter on college letterhead stating that they are enrolled in their last term, are in good academic standing and the expected graduation date.

- Provisional

To be considered for provisional acceptance, students are required to submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average).
To be considered for provisional acceptance prior to degree conferral, the following documents must be submitted: an unofficial or official transcript showing all completed course work required to earn a bachelor’s degree and a letter on college letterhead stating student has met all program requirements, is in good academic standing and the anticipated degree conferral date.

Please note: A template for conditional or provisional acceptance can be found on www.business.nova.edu/masters/admissions.html under conditions of admission.

- **Full Acceptance**

To be considered for full acceptance, all admission requirements and documents must be submitted and reviewed.

**Note** - All official documentation, including test scores (GMAT, GRE, and/or English proficiency if applicable) must be received prior to the start of registration for the subsequent term.

**F1 Visa Applicants:**

International students must be fully accepted to begin their program of study and the I-20 process.

Applicants whose immigration status requires an NSU I-20 must contact the Office of International Students and Scholars for information and assistance with the issuance of the I-20.

International students on an F1 visa are not eligible for the following programs: Master of Public Administration in Criminal Justice, Master of Public Administration in Disaster and Emergency Management and Master of Taxation.

International students on an F1 visa are only eligible for a Fall and Winter start to the Master of Accounting program.

**ADMISSION DECISION OF APPLICANT**

All applicants are notified in writing of the admission decision. An official decision letter is emailed to the applicant’s email address on record. The Huizenga College of Business reserves the right to request additional information from all applicants (e.g. resume, additional test scores).

Any student falsifying application records will be subject to immediate dismissal without refund.

**ADMISSION APPEAL PROCESS**

Any applicant who is denied admission has the right to appeal the decision, in writing, to the Assistant Dean. The Assistant Dean will notify the applicant when a decision has been reached. Please direct all correspondence to:

Nova Southeastern University  
H. Wayne Huizenga College of Business and Entrepreneurship  
Attn: Assistant Dean Graduate Affairs  
3301 College Avenue  
Fort Lauderdale, Florida 33314

**CORPORATE SPONSORSHIPS**

Master’s applicants who have not met the minimum admission requirements may seek admission through corporate sponsorship. Corporate sponsorship means the applicant is currently in a senior management position with significant responsibilities in a company, has adequate preparation to complete a graduate program, and is eligible for tuition reimbursement. An endorsement on company letterhead verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate Human Resource official, must accompany the application. Those seeking admission through Corporate Sponsorship must contact the Office of Admissions for further information.

**Master of Public Administration**

**ADMISSION INFORMATION**

**Application Requirements**

The MPA degree program is designed for career professionals and those who aspire to a leadership position in the field of public administration. The primary focus is the management of public, non-profit, and other non-governmental organizations that serve a public purpose. The MPA is considered to be the terminal professional degree for practitioners in public service. Students drawn to this work and their aspirations include city and county managers, state, federal and local government agency workers,
employees in non-profit institutions and charities, public sector advocacy groups, various law enforcement agencies, fire and emergency management, and disaster relief organizations.

Admission to the MPA degree program is competitive. Applications are individually reviewed and admission is offered to those applicants who meet both qualitative and quantitative criteria. All required documentation must be received before an admission decision can be offered.

**Admission Requirements:**

1. Completed online Master’s Application for Admission (https://apply.nova.edu) and non-refundable $50 application fee.

2. A conferred bachelor’s degree from a regionally accredited U.S. institution or an equivalent degree for international applicants. Official transcripts from all colleges and universities previously attended. The applicant's degree transcript must show degree conferral date in order to be evaluated for admission consideration. Applicants who are in their last term of their bachelor's degree may choose to submit unofficial college transcripts showing courses in progress in conjunction with a letter (on letterhead) from their school stating that they are enrolled in their last term and their expected graduation date. Electronic transcripts can be sent to electronictranscript@nova.edu or by mail to:

   Nova Southeastern University
   Enrollment Processing Services (EPS)
   Attn: H. Wayne Huizenga College of Business and Entrepreneurship
   3301 College Avenue
   PO Box 299000
   Fort Lauderdale-Davie, Florida 33329-9905

   An overall undergraduate GPA of 3.0 or greater on a 4.0 scale as reflected on the official, final transcript from the college or university conferring the bachelor’s degree is required.

   Applicants with an overall undergraduate GPA, or GPA in the final 60 hours of their enrollment, of 2.50 or greater on a 4.00 scale may be considered for admission. For applicants who have earned a 2.25-2.49 cumulative undergraduate GPA or who have earned a GPA of 2.25-2.49 in the last 60 hours of their undergraduate program, applicants with an undergraduate degree from a non-regionally accredited institution and graduates of a foreign institution, admission may be granted at the discretion of the Dean in consultation with the faculty admissions committee, and based on the totality of the application package. For all applicants with below a 3.0 undergraduate GPA, the faculty admission committee reserves the right to require remedial coursework in appropriate subjects, limit course enrollment to appropriate levels, and suspend or dismiss such applicants based upon first term course grades. The admissions committee may also require a GMAT score of 450 or greater or GRE score of 306 or greater. The exam must have been completed in the past three years.

3. A current professional resume, to include work history/experience. For **applicants with less than a 3.0 undergraduate GPA**, the applicant’s work history should demonstrate substantial levels of responsibility in public sector organizations comprising five or more years with satisfactory performance. This work history should be substantiated by two personal letters of recommendation from employment superiors that are sent directly to Enrollment Processing Services.

4. An essay of 500-750 words that explains why the applicant wishes to pursue the master of public administration degree and how it will help to fulfill their personal and professional goals. Applicants should also describe in detail their accomplishments, experiences, values, potential for professional excellence, and commitment to completing the MPA degree program. The faculty admissions committee will evaluate the essay based on commitment to the field as well as the applicant’s demonstrated professionalism and readiness for graduate study.

---

**Master of Science in Real Estate Development**

**ADMISSION INFORMATION**

**Application Requirements**

- Completed online Master's Application for Admission (https://apply.nova.edu) and non-refundable $50 application fee.

- A conferred bachelor’s degree from a regionally accredited U.S. institution or an equivalent degree for international applicants is required.

- An overall undergraduate GPA of 3.10 or greater on a 4.00 scale as reflected on official, final transcripts from all undergraduate institutions attended. Applicants will be considered eligible for admission if their undergraduate GPA in the
final 60 hours of their enrollment is a 3.10 or greater on a 4.00 scale.

For applicants who have earned less than a 3.10 cumulative undergraduate GPA or in the last 60 hours of their undergraduate program, a minimum GMAT (Graduate Management Admission Test) score of 540 or an equivalent GRE (Graduate Record Examination) score may be required.

- Work experience will receive favorable consideration and may waive GMAT/GRE requirement for a GPA less than 3.10.
- Two letters of recommendation from undergraduate faculty familiar with academic work or from employers knowledgeable with professional work experience are optional, but will strengthen your application.
- An essay of at least 500 words related to career goals and how the MSRED Program is envisioned to further those goals is optional, but will strengthen your application.
- Phone or in person interview with Director (or Associate Director) of Master of Science in Real Estate Development Program is optional, but will strengthen your application.
- International Students- F1 visa applicants- please see general master's admission page.

NON-DEGREE SEEKING STUDENTS

Students who wish to take four to six courses may apply as a non-degree seeking student. Non-degree seeking students must adhere to identical admission criteria as degree-seeking students. International students on an F-1 visa may not use non-degree seeking student status.

Courses taken outside of the initial program of study may impact a student’s academic standing and Satisfactory Academic Progress. Students should consult with their academic advisor and the Office of Financial Aid respectively regarding these impacts.

At the discretion of the assistant dean, students seeking a degree from another regionally accredited institution and requesting to register for courses at the Huizenga College of Business to transfer back to their primary institution may be granted admission with limited admissions documents. Further information may be obtained by contacting the Huizenga College of Business Advising Office.

SECOND MASTER’S DEGREE

Students who have earned a master’s degree with NSU and wish to pursue a second master’s degree with HCBE must complete an application for admission. After obtaining acceptance into the program, an evaluation will be completed to determine if any coursework from the new program can be waived due to the completion of equivalent coursework in the prior program. Students will be able to generate a CAPP degree audit one week after their acceptance into their program to view the details of their curriculum. The audit will detail the outstanding courses needed to earn the second degree as well as reflect any waived courses which may have been satisfied from the prior program. For master’s degrees, a minimum of 21 additional credits must be completed to receive a second degree, although more may be required. Grades earned in any coursework that is waived from the new program will not factor into the student’s program or overall GPA in the new program.

Students are not permitted to pursue multiple HCBE master’s degrees simultaneously.

Courses taken outside of one’s degree program may be applied to a second degree provided the second degree is completed within five years from the first course applied in the second degree.

DUAL DEGREE PROGRAMS

The Huizenga College provides a unique environment for combining non-business and business education through a number of dual degree programs between the Huizenga College and other NSU schools and departments. An applicant must be offered admission to both schools to be considered a dual degree candidate. Dual degrees are offered in the following areas: Dental/Business (DMD/MBA), Law/Accounting (J.D./M.Acc.), Law/Business (J.D./M.B.A.), Law/Tax (J.D./M.Tax), and Pharmacy/Business (Pharm.D./M.B.A.). Psychology/Business (Ph.D./Psy.D./M.B.A.), and Law/Real Estate (J.D./M.S. RED) students are not permitted to pursue the dual degree program in the Day format.

Students must seek approval from their primary program of study to pursue classes with the Huizenga College of Business. Students in the following programs must complete the minimum year requirements as set forth by the primary program of study prior to being considered a candidate for the program.
• College of Dental Medicine: One year
• Shepard Broad Law Center: One year
• College of Pharmacy: Two years
• College of Psychology: Two years

Students must also adhere to the academic standards of their primary program of study and provide documentation that they are permitted to register for classes with the Huizenga College of Business each term.

Conferral of the dual business degree is contingent upon satisfactory completion of the student’s primary program of study. Students who do not meet the academic requirements for conferral of their primary program and who wish to complete the business degree will be required to adhere to all the Huizenga College of Business criteria for program completion. Please contact the Office of Academic Advising for additional information.

Courses listed below are satisfied by course equivalents from the student’s primary college. Students in a dual degree program must be registered for business college courses by a Huizenga academic advisor.

Dental/Business (D.M.D./M.B.A. in Management)
MGT 5620

Law/Business (J.D./M.B.A. in Management)
MGT 5620

Pharmacy/Business (Phar.D./M.B.A. in Management)
MGT 5620, MGT 5105, and QNT 5160

Psychology/Business (Psy. D./M.B.A.)
MGT 5620, QNT 5160

Law/Accounting (J.D./M.Acc.)*
ACT 5781, ACT 5782, TXX 5761, TXX 5762

Law/Tax (J.D./M. Tax)*
TXX 5761

Law/RED (J.D./M.S./RED)*
REE 5881, REE 5884, REE 5866

*Students wanting to do these dual degrees should contact the Office of Academic Advising for special instructions prior to first enrollment.

Dual degree students will need to consult with the Office of Financial Assistance to determine financial eligibility for prerequisite courses.

TRANSFER POLICY

The Huizenga College of Business will consider the equivalent of up to two graduate level courses from another regionally accredited institution as transfer credits. The transfer course work must be at the Master’s or Doctoral level, have an earned grade of B or higher, and may not total more than six semester credits. Transfer credit is not accepted in the following situations:

a) Courses applied toward another degree earned,
b) Courses used towards completion of a certificate program at another institution,
c) Courses where content has been deemed unequal to those in the student’s chosen degree program,
d) Courses that are more than five years old from when the student begins a Huizenga College of Business master’s program, or
e) Courses taken at other institutions while student is on suspension or any other type of leave after first enrolling at the Huizenga College of Business.

Applications requesting approval of transfer credit are made in writing at the time of application. Students must initiate the process of transferring their credits no later than the end of their first term of enrollment with their assigned academic advisor for course work in which credit has already been awarded. Students will need to submit a course description and/or course syllabus so that the course may be evaluated by the designated faculty chair. Transfer of credit will not be awarded for any coursework taken after a student has begun coursework with the Huizenga College of Business with the exception of classes pursued via an approved Study Abroad program.

Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

ACCESS TO TECHNOLOGY

Candidates applying to a master’s program must have unrestricted access to a computer, the Internet, and have demonstrable working knowledge of Microsoft Office software suite (Word, Excel, and PowerPoint). See Table of Contents for Minimum Computer Requirements.
PREREQUISITE COURSES

Students required to complete prerequisite courses (undergraduate courses to demonstrate readiness for particular master’s courses) may be fully admitted to and enter their program of study; however, they may not enroll in graduate courses before the corresponding prerequisite course is satisfied. For example, in the M.B.A./Management degree, a student may enroll in an accounting prerequisite course while taking graduate courses in a marketing since the accounting prerequisite course does not serve as a prerequisite.

Undergraduate courses taken outside the Huizenga College of Business with similar course titles, as detailed in the list below, are not automatically accepted. Course descriptions and/or syllabi may be required to ensure equivalency. Students must score a specific grade as detailed per program below and the course will only be considered if the Bachelor degree conferral was no more than 5 years from the time of Huizenga College review. Exceptions to the 5 year policy are detailed below. Students taking prerequisite courses outside the Huizenga College of Business after matriculation must have the courses approved through their academic advisor, prior to registration, to ensure equivalency.

PREREQUISITE COURSE SATISFACTION

Students have three options for satisfying a program prerequisite course:

1. Complete course(s) offered by the H. Wayne Huizenga College of Business and Entrepreneurship (undergraduate or graduate);
2. Take a required course through a regionally accredited institution with prior course approval in writing from the H. Wayne Huizenga College of Business and Entrepreneurship (students who have completed a course outside of the country may have to provide a NACES translation of the course description or syllabus if additional information is required. Students selecting this option must complete the requirements within their first three semesters with HCBE. After the third semester, courses must be completed with HCBE. Official transcripts must be received by the Office of Academic Advising one week prior to students seeking to register for courses requiring the prerequisite requirement);
3. Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Students selecting this option must complete the requirements within their first three semesters with HCBE. After the third semester, courses must be completed with HCBE. Official transcripts must be received by the office of Academic Advising one week prior to students seeking to register for courses requiring the prerequisite requirement.

Grades earned in prerequisite courses satisfied at HCBE factor into the student’s academic standing. Consult your academic advisor for details and guidance.

Prerequisite courses are not eligible for financial aid. Students should consult the section titled Financial Aid Eligibility for additional information.

The following undergraduate level courses are required:

**Master of Accounting** — principles of accounting, intermediate accounting I, II, and III, cost accounting, advanced accounting, basic financial statement auditing. (Completion with a grade of C or higher and no older than 10 years from degree conferral.)

**Master of Business Administration** (includes all concentrations) — Business or corporate finance and statistics (Completion with a grade of B- or higher and no older than 5 years from degree conferral.) Financial accounting is also required with a grade of C and no older than 10 years from degree conferral.

**Master of Public Administration** — American government and statistics. (Completion with a grade of C or higher and no older than 5 years from degree conferral.)

**Master of Science in Real Estate Development** — none

**Master of Taxation** — none

FINANCIAL AID ELIGIBILITY

The following prerequisite courses are not financial aid eligible if taken by themselves. Students must meet the graduate credit requirements in order to be eligible to receive financial aid.

ACTP 5001 Introductory Accounting
ACTP 5004 Cost Accounting
ACTP 5006 Intermediate Accounting I
ACTP 5007 Intermediate Accounting II
ACTP 5008 Intermediate Accounting III
ACTP 5009 Advanced Accounting
ACTP 5010 Auditing
ACTP 5711 Internet Technology
Zero credit classes and classes less than three credits may not qualify for financial aid funds. Students should consult with the Office of Student Financial Assistance regarding eligibility.

Students who are pursuing a primary program within another center at NSU must contact the Office of Student Financial Assistance to determine financial eligibility for courses.

CHANGE OF MAJOR

Students who wish to change their major (degree program) within the Huizenga College of Business must do so in writing to the Office of Academic Advising. The student’s record is re-evaluated for approval for the program in which they seek admission. A change in major will adhere to the current Graduate Catalog requirements. Students pursuing the Fulltime MBA program electing to change into the MBA program (or vice versa) should be aware that the change is considered a change in program due to differences in the curriculum. Changes to concentrations are also considered curriculum changes and will require a change in catalog term. Students wishing to change programs to the MBA with a concentration in Complex Health Systems, MPA or MS/Real Estate program will need to satisfy additional requirements outlined in the admission’s section of the catalog. Students seeking a change into these programs will need to work with their academic advisors. All graduate course-work taken at the Huizenga College of Business is calculated into a student’s cumulative GPA prior to degree conferral. This may affect a student’s academic standing when a change of major (degree program) is fulfilled.

Students who elect to change their major must be aware that they may lose credit for courses taken and may need to take additional courses, and the length of their program may change. See table of contents for academic standards.

Master’s Enrollment

OFFICE OF ACADEMIC ADVISING

MISSION STATEMENT

The mission of the Office of Academic Advising is to partner with students to deliver accurate, timely, comprehensive guidance and support to achieve academic, personal and professional goals.

The HCBE Office of Academic Advising consists of a team of professional academic advisors who are available to assist students navigate their academic program while engaging in proactive, positive decision-making and problem solving. While most students are able to register online, it is recommended that students consult with their assigned academic advisor to develop an academic plan for program completion. Students needing assistance during their studies should contact their assigned academic advisor for further guidance.

To reach an academic advisor, contact the Office of Academic Advising at 800-672-7223, ext. 25067, or 800-554-6682, ext. 25067 (Bahamas, Canada, and Mexico only), 954-262-5067, or schedule an in-person or phone appointment through the online Advising Appointment Module link located on the Huizenga Portal https://secure.business.nova.edu/hsportal/

CAPP DEGREE EVALUATION

The Curriculum, Advising and Program Planning (CAPP) Degree Evaluation system allows students to compare their completed coursework against the degree requirements published in the college catalog. CAPP can be accessed through SharkLink located at https://sharklink.nova.edu/cp/home/displaylogin. CAPP is not meant to replace your academic advisor or the catalog; it is a reference tool to help you track your progress towards degree completion. CAPP Degree Evaluations are not official transcripts.
Students should consult their academic advisor for detailed program requirements and course options. For further information about CAPP Degree Evaluation, please visit the Registrar’s Web site http://www.nova.edu/capp.

REGISTRATION POLICY

Students are required to register themselves for courses via the WebSTAR system located in SharkLink at https://sharklink.nova.edu/cp/home/displaylogin during the registration period. Students whom have been placed on academic probation will need to complete a Student Transaction Form (STF) and submit the form to their Academic Advisor for processing. NSU employees whom are also students will complete an STF and submit it to the University Registrar’s Office for processing. An online STF can be accessed at https://www.nova.edu/webforms/ess/student-transaction-form/.

STUDENT ENROLLMENT AGREEMENT (SEA)

As part of the registration process students must accept the Student Enrollment Agreement (SEA). The SEA requires students to agree with NSU standards and policies regarding course registration and withdrawal, financial responsibility, a release of liability, and more. Students registering for courses will be prompted to complete the form as part of the registration process on SharkLink (https://sharklink.nova.edu/cp/home/displaylogin). Students must complete the SEA or course registration will not occur. For further information about the SEA, please visit the Registrar’s Web site http://www.nova.edu/registrar/.

In order to register for courses students will access SharkLink with their username and password. Students who have not met their financial obligations to the university may not register until all financial holds are removed. All questions about student billing and accounts should be directed to the Bursar’s Office at (954) 262-5200.

LATE REGISTRATION POLICY

Students are encouraged to register early in the published registration period to reserve their space in class (es). The late registration period follows the normal registration period. During the late registration period, students who have not yet registered for the term may register through SharkLink and/or their academic advisor; however, a late fee will be assessed (see Table of Contents for Student Fees). Students making a change to their schedules (switching classes, adding or dropping a class) as well as new students in their first term initiating registration during the late registration period will be exempt from the late registration fee. The Huizenga College of Business reserves the right to refuse any late registrations during the late registration period. Consult the academic calendar located at http://www.business.nova.edu/current-students/academic-calendars.html for specific information pertaining to the dates.

Students who are receiving federal financial aid are encouraged to register a minimum of two weeks prior to the start of each semester in order to allow enough time for their financial aid to be processed.

Students must register for all courses prior to the start of the term; as such, late registrations will not be processed after the first day of the term. Students cannot attend class sections for which they are not registered and no auditing of courses is permitted. No credit for work will be granted in a course for which a student is not registered.

DROP AND WITHDRAWAL POLICY

Master’s students wishing to drop or withdraw may do so by utilizing one of the following options:

1. Access the WebSTAR system located in SharkLink at: https://sharklink.nova.edu/cp/home/displaylogin if dropping classes prior to the start of the term. (Students wishing to drop all classes should use option 2 or 3).

2. Complete an online Drop/Withdrawal request form located in the My Classes module on the Huizenga Portal: https://secure.business.nova.edu/hsportal/ (This is the only option available to students who have a hold, are dropping or withdrawing from their only course within that term, or are dropping or withdrawing from a workshop course.

3. Complete a Student Transaction Form and submit it to an Academic Advisor via your NSU email or by fax to 954-262-3964. An STF can be downloaded by going to http://www.business.nova.edu/current-students/graduate.html, expanding the Student Forms section and selecting on Student Transaction Form link. NSU employees who are also students will submit their STF to the University Registrar for processing. An online STF can be retrieved at https://www.nova.edu/webforms/ess/student-transaction-form/.
A drop or withdrawal request must be received during the term in which the student is registered for the course, otherwise the drop or withdrawal request will not be considered. Nonattendance/nonparticipation does not constitute a drop or refund request. If a student wishes to drop or withdraw from a course, he/she must follow one of the Drop and Withdrawal policy options. Neglecting to do so will result in a failing grade for the course and no refund.

Please refer to the master's academic calendar for specific drop periods and corresponding refund percentages by term at:

http://www.business.nova.edu/current-students/academic-calendars.html

Students who have questions regarding a drop or withdrawal should contact their academic advisor for assistance.

REFUND POLICY

Master's students are entitled to a full refund of all payments (excluding registration and application fee) if the registration is cancelled by the student prior to the start of the term. In addition, students will receive a full refund of tuition payments and registration fee paid (excluding application fee) if they do not meet minimum admission requirements; or for a cancelled course, seminar, or workshop; or for a cluster that does not begin.

Master's students who complete a drop request are entitled to a tuition refund based on the academic calendar. Withdrawing from a course after the 50% refund window will result in no refund. Students will receive a grade of W, which will not impact their grade point average (GPA). Please refer to the academic calendar to determine the last day to withdraw from a course. The day the student drops or withdraws determines the refund amount.

Students with questions about a drop or withdrawal should contact their academic advisor for assistance.

Students who are suspended or dismissed from their program of study due to academic misconduct will not receive a refund of tuition and fees.

1-3 credit courses

Please refer to the master's academic calendar for specific drop periods and corresponding refund percentages by term at:

http://www.business.nova.edu/current-students/academic-calendars.html

0-credit courses/workshops

Students registered for any zero credit course/workshop or 1 week credit bearing capstone may receive a 100% tuition refund if the drop request is made prior to the start of the term. If a withdrawal request is made after the class begins, no refund will be granted, but the student may withdraw from the class in accordance to the withdrawal deadline.

WITHDRAWAL FROM THE UNIVERSITY

Students who plan to withdraw from all courses during a semester and leave the university must submit a request in writing to their Academic Advisor before withdrawing. Students who withdraw from the university must formally apply to be considered for readmission at a later date.

ATTENDANCE POLICY

Students are expected to attend all scheduled class meetings. Students must clear any anticipated absence with their instructor (or the Program Office, if an instructor is unavailable) in advance. Excessive absences will affect a student's final course grade. Instructors are required to take attendance at each class session. Nonattendance/nonparticipation does not constitute a drop or refund request. At the discretion of the professor and Program Office, students may be dropped from a course due to excessive absences and the aforementioned refund policies will be in effect.

CLASS CANCELLATIONS

All classes offered are subject to cancellation.

CLASS BALANCING

Students registered for classes may be moved into another section of the class to balance the instructor/student ratio of the courses. Students will be moved into the same format of the course, e.g. from one online section into another or from one ground section into another offered at the same date and time.

STUDY ABROAD

Students may consider pursuing a study abroad option for course credit. Students will work with the
Office of International Affairs and the Office of Academic Advising to locate an approved institution and course(s) to fulfill this option. For coursework to transfer back to NSU, the course must be at the graduate level and related to a business discipline, equal to three course credits, and a grade of B or higher must be earned. Students are required to submit a detailed course syllabus as part of the review process and package. The department chair(s) overseeing the course(s) submitted for review retains final authority for approval or denial of course equivalency. Any courses completed abroad without such approval in writing will not be approved under any circumstance.

A maximum of 6 graduate credits may be completed under the study abroad option and a student must be in good academic standing before initiating the study abroad process via their advisor.
Master’s Student Fees and Tuition

STUDENT FEES

<table>
<thead>
<tr>
<th>Service</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration</td>
<td>$30</td>
</tr>
<tr>
<td>Late Registration</td>
<td>$200</td>
</tr>
<tr>
<td>Student Services ($225.00 for 3 credits or less and $450.00 for 4 credits or more per term - maximum $1350.00 per year)</td>
<td>$225/450</td>
</tr>
<tr>
<td>Course Materials: HRM 5395, Comprehensive Professional HR Review</td>
<td>TBA</td>
</tr>
<tr>
<td>Late Tuition and Fee Payment</td>
<td>$100</td>
</tr>
<tr>
<td>Degree Application</td>
<td>$100</td>
</tr>
</tbody>
</table>

TUITION

<table>
<thead>
<tr>
<th>Course</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation MGT 5000</td>
<td>$400</td>
</tr>
<tr>
<td>MGT 5107 and MGT 5118</td>
<td>$0</td>
</tr>
<tr>
<td>Day, Weekend and Evening Formats (per credit, excluding REE)</td>
<td>$840</td>
</tr>
<tr>
<td>Online Format</td>
<td>$895</td>
</tr>
<tr>
<td>Master of Science in Real Estate Development (per credit, all formats)</td>
<td>$895</td>
</tr>
<tr>
<td>Prerequisite courses (per course)</td>
<td>$1,480</td>
</tr>
<tr>
<td>ACTP 5711, MGT 5110, MGT 5111, and MGT 5112 (per course)</td>
<td>$100</td>
</tr>
<tr>
<td>ACTP 5712 (per course)</td>
<td>$200</td>
</tr>
<tr>
<td>PUBP 5002 and PUBP 5003 (per course)</td>
<td>$300</td>
</tr>
</tbody>
</table>

Tuition and fees are subject to change without notice. Student fees are due and payable at the beginning of each term.

To avoid confusion on the matter of fees, students are encouraged to contact an academic advisor in the Office of Academic Advising. The late registration fee is charged anytime registration is initiated after the closing date of regular registration (excluding first time enrollments).

The seminar and course materials fees are assessed to defray non-academic expenses associated with the delivery of these course activities. These include such items as logistical support of students and program-related materials typically not covered by tuition.

PAYMENT POLICY

NSU requires tuition for all courses be paid in full within the first 30 days (from the first day of the term) by one of the approved payment options. Approved payment options include check (payable to Nova Southeastern University), money order, credit card, third-party direct billing plans, and authorized financial aid. Check and credit card payments can be made directly by the student via WebSTAR using their PIN at http://webstar.nova.edu. Tuition discounts may not be used in conjunction with any other type of discount or when repeating a course.

Students who do not meet their financial obligations to the university will have an appropriate hold placed on their record. A late payment fee of $100 will be charged if a student has a balance remaining after 30 days from the start of the term (note: start of term does not necessarily mean the first class meeting). Students may view their bill online via their NSU e-bill, accessible via their SharkLink account. Statements are not mailed out to students. All questions about student billing and accounts should be directed to the Bursar’s Office at (954) 262-5200.
Master’s Academic Regulations

ACADEMIC STANDARDS

GPA REQUIREMENT – ALL PROGRAMS
(Except MACC and MTAX)

All HCBE graduate students (except those in the
Master’s of Accounting and Master’s of Taxation
programs) must maintain a minimum cumulative
grade point average (GPA) of 3.0 for the duration of
their course of study in order to be considered in good
academic standing. All course work taken at the
Huizenga College of Business are calculated into a
student’s GPA prior to degree conferral. Students
whose cumulative GPA falls below a 3.0 minimum will
be placed on academic probation for one semester.
Students who have previously earned a graduate
degree or certificate with HCBE will have a manual
calculation of their course work completed to exclude
courses applied toward a previously awarded
program. Students who fail to raise their cumulative
GPA to a 3.0 during the probation term will be
suspended from the Huizenga College of Business for
the duration of two consecutive academic semesters.
Academic standings are notated on a student’s official
transcript.

GPA REQUIREMENT – MACC AND MTAX
PROGRAMS ONLY

All students enrolled in the MACC and MTAX
programs must maintain a minimum cumulative grade
point average (GPA) of 3.25, including post bachelor
foundation courses, for the duration of their course of
study in order to be considered in good academic
standing. All course work taken at the Huizenga
College of Business are calculated into a student’s
GPA prior to degree conferral. Students whose
cumulative GPA falls below a 3.25 minimum will
be placed on academic probation for one semester.
Students who have previously earned a graduate
degree or certificate with HCBE will have a manual
calculation of their course work completed to exclude
courses applied toward a previously awarded
program. Students who do not raise their cumulative
GPA to a 3.25 during the probation term will be
suspended from the Huizenga College of Business for
the duration of two consecutive academic semesters.
Academic standings are notated on a student’s official
transcript.

ACADEMIC PROGRESS

Huizenga College students are expected to make
reasonable progress toward completing degree
requirements. An enrollment history containing an
excessive number of dropped courses, withdrawn
courses, and/or incomplete grades are indicators of
unsatisfactory academic performance and progress. Upon examination of the record, the Dean may
suspend or dismiss the student.

ACADEMIC STANDING AND PROBATION

Students may only enter probation status one time
while in a master’s level program. Once a student has
satisfied the probation requirements and is no longer
on probation, he/she must remain in good academic
standing for the duration of their degree program.
Students who fall below good academic standing for a
second time will be suspended from the Huizenga
College for the duration of two consecutive academic
semesters with no appeal. Students on probation may
only take courses in compliance with the terms of
their probation. This may include a limitation on the
number of courses taken in a semester. Students are
required to retake courses in which substandard
grades are earned in order to regain good academic
standing. Tuition discounts are not granted when
students repeat a course. Students approved for a
continued probation due to extenuating circumstances
must adhere to the Huizenga Student Success Plan
created with their Academic Advisor to avoid
suspension. Students are advised to take courses
under probation standing only when ready to devote
maximum effort to their studies.

PROCESS FOR REINSTATMENT FROM
ACADEMIC SUSPENSION

A suspended student may petition for reinstatement to
the Huizenga College of Business after serving two
consecutive academic semesters of suspension. The
student must appeal for reinstatement in writing to the
Director of Enrollment Services at least 60 days prior
to the first day of the term in which they wish to enroll.
Within the petition, the student should state the
reasons why their academic potential has improved
since suspension and what their strategy for success
will be if reinstated.

Any students wishing to return after suspension will
need to complete a new HCBE admissions
application in addition to submitting a reinstatement
request letter. Students should review the Academic
Suspension Readmission Process located at
http://www.business.nova.edu/masters/admissions.ht
ml for information pertaining to the process.

The reinstatement packet will be reviewed by the
program faculty and the student will be notified in
writing as to the decision pertaining to the reinstatement request. Readmission to a program after academic suspension is not guaranteed.

CONTINUED PROBATION UPON REINSTATEMENT FROM ACADEMIC SUSPENSION

Students reinstated from suspension are subject to all current program policies and degree requirements. Reinstated students will automatically be placed on continued probation upon reentry into their program. Reinstated students will be required to meet with their Academic Advisor prior to registering to develop an academic success plan and monitor their progress. Reinstated students will be required to meet with their Academic Advisor prior to registering to develop an academic success plan and monitor their progress. Reinstated students must repeat courses in which substandard grades were earned in order to regain good academic standing. If the student is unable to achieve and maintain good academic standing in their program during any semester following reinstatement, the Huizenga College of Business reserves the right to permanently dismiss the student for substandard academic performance.

NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record. Students are required to have read this catalog and be cognizant of the probation policies. Ignorance of the policy does not exempt the student from adherence. Students dismissed from any program within the Huizenga College of Business are not eligible for admission into any other programs within the Huizenga College of Business.

APPEAL PROCESS FOR SUSPENSION

Appeals for academic suspension will only be considered in the event of exceptional circumstances. Students with evidence of exceptional circumstances wishing to appeal their suspension must provide an electronic appeal letter to their assigned academic advisor. The appeal letter should clearly explain the extenuating circumstances and include supporting documentation, if necessary. The appeal letter should also address how the student's academic potential will improve in subsequent semesters and outline strategies for future academic success. Appeals are reviewed and granted at the discretion of the program faculty and Assistant Dean of Operations and Administration. Students seeking an appeal are not guaranteed eligibility to maintain enrollment in the current term, or for enrollment in the subsequent semester.

ACTIVE STATUS AND READMISSION

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein. Students are considered actively engaged in master’s level study if they are enrolled in one or more master’s level or prerequisite courses at the Huizenga College in a given semester. Students who interrupt their studies for 3 consecutive semesters are considered inactive and will be withdrawn from their program.

Students seeking readmission will be required to meet the current Huizenga College Catalog standards for admission, matriculation, and graduation in effect at the time of readmission. The university reserves the right to not readmit students who were on academic probation at the time they interrupted matriculation, who were not in good financial standing, or who do not meet the current admission requirements as determined by the admissions committee. Students may seek readmission any time prior to the total time limit for the program.

Readmission is not guaranteed.
GRADING SYSTEM

The grading system for graduate programs is as follows:

<table>
<thead>
<tr>
<th>GRADE</th>
<th>QUALITY POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Excellent</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B Good</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C Poor</td>
<td>2.0</td>
</tr>
<tr>
<td>F Failing</td>
<td>0.0</td>
</tr>
<tr>
<td>P Pass</td>
<td>0.0</td>
</tr>
</tbody>
</table>

**GRADE POINT AVERAGE AND QUALITY POINTS**

A student's academic standing for a specific semester or term is indicated by grade point average (GPA). The GPA is calculated based on letter grades and attempted credits. Overall academic standing is indicated by the cumulative GPA (CGPA). GPA calculations include all graduate coursework in the Huizenga College of Business, based on the following formulas and definitions.

- Quality points = A letter grade’s numerical GPA value MULTIPLIED BY the number of credits assigned to the course
- GPA hours = Attempted credits, excluding withdrawals, successfully-completed pass/fail courses, and incompletes
- Current semester or term GPA = The total number of quality points for the semester or term DIVIDED BY the total GPA hours for the semester or term
- Cumulative GPA (CGPA) = Total quality points DIVIDED BY total GPA hours

**Note:** Students earn grades based on their performance relative to the established criteria and benchmarks for each class. Professors qualified to make that judgment assign student grades. Appropriately, all assignments, projects, cases, exams and/or final course grades are matters for faculty and students only. This includes any work for which students earn a grade. Grade appeals are not entertained.

Students who register for a course and do not attend will receive the grade of F on their transcript. It is the student’s responsibility to ensure he or she is officially dropped from a course. This is verified by viewing registrations in WebSTAR.

The University Registrar records and maintains the official student progress records for the university. Official grades are posted at the end of each term.

INCOMPLETE GRADE POLICY

A student who, unable to complete a course due to exceptional circumstances, such as medical emergency, may request an incomplete. The grade of Incomplete (I) will be granted only in cases of extreme hardship. In such cases, a student requiring an incomplete must submit a written appeal with full rationale to the course professor prior to the end of the course. The student does not have a right to an incomplete, which may be granted only when there is clear evidence of just cause. A student who is absent at or misses the final examination without prior approval is not eligible to receive an incomplete unless extenuating circumstances exist. In order to qualify for a grade of Incomplete (I), students must have completed over 50% of the graded work in the course and must have a passing grade in that work.

Should the student meet the incomplete policy criteria and the course professor agree, the professor would prepare an incomplete contract. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (two months). The incomplete contract must be submitted to the academic department offering the course no later than when final grades are due. During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

Earning an Incomplete in a course may impact SAP and cause the loss of financial aid eligibility for the next academic year.
The academic department offering the course monitors each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to IF. An IF will calculate into the GPA as an F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript.

The department chair reserves the right to disallow an incomplete grade contract if the student does not qualify based on the above criteria or believes the student is abusing the policy by repeatedly requesting an incomplete grade.

<table>
<thead>
<tr>
<th>I</th>
<th>Incomplete</th>
<th>See Incomplete grade policy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF</td>
<td>Incomplete Failure</td>
<td>Given when students fail to satisfy an incomplete contract within the designated time period or when an incomplete contract has not been signed.</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td>See drop and refund policies.</td>
</tr>
<tr>
<td>WU</td>
<td>University Withdrawal</td>
<td>Withdrawn by the University.</td>
</tr>
</tbody>
</table>

**CHANGE OF GRADE POLICY**

A change of grade is only entertained if a clear miscalculation has occurred. If a student believes an error has occurred with the grade calculation, the student should immediately contact the professor. A student has 30 days, from the end of the semester in which the course was taken to seek clarification from the professor. Grade changes will not be accepted after that time. The Department Chair retains the final authority to accept or deny grade changes. Please refer to student grievance procedure for any other course related issues.

**REPEATING A COURSE**

A student who has earned the grade of A in a course may not repeat the same course for credit. If a student repeats a course one or two times, the higher grade of the attempts are calculated in the overall GPA. If a course is repeated three or more times (four or more attempts total), only the two lowest grades will be excluded from the GPA. All grades from attempts of the same course will remain on the transcript as a matter of academic record. However, course credit will only calculate once towards degree completion. Students repeating a course must pay full course tuition and fees (tuition awards are not granted). Failing grades earned by students convicted of academic misconduct are not excluded from the GPA calculation.

**GRADE REPORTS**

Students may view their grades online through WebSTAR located at www.webstar.nova.edu typically 7 – 10 days after the end of the term (Master’s: for eight week classes October, December, March, May, and July, for sixteen weeks classes December, May, and August). Students may contact their academic advisor if grades are not posted by stated times. Students will not receive grade reports through regular mail.

Students who submit tuition and fees to their employer should use WebSTAR to access the course fees and grades. Students may print out this information from WebSTAR and submit to their employer. If the employer requires additional information, students should contact the Office of the Registrar for assistance. However, if a student has a “hold” on their account then accessing grades will not be possible until the hold is cleared.
Awards

Students eligible for the Corporate Partner and Government Employee Awards must complete the online verification process each term via the Huizenga Portal or by directly accessing the verification form at https://secure.business.nova.edu/corporate/verification/. All other students wishing to obtain an award from the Huizenga College of Business will need to submit their request with the Office of Academic Advising in writing from their NSU email account. Requests for all awards must be submitted, and the verification process completed, prior to the start of each academic semester. Students are not eligible to have awards applied for terms prior to completing the online verification process or submitting an official request to the Office of Academic Advising. If the student is unable to submit verification online they should notify their academic advisor via their NSU student email account prior to the start of the term. Students are accountable for reviewing their financial record to ensure accuracy of tuition and fee assessments.

Students must remain in good academic standing and with no acts of academic dishonesty or misconduct on record in order to continue to meet eligibility to receive the award. Tuition Awards applied to Master’s degree programs supersede all other awards.

The tuition awards will not apply to undergraduate / graduate level prerequisite courses, repeated courses, zero credit classes or any fees associated with the student account. In addition, concentration classes offered by another college within NSU may not receive the awards below. Students should consult with their academic advisor regarding awards for non-HCBE courses. NSU employees that receive 100% tuition waiver are not eligible to receive awards. The award amount will change each year based upon published tuition rates.

NSU ALUMNI AWARD

The Huizenga College of Business encourages continuing education by offering an alumni award to qualified applicants. Undergraduate and graduate students who have completed their degree at Nova Southeastern University and qualify for admissions into one of the Huizenga College of Business’ master’s degrees are eligible for the award. MS in Real Estate is $179.00 off per credit of published tuition rates. All other programs receive an award of $168.00 off per credit of published tuition rates. If the student does not remain in good academic standing, or is found guilty of any act of academic dishonesty, the alumni scholarship will be cancelled. Persons seeking this award must send an official request via their NSU student email account to their academic advisor.

GOVERNMENT EMPLOYEE AWARD

Students who are city, county, federal, or other U.S. government employees are entitled to an award for all Huizenga College of Business Master’s Degree programs. MS in Real Estate is $179.00 off per credit of published tuition rates. All other programs receive an award of $168.00 off per credit of published tuition rates. Persons seeking this award must fill out the online verification form previously referenced above.

CORPORATE PARTNER AWARD

Students who are employed by an HCBE Corporate Partner are entitled to an award for all Huizenga College of Business Master’s Degree programs. Persons seeking this award must fill out the online verification form prior the start of each term as previously referenced above. The award is based on individual corporate agreements. Please contact your academic advisor via your NSU student email account for additional information.

AWARD FOR ALUMNI OF HIGHER EDUCATION INSTITUTION PARTNERS

Students who are have graduated from various partner colleges are entitled to an award towards Huizenga College of Business Master’s Degree program. Persons seeking this award must make an official request to the Office of Academic Advising. The award is based on individual partner school agreements. Eligible students should contact their academic advisor via your NSU student email account for more specific award information.

MILITARY SERVICE AWARD

Students who are on active duty, retired, honorably discharged, and/ or considered reserves are eligible for this award. All programs receive an award of $330.00 off per credit of published tuition rates. Students must submit verification to their academic advisor (e.g. the DD214). A comprehensive list of approved military service verification documents can be found at: https://www.dmdc.osd.mil/appj/scra/single_record.xhtml, or submitting the DD214. Students must send their request to their academic advisor each term via their NSU student email account in order to receive this award. Eligible students should contact their

H. Wayne Huizenga College of Business and Entrepreneurship | academic catalog: 2017-2018

[36]
academic advisor via their NSU student email account for specific award information.

PROFESSIONAL ORGANIZATIONS

Students who are members of designated professional organizations partnered with the Huizenga College of Business are eligible for a Professional Organization Award. Persons seeking this award must make an official request to the Office of Academic Advising. Students must provide a copy of their membership enrollment with the organization. Membership documentation must be provided each calendar year to verify enrollment with the organization. The award is based on individual organization agreements. Eligible students should contact their academic advisor via their NSU student email account for specific award information.

THE GRADUATE BUSINESS STUDENT TUITION AWARD

This will be awarded to first time enrolled students who demonstrate academic strength, leadership ability, and a vision to apply the degree from the Huizenga College of Business to their career goals. This award will cover up to $6,552 of graduate tuition. The tuition award is based on a student’s undergraduate performance. Student must have a cumulative GPA of a 3.5 or higher (on a 4.0) scale. Submission of the 500 word essay describing how a graduate business degree will be an asset to you both personally and professionally is required. If applicant has taken the GMAT or GRE, please provide a copy of the score report. Two (2) signed letters of recommendation (1) Professional and (1) Academic or Personal.

Note: The tuition award does not apply to fees or other student expenses, prerequisite courses and concentrations in Business Intelligence/Analytics, Criminal Justice, Disaster and Emergency Management. Tuition award amount is based on $168.00 per credit hour off of the current published ground tuition rates. Documents must be received 30 days before the start of the term.
Master’s Graduation

DEGREE CONFERRAL REQUIREMENTS

To be eligible for conferral of a master’s degree, the student must fulfill the following requirements.

1. Gain admission as a degree-seeking candidate
2. Complete all curriculum and program requirements (including foundation courses.)
3. Satisfy GPA requirements
   a. MBA, MS RED and MPA students must maintain a cumulative and program GPA of a 3.0 including all course work completed within the Huizenga College of Business.
   b. MACC and MTAX students must maintain a program GPA of 3.25 and a cumulative GPA of 3.0 or higher including all course work completed within the Huizenga College of Business.
4. Earn no more than two grades of a C or below in all coursework. This policy does not apply to the Master of Accounting or the Master of Taxation programs.
5. Complete the Application for Degree form and pay the diploma fee. The Application for Degree form may be downloaded from the school’s website. Students should complete the form at the time of registration for their final term.
6. Fulfill all obligations to the library, the student’s program, and the bursar’s office.

DEGREE CONFERRAL

NSU’s Huizenga College awards five master’s degrees: Master of Accounting, Master of Business Administration, Master of Public Administration, Master of Science, and Master of Taxation. The diploma indicates the student has earned a master’s degree in one of the areas listed; it does not indicate the concentration or major field of study. The academic transcript, the official record of academic achievement at NSU, indicates degree earned, major field of study, and concentration, if any.

A student’s degree is conferred once the student has met all of the graduation requirements for their chosen degree. Degrees are conferred on the last day of each month. Once all course grades for the degree are posted, applications for degree conferral take from 2-6 weeks to process. Applications for Master’s degree conferral and final grades must be received by the 15th day of the month in order for the degree to be conferred that same month. If the application or grades are posted after the 15th it may take until the end of the next month to be conferred. Diplomas take 6-8 weeks after conferral to be mailed and are sent to the student’s mailing address on record.

Please note: Students should contact their academic advisor prior to registering for their second to last semester in order to ensure they are on track to complete all necessary degree requirements. Students should also check WebSTAR to ensure their mailing address and all other contact information is current.

COMMENCEMENT

The Huizenga College holds an annual graduation ceremony in Broward County, Florida. Master’s students who have completed all their degree requirements by March 30th of the current year, and are in good academic standing, are automatically invited to attend. Master’s students who are expected to complete all degree requirements during the second eight week term of the winter semester (March – May) or summer semester (May - August) of the current year, and are in good academic standing, are eligible to petition to attend the commencement ceremony via the Huizenga Commencement website - http://www.business.nova.edu/currentstudents/commencement/graduate.html#Commencement%20information%20%20Honors. Petitions will be accepted and considered when students enroll in their final summer courses. Students who submit late petitions to attend the commencement ceremony may not have their names appear in the ceremony program.
GRADUATION WITH HONORS

Sigma Beta Delta

Membership in Sigma Beta Delta is the highest national recognition a business student can receive at a college or university with a Sigma Beta Delta chapter. To be eligible for membership, a master’s level business student must complete a minimum of 27 credits by March of the commencement year and maintain a 3.8 or higher GPA in all graduate classes taken; and be invited to membership by the faculty officers. M.P.A. students are not eligible for membership.

The purposes of Sigma Beta Delta are to encourage and recognize scholarship and achievement among students of business, management, and administration, and to encourage and promote personal and professional improvement and a life distinguished by honorable service to humankind. The membership of the society is composed of those persons of high scholarship and good moral character who are enrolled in subject matter areas including business, management, and administration. Each year students are notified by mail, typically in April, if they meet the criteria to join Sigma Beta Delta.

Those students who are invited to join may attend a special inductee ceremony. Students must be inducted within one year of degree conferral; otherwise they are no longer eligible per the bylaws of Sigma Beta Delta. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at sigmabetadelta@huizenga.nova.edu.

Pi Alpha Alpha – M.P.A. Students Only

Pi Alpha Alpha is the national honor society formed to recognize and promote excellence in the study and practice of public affairs and administration. The organization encourages and recognizes outstanding scholarship and accomplishment in public affairs and administration.

Each year, upon the recommendation of the faculty, students are nominated for induction into Pi Alpha Alpha. Students are notified by e-mail if they are nominated to join Pi Alpha Alpha. To be considered for nomination, MPA students must complete 36 credits of their program by the end of the Winter term each year and maintain a GPA of 3.7. Those students nominated to join Pi Alpha Alpha are invited to attend a special inductee ceremony typically held the week prior to commencement.
Huizenga Master’s Degree Programs

MASTER OF ACCOUNTING

Program Philosophy
The Masters of Accounting program prepares students for accounting careers, enhances the knowledge of career professionals, and lays a prerequisite for more advanced accounting education through the use of flexible learning formats.

Program Learning Goals & Outcomes
1. Our students will demonstrate in-depth knowledge of accounting. 
   **Outcome 1:** Our students will demonstrate understanding and be able to apply principle accounting principles and concepts.

2. Our students will apply critical thinking to business situations. 
   **Outcome 1:** Our students will detect problems and opportunities in a business context.  
   **Outcome 2:** Our students will evaluate quantitative and qualitative information in a business context.  
   **Outcome 3:** Our students will develop solutions with appropriate support in a business context.

3. Our students will communicate effectively in a business context. 
   **Outcome 1:** Our students will compose technically proficient and effective business documents.

4. Our students will apply ethical reasoning and professional standards in making business decisions. 
   **Outcome 1:** Our students will detect ethical dilemmas and deficiencies in professional standards.  
   **Outcome 2:** Our students will utilize appropriate professional standards and ethical frameworks to make business decisions.  
   **Outcome 3:** Our students will recognize the potential impact of an ethical decision.

Curriculum
The Masters of Accounting program is a 39 credit hour program, consisting of six core courses, and seven elective courses.

Required Courses (credits)
- ACTP 5711 Internet Technology* (0)
- ACTP 5712 Accounting Principles Review** (0)
- ACT 5713 Accounting Theory (3)
- ACT 5725 Financial Statement Analysis (3)
- ACT 5731 Accounting Information and Control Systems (3)
- ACT 5741 Advanced Financial Accounting and Reporting (3)
- ACT 5743 Advanced Issues in Auditing (3)
- ACT 5753 Fund Accounting (3)

Elective Courses (see note) (credits)
- ACT 5717 Forensic Accounting (3)
- ACT 5721 Accounting Professional Ethics (3)
- ACT 5733 Advanced Managerial Accounting I (3)
- ACT 5735 Controllership (3)
- ACT 5736 Internal and Operational Auditing (3)
- ACT 5742 Contemporary Accounting Issues in Business (3)
- ACT 5744 Regulatory Issues for Accountants (3)
- ACT 5756 International Accounting (3)
- ACT 5772 Special Topics in Accounting (3)
- ACT 5781 Business Law I (3)
- ACT 5782 Business Law II (3)
- ACT 5798 Financial Accounting Research (1)
- TXX 5761 Taxation of Individuals (3)
- TXX 5762 Taxation of Corporations & Partnerships (3)
- TXX 5763 Taxation of Estates, Trusts, and Gifts (3)
- TXX 5765 Tax Policy (3)
- TXX 5766 US Taxation of International Transactions (3)
- TXX 5767 IRS Practices and Procedures (3)
- TXX 5768 Real Estate Taxation (3)
- TXX 5769 Tax Planning & Research (3)
- TXX 5770 Taxation of Exempt Organizations (3)
- TXX 5771 Federal Taxation of Partnerships (3)
- TXX 5773 State and Local Taxation (3)
- TXX 5774 Fiduciary Income Taxation (3)
- TXX 5776 Comparative International Taxation (3)
- ACT 5780 Accounting Internship (Optional) (3)

Total Curriculum Requirements: 39 credits

Note: If the equivalent of any required graduate course was taken at the undergraduate level, courses must be substituted for elective courses. Students intending to qualify for the CPA exam should work closely with the Accounting Department to ensure their program will satisfy Florida requirements.

* ACTP 5711 is required for any Master of Accounting student. The course must be taken in the first term. Failure to pass ACTP 5711 will result in a drop from all other courses. This may affect student’s financial...
aid. This course is not financial aid eligible when taken by itself.

**ACTP 5712** – is required of all students without an undergraduate degree in accounting and is at the discretion of the Department Chair.

**Prerequisite Courses**
For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of C or higher within 10 years from degree conferral, these courses must be taken. These courses are not financial aid eligible. Students should consult the section titled Financial Aid Eligibility for additional information and consult with the Office of Financial Aid. Grades earned in prerequisite courses satisfied at HCBE factor into the student’s academic standing.

- ACTP 5001 – Introductory Accounting
- ACTP 5004 – Cost Accounting
- ACTP 5006 – Intermediate Accounting I
- ACTP 5007 – Intermediate Accounting II
- ACTP 5008 – Intermediate Accounting III
- ACTP 5009 – Advanced Accounting
- ACTP 5010 – Auditing

**CPA & CMA Educational Requirements**
Due to the accounting scandals in recent years and the passage of the Sarbanes-Oxley Act (SOX), the demand for quality accounting services and qualified accountants has increased. Accounting certification is one key measure of expertise, professionalism, and quality.

**Certified Public Accountant (CPA) Educational Requirements (Florida)**
Listed verbatim below are the Florida educational requirements that an applicant needs to qualify as a candidate for the certified public accountants (CPA) examination as stated on the Florida Department of Business & Professional Regulation website.

**Requirements for Licensure**
- **Pass All Four Parts of CPA Examination:** with at least a 75% within 18 month rolling period.
- **One Year Work Experience:** Must be under the supervision of a licensed CPA (This experience can be obtained prior to the application, while sitting for the exam or after all four parts of the exam have been passed. However, requirements to sit for the exam must be met before work experience commences.)
- **Total Required Hours:** 150 semester or 200 quarter hours
- **Total Upper Division Accounting Hours:** 36 semester or 54 quarter to include the following: Taxation, Auditing, Financial, Cost/Managerial and Accounting Info Systems.
- **Total Upper Division General Business Hours:** 39 semester hours or 58 quarter hours to include the following: six (6) semester hours or eight (8) quarter hours of business law. One course can be at a lower level (freshman or sophomore), the other course must be upper division (junior level or higher). Business Law 1 and Legal Environment of Business are often considered duplicate.

Other important information: These requirements include the requirements to sit for the CPA exam under the 120 semester or 160 quarter hour rule.

**Work Experience Rule**
Individuals who sat for the CPA examination prior to 1984 must evidence one year of public, academia, or industry accounting experience or one year of employment by a unit of federal, state or local government in a position which required the use of accounting skills under the supervision of a licensed certified public accountant or approved chartered accountant.

In 2008 the Florida legislature expanded the work experience requirement to include all applicants for CPA licensure regardless of when the individual sat for the CPA examination. In addition to experience obtained in the public accounting and government, the 2008 legislative change also allows experience obtained in industry and academia.

Excess upper division accounting courses may be used to meet the general business requirement. However, elementary accounting classes are never acceptable for credit. Neither are courses for non-accounting majors and any MBA courses that are equivalent to elementary accounting.

Students are responsible for keeping current on state requirements.

Florida Board of Accountancy
240 NW 76th Drive, Suite A
Gainesville, FL 32607
Phone: (850) 487-1395
Fax: (352) 333-2508
http://www.myfloridalicense.com/dbpr/cpa/ensure.html

H. Wayne Huizenga College of Business and Entrepreneurship | academic catalog: 2017-2018
Certified Management Accountant (CMA) Requirements

Listed verbatim below are the requirements for the CMA.

1. The CMA is an international designation, and the ICMA establishes the requirements needed to sit for the CMA exam. Passing the CMA exam does not lead to licensure in a state as the CPA does. The educational requirements that ultimately must be fulfilled to earn the CMA designation are:
   - Hold a bachelor’s degree, in any area, from a regionally accredited college or university.
   - Pass the U.S. CPA examination or hold another professional qualification that is comparable to the CPA, CMA, CFM, etc.
   - Achieve a score in the 50th percentile or higher on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE).

2. The ICMA does not specify any number of accounting and/or business credits to sit for the CMA examination. Furthermore, the ICMA requires that the education requirements be fulfilled within seven years of completing the CMA examination. They are not required to be completed at the time the candidate sits for the CMA exam. At present, the state boards of accountancy and the ICMA do not require candidates to have relevant work experiences to sit for the CPA and CMA exams, respectively.

All inquiries regarding the CMA program should be addressed to:

Institute of Management Accountants
10 Paragon Drive
Montvale, New Jersey 07645-1718
(800) 638-4427
Website: www.imanet.org/index.asp
MASTER OF BUSINESS ADMINISTRATION

Program Learning Goals & Outcomes

1. Our students will have knowledge in the core business disciplines.
   Outcome 1: Our students will demonstrate competence and apply their knowledge of business concepts and theories.

2. Our students will apply critical thinking to business situations.
   Outcome 1: Our students will detect problems and opportunities in a business context.
   Outcome 2: Our students will evaluate quantitative and qualitative information.
   Outcome 3: Our students will design solutions with appropriate support in a business context.

3. Our students will communicate effectively in a business context.
   Outcome 1: Our students will compose technically proficient and effective business documents.
   Outcome 2: Our students will plan and deliver effective and persuasive oral presentations on a business topic.

4. Our students will work collaboratively in teams effectively in a team-based environment.
   Outcome 1: Our students will contribute to the advancement of business projects.
   Outcome 2: Our students will foster a positive team climate and respond to conflicts constructively.
   Outcome 3: Our students will respond to conflicts constructively.

Fulltime MBA

Designed for full-time students and professionals retraining for a career change, the fulltime M.B.A. program is conducted during weekdays on the campus in Fort Lauderdale, Florida. Students take three to five courses per semester for three semesters. In addition to the M.B.A. core curriculum, the full-time program includes career development workshops (Resume Writing, Business Communication, and Interviewing.)

- The Fulltime MBA Program offers new starts in Fall one and Winter one terms only.

Fulltime MBA Core Curriculum (21 Credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 5000</td>
<td>Orientation for Success (0)*</td>
</tr>
<tr>
<td>MGT 5105</td>
<td>Managing Organizational Behavior in a Dynamic and Complex World (3)*</td>
</tr>
<tr>
<td>MGT 5125</td>
<td>Marketing Decisions for Managers (3)</td>
</tr>
<tr>
<td>FIN 5130</td>
<td>Financial Management (3)</td>
</tr>
<tr>
<td>ACT 5140</td>
<td>Accounting for Decision Makers (3)</td>
</tr>
<tr>
<td>ISM 5150</td>
<td>Information Systems Strategy and Data Management (3)</td>
</tr>
<tr>
<td>QNT 5160</td>
<td>Data Driven Decision Making (3)</td>
</tr>
<tr>
<td>MGT 5170</td>
<td>Applying Strategy for Managers (3)</td>
</tr>
</tbody>
</table>

*Students must take MGT 5000 and MGT 5105 in their first term.

In addition to the core courses above for the MBA, students will choose a focus area of study from the listing below. These classes are offered in the weekend, evening, or online formats, but not necessarily in all three.

Business (18 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXX XXXX</td>
<td>Open elective course in HCBE (3)</td>
</tr>
</tbody>
</table>

Note: Excluding courses with a ACT, CHS, PUB, SPT, or TXX prefix.

PROFESSIONAL / ONLINE

MBA Core Curriculum (21 Credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 5000</td>
<td>Orientation for Success (0)*</td>
</tr>
<tr>
<td>MGT 5105</td>
<td>Managing Organizational Behavior in a Dynamic and Complex World (3)*</td>
</tr>
<tr>
<td>MKT 5125</td>
<td>Marketing Decisions for Managers (3)</td>
</tr>
<tr>
<td>FIN 5130</td>
<td>Financial Management (3)</td>
</tr>
<tr>
<td>ACT 5140</td>
<td>Accounting for Decision Makers (3)</td>
</tr>
<tr>
<td>ISM 5150</td>
<td>Information Systems Strategy and Data Management (3)</td>
</tr>
<tr>
<td>QNT 5160</td>
<td>Data Driven Decision Making (3)</td>
</tr>
<tr>
<td>MGT 5170</td>
<td>Applying Strategy for Managers (3)</td>
</tr>
</tbody>
</table>

*Students must take MGT 5000 and MGT 5105 in their first term.
<table>
<thead>
<tr>
<th>Business Intelligence / Analytics (18 credits)</th>
<th>Choose one</th>
</tr>
</thead>
<tbody>
<tr>
<td>QNT 5470 Data Analytics for Business Management (3)</td>
<td>HST 5575 Research Project within a Hospitality Organization</td>
</tr>
<tr>
<td>MMIS 0630 Database Management and Applications (3)</td>
<td>HST 5595 Hospitality Internship (3)</td>
</tr>
<tr>
<td>MMIS 0642 Database Warehousing (3)</td>
<td>Human Resource Management (18 credits)</td>
</tr>
<tr>
<td>MMIS 0643 Data Mining (3)</td>
<td>HRM 5310 Managing Human Resources (3)</td>
</tr>
<tr>
<td>QNT 5495 Advanced Data Analytics for Business Management (3)</td>
<td>HRM 5380 Employee Relations (3)</td>
</tr>
<tr>
<td>XXX XXXX Open elective course in HCBE (3) **</td>
<td>HRM 5365 Talent Management (3)</td>
</tr>
<tr>
<td>Complex Health Systems (18 credits)</td>
<td>HRM 5375 Managing Total Rewards (3)</td>
</tr>
<tr>
<td>CHS 5000 Governance in Complex Health Systems</td>
<td>HRM 5360 Human Resource Development (3)</td>
</tr>
<tr>
<td>CHS 5100 Regulatory, Legal, and Ethical Environment in Complex Health Systems</td>
<td>Choose one</td>
</tr>
<tr>
<td>CHS 5200 Financial Environment in Complex Health Systems</td>
<td>HRM 5355 Strategic Human Resource Management</td>
</tr>
<tr>
<td>CHS 5300 Principles of Leadership for Collaboration, Change, and Team Science in Complex Health Systems</td>
<td>MGT 5680 Management Internship*</td>
</tr>
<tr>
<td>CHS 5400 Translational Research in Complex Health Systems</td>
<td>*MBA/HRM students taking this course will cover some HRM 5355 coursework.</td>
</tr>
<tr>
<td>CHS 5500 Practicum in Complex Health Systems</td>
<td>International Business (18 credits)</td>
</tr>
<tr>
<td>Entrepreneurship (18 Credits)</td>
<td>Required</td>
</tr>
<tr>
<td>ENT 5960 Entrepreneurship / Venture Creation (3)</td>
<td>INB 5807 Foundations of Global Business (3)</td>
</tr>
<tr>
<td>ENT 5990 International Trade for Entrepreneurs (3)</td>
<td>INB 5818 New International Ventures (3)</td>
</tr>
<tr>
<td>FIN 5970 Entrepreneurship / Finance (in place of FIN 5130) (3)</td>
<td>INB 5827 Import/Export Principles &amp; Practices (3)</td>
</tr>
<tr>
<td>MGT 5940 Entrepreneurship Law (3)</td>
<td>MKT 5235 Global Marketing (3)</td>
</tr>
<tr>
<td>MKT 5225 Social Media Marketing (3)</td>
<td>FIN 5515 International Finance (3)</td>
</tr>
<tr>
<td>ENT 5985 Lean Entrepreneurship (3)</td>
<td>Choose one</td>
</tr>
<tr>
<td>ENT 5966 Special Topics in Entrepreneurship (3)</td>
<td>INB 5822 Globalization &amp; Emerging Markets (3)</td>
</tr>
<tr>
<td>ENT 5899 Entrepreneurship Internship (3)</td>
<td>INB 5846 International Field Seminar (3)</td>
</tr>
<tr>
<td>XXX XXXX Open elective course in HCBE (3) **</td>
<td>MGT 5680 MBA Internship (3)</td>
</tr>
<tr>
<td>Finance (18 credits)</td>
<td>Management (18 credits)</td>
</tr>
<tr>
<td>FIN 5540 Banking (3)</td>
<td>MGT 5640 Managing in Globally Dynamic Workplaces (3)</td>
</tr>
<tr>
<td>FIN 5545 Financial Engineering (3)</td>
<td>HRM 5310 Managing Human Resources (3)</td>
</tr>
<tr>
<td>FIN 5570 Advanced Corporate Finance (3)</td>
<td>MGT 5620 Managing Legal, Ethical, and Social Challenges (3)</td>
</tr>
<tr>
<td>FIN 5550 Investments (3)</td>
<td>MGT 5630 Influencing People for Organizational Effectiveness (3)</td>
</tr>
<tr>
<td>FIN 5503 Real World Finance for Managers (3)</td>
<td>XXX XXXX Elective with MGT, LED, HRM, or INB prefix (3)</td>
</tr>
<tr>
<td>Choose one</td>
<td>XXX XXXX Open elective course in HCBE (3) **</td>
</tr>
<tr>
<td>FIN 5580 Finance Internship (3)</td>
<td>*Students may use MGT 5680 to replace either elective in the Management Concentration</td>
</tr>
<tr>
<td>XXX XXXX Open elective course in HCBE (3) **</td>
<td>*MGT students who choose MGT 5696 as an elective may apply for the Hersey/McCartney scholarship. Details may be viewed at <a href="http://www.business.nova.edu/CurrentStudents/scholarships.cfm">http://www.business.nova.edu/CurrentStudents/scholarships.cfm</a></td>
</tr>
<tr>
<td>Hospitality and Tourism (18 credits)</td>
<td>Marketing (18 credits)</td>
</tr>
<tr>
<td>HST 5500 Hospitality and Tourism</td>
<td>Required</td>
</tr>
<tr>
<td>HST 5515 Hospitality Branding and Promotion</td>
<td>MKT 5290 Cases in Strategic Marketing (3)</td>
</tr>
<tr>
<td>HST 5530 Distribution and Revenue Management</td>
<td>Choose five</td>
</tr>
<tr>
<td>HST 5545 Hospitality Investments and Asset Management</td>
<td>MKT 5200 Customer Value (3)</td>
</tr>
<tr>
<td>HST 5560 Innovative Data Driven Decision Making for Hospitality</td>
<td>MKT 5205 Consumer Behavior (3)</td>
</tr>
<tr>
<td>** Excluding courses with a CHS or PUB prefix</td>
<td>MKT 5215 Sales Management (3)</td>
</tr>
<tr>
<td>** Excluding courses with a CHS or PUB prefix</td>
<td>MKT 5235 Global Marketing (3)</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>MKT 5245</td>
<td>Marketing Research</td>
</tr>
<tr>
<td>MKT 5250</td>
<td>Product and Brand Management</td>
</tr>
<tr>
<td>MKT 5260</td>
<td>Services Marketing</td>
</tr>
<tr>
<td>MKT 5225</td>
<td>Social Media Marketing</td>
</tr>
<tr>
<td>MKT 5270</td>
<td>Managing Marketing Communications</td>
</tr>
<tr>
<td>MKT 5280</td>
<td>Marketing Internship</td>
</tr>
</tbody>
</table>

**Process Improvement (18 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCM 5410</td>
<td>Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>PIM 5450</td>
<td>Quality Management</td>
<td>3</td>
</tr>
<tr>
<td>PIM 5465</td>
<td>Process Improvement Practicum</td>
<td>3</td>
</tr>
<tr>
<td>PIM 5455</td>
<td>Project Management</td>
<td>3</td>
</tr>
<tr>
<td>XXX XXXX</td>
<td>Open elective course in HCBE</td>
<td></td>
</tr>
</tbody>
</table>

**Sport Revenue Generation (18 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPT 5910</td>
<td>Sport Sponsorship Design and Strategies</td>
<td>3</td>
</tr>
<tr>
<td>SPT 5920</td>
<td>Sport Ticketing, Concessions and Merchandise</td>
<td>3</td>
</tr>
<tr>
<td>XXX XXXX</td>
<td>Open elective course in HCBE</td>
<td></td>
</tr>
<tr>
<td>SPT 5930</td>
<td>Sport Event and Fundraising Strategies and</td>
<td>3</td>
</tr>
<tr>
<td>SPT 5940</td>
<td>Sport Revenue Generation and Emerging Technologies</td>
<td>3</td>
</tr>
</tbody>
</table>

**Supply Chain Management (18 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCM 5410</td>
<td>Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>SCM 5415</td>
<td>Managing International Transportation &amp; Logistics</td>
<td>3</td>
</tr>
<tr>
<td>PIM 5455</td>
<td>Project Management</td>
<td>3</td>
</tr>
<tr>
<td>SCM 5420</td>
<td>Managing Customer and Supplier Relationships</td>
<td>3</td>
</tr>
<tr>
<td>SCM 5425</td>
<td>Supply Chain Strategies</td>
<td>3</td>
</tr>
<tr>
<td>XXX XXXX</td>
<td>Open elective course in HCBE</td>
<td></td>
</tr>
</tbody>
</table>

**MBA PREREQUISITE COURSES**

For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of B- or higher within 5 years from degree conferral except for Accounting which is 10 years and a grade of C, these courses must be taken.

These courses are not financial aid eligible. Students should consult the section titled Financial Aid Eligibility for additional information and consult with the Office of Financial Aid. Grades earned in prerequisite courses satisfied at HCBE factor into the student's academic standing.

- ACTP 5001 – Introductory Accounting
- FINP 5008 – Business Finance
- QNTP 5000 – Foundations of Business Statistics

**Internship Option**

Students have the option to enroll in a three credit Internship course as an open elective or as indicated above. Students interested in this option must speak to their Academic Advisor at least one term prior to registration.
MASTER OF PUBLIC ADMINISTRATION

PROGRAM LEARNING GOALS
Upon successful completion of the Master of Public Administration Program, graduates will be able to:
1. Determine optional/optimal courses of action to public sector challenges.
2. Contribute to the policy process.
3. Apply (a) leadership and management, (b) strategic decision-making, and (c) continuous improvement values, principles and best practices to public sector organizational situations.
4. Apply (a) legal, (b) ethical and (c) diversity frameworks to organizational challenges in public sector organizations.
5. Analyze public sector organizations using (a) financial/economic, (b) statistical and (c) technological models.
6. Contribute to the field through public administration projects.
7. Communicate effectively (a) interpersonally, (b) in writing and (c) verbally in the public sector organizational context.

MPA Core Curriculum (21 Credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 5000</td>
<td>Orientation for Success (0)**</td>
</tr>
<tr>
<td>PUB 5409</td>
<td>Public Administration Theory and Application (3)*</td>
</tr>
<tr>
<td>PUB 5419</td>
<td>Public Sector Human Resources (3)</td>
</tr>
<tr>
<td>PUB 5429</td>
<td>Public Sector Statistical Analysis (3)</td>
</tr>
<tr>
<td>PUB 5439</td>
<td>Administrative Law and Ethics in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5449</td>
<td>Public Policy Analysis (3)</td>
</tr>
<tr>
<td>PUB 5459</td>
<td>Managing Information &amp; Technology in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5469</td>
<td>Public Finance (3)</td>
</tr>
</tbody>
</table>

*Students must take PUB 5409 their first semester

** MGT 5000 is required of all Master of Public Administration students. This course must be taken in the first term.

In addition to the core courses, students will choose a concentration from the listing below. These classes are offered on Saturdays on the Davie campus or online, but not necessarily in both.

CONCENTRATIONS

Criminal Justice Concentration  (Classes with CJI prefix are taken from the School of Criminal Justice) 6 courses/ 18 credits
- CJI 0510  Survey Issues in Criminal Justice (3)
- CJI 0520  Social Administration of Criminal Justice (3)
- CJI 0530  Legal Issues in Criminal Justice (3)
- CJI 0540  Program Evaluation in Criminal Justice (3)
- CJI 0550  Investigative Processes (3)
- PUB 5931  Public and Non-Profit Strategic Management (3)

Disaster and Emergency Management Concentration  (Classes with DEM prefix are taken from the College of Osteopathic Medicine) 6 courses/ 18 credits

Required courses
- DEM 5001  Biostatistics (3)

Students will choose 5 courses from the listing below:
- DEM 5020  Preparedness, Planning, Mitigation, and Continuity Management (3)
- DEM 5070  Risk Assessment and Mitigation (3)
- DEM 5090  Weapons of Mass Threat and Communicable Diseases (3)
- DEM 6110  Community Vulnerability Assessment (3)
- DEM 6424  Community Disaster Preparedness (3)
- PUB 5922  Emergency Management in the Public Sector (3)
- PUB 5925  Leadership in the Public Sector (3)

Non-Profit/ Non-Governmental Organizations Concentration 6 courses/ 18 credits

Required first term of concentration (after core)
- PUB 5901  Intro to Non-Profit Management (3)

Students will choose 5 courses from the listing below:
- PUB 5902  Grant Development in the Public & Non-Profit Sector (3)
- PUB 5903  Comparative & Cross-cultural Perspectives for Non-Profits (3)
- PUB 5904  Non-Profit Governance (3)
- PUB 5905  Financial Management and Sustainability for Non-Profit Organizations (3)
PUB 5906     Major Gifts, Planned Giving, and Building Endowments (3)
PUB 5924     Entrepreneurial Public Management (3)
PUB 5925     Leadership in the Public Sector (3)
PUB 5927     Evaluation of Public Policies and Programs (3)
PUB 5931     Public and Non-Profit Strategic Management (3)

State & Local Administration Concentration
Choose 6 from the following courses / 18 credits

PUB 5902     Grant Development in the Public & Non-Profit Sector (3)
PUB 5921     Intergovernmental Relations (IGR) (3)
PUB 5922     Emergency Management in the Public Sector (3)
PUB 5923     Project Management for Public Sector Managers (3)
PUB 5924     Entrepreneurial Public Management (3)
PUB 5925     Leadership in the Public Sector (3)
PUB 5926     Public Budgeting (3)
PUB 5927     Evaluation of Public Policies & Programs (3)
PUB 5928     Economic Development Policy (3)
PUB 5929     Introduction to E-Government and Social Media in the Public Sector (3)
PUB 5930     Introduction to City Management (3)
PUB 5931     Public and Non-Profit Strategic Management (3)
PUB 5932     Sustainable Community Development (3)
REE 5884     Land Use Regulation: Entitlements & Permitting in a Growth Managed Environment (3)

CAPSTONE
As their final class in the MPA Program, students will be assigned to one of the following courses based on their employment history.

- PUB 5945     Master of Public Administrative Integrative Seminar (3)*
- PUB 5941     Internship (3)*
- PUB 5949     Practicum (3)*

Students must complete core requirements: PUB 5409, PUB 5419, PUB 5439, PUB 5449, AND PUB 5469 prior to taking the capstone.

Total Credits for Degree 42 Credits

MPA PREREQUISITE COURSES
For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of C or higher within 5 years from degree conferral, these courses must be taken. These courses are not financial aid eligible. Students should consult the section titled Financial Aid Eligibility for additional information and consult with the Office of Financial Aid. Grades earned in prerequisite courses satisfied at HCBE factor into the student's academic standing.

- PUBP  5002 – Statistics Workshop***
- PUBP  5003 – American Government Workshop***

*** Both prerequisite courses are offered online only
MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

Program Learning Goals & Outcomes

1. Our students will demonstrate in-depth knowledge and skills in real estate.
   Outcome 1: Our students will demonstrate knowledge of principle concepts and practices in real estate development.

2. Our students will be able to use data to make appropriate decisions on real estate projects.
   Outcome 1: Our students will evaluate financial and market information to make decisions on real estate projects.
   Outcome 2: Our students will develop solutions with appropriate support in a real estate context.

3. Our students will effectively communicate real estate information.
   Outcome 1: Students will compose technically proficient and effective business documents to convey real estate information.
   Outcome 2: Students will plan and deliver effective oral presentations presenting information on real estate projects.
   Outcome 3: Students will construct well-organized coherent arguments that guide the intended audience through a progression of ideas related to real estate projects.

4. Our students will utilize technology to manage real estate projects.
   Outcome 1: Our students will conduct analysis for real estate development using real estate technology and databases.

Curriculum (Credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>REE 5862</td>
<td>Real Estate Market Analysis</td>
<td>3</td>
</tr>
<tr>
<td>REE 5864</td>
<td>Real Estate Development Software</td>
<td>3</td>
</tr>
<tr>
<td>REE 5865</td>
<td>Real Estate Construction Principles</td>
<td>3</td>
</tr>
<tr>
<td>REE 5868</td>
<td>Real Estate Development ePortfolio*</td>
<td>1</td>
</tr>
<tr>
<td>REE 5878</td>
<td>Real Estate Development Process: Part I</td>
<td>3</td>
</tr>
<tr>
<td>REE 5879</td>
<td>Real Estate Development Process: Part II</td>
<td>3</td>
</tr>
<tr>
<td>REE 5880</td>
<td>Real Estate Finance</td>
<td>3</td>
</tr>
<tr>
<td>REE 5881</td>
<td>Real Estate Law and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>REE 5882</td>
<td>Land Use Planning &amp; Project Design</td>
<td>3</td>
</tr>
<tr>
<td>REE 5884</td>
<td>Land Use Regulation</td>
<td>3</td>
</tr>
<tr>
<td>REE 5887</td>
<td>Real Estate Investments</td>
<td>3</td>
</tr>
<tr>
<td>REE 5891</td>
<td>Real Estate Financial Concepts and Analysis</td>
<td>3</td>
</tr>
<tr>
<td>REE 5895</td>
<td>Real Estate Financial Modeling</td>
<td>3</td>
</tr>
<tr>
<td>Choose one</td>
<td></td>
<td></td>
</tr>
<tr>
<td>REE 5866</td>
<td>Real Estate Special Topics</td>
<td>3</td>
</tr>
<tr>
<td>REE 5867</td>
<td>Geographic Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>REE 5899</td>
<td>Real Estate Development Internship</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Curriculum Requirements: 40 credits

* This course is not financial aid eligible when taken by itself
MASTER OF TAXATION

Program Learning Goals & Outcomes
1. Our students will demonstrate knowledge of tax principles, codes, and laws.
   Outcome 1: Our students will demonstrate knowledge of tax principles, concepts, and practices.

2. Our students will solve tax problems, using appropriate analytical and quantitative techniques.
   Outcome 1: Our students will evaluate quantitative and qualitative information to solve taxation problems.
   Outcome 2: Our students will develop solutions to tax issues with appropriate support.

3. Our students will effectively communicate tax information.
   Outcome 1: Students will compose technically proficient and effective business documents to convey tax information.
   Outcome 2: Students will construct well-organized coherent arguments that guide the intended audience through a progression of tax information and issues.

4. Our students will apply ethical reasoning and professional standards to decision making in a business context.
   Outcome 1: Our students will detect ethical dilemmas and deficiencies in professional standards.
   Outcome 2: our students will utilize appropriate professional standards and ethical frameworks to make ethical decisions in a business context.
   Outcome 3: Our students will recognize the potential impact of an ethical decision.

Program Philosophy
The program provides both a practical and conceptual understanding and the necessary skills and judgment required to apply the IRS Code in actual situations. The taxation courses examine in-depth, particular aspects of the Tax Code and Regulations. The taxation courses provide the student with the prerequisite necessary to become a successful tax preparer and adviser.

Curriculum
The Masters of Taxation program is a 36 credit hour tax specific program consisting of seven core courses and five elective courses.

Required Courses (Credits)
ACTP 5711 Internet Technology* (0)
TXX 5761 Taxation of Individuals (3)
TXX 5763 Taxation of Estates, Trusts, and Gifts (3)
TXX 5767 IRS Practices and Procedures (3)
TXX 5769 Tax Planning and Research (3)
TXX 5771 Federal Taxation of Partnerships (3)
TXX 5772 Special Topics in Taxation (3)
TXX 5775 Corporate Taxation (3)

Elective Courses (Credits)
TXX 5765 Tax Policy (3)
TXX 5766 International Taxation (3)
TXX 5768 Real Estate Taxation (3)
TXX 5770 Taxation of Exempt Organizations (3)
TXX 5771 Federal Taxation Partnerships (3)
TXX 5773 State and Local Taxation (3)
TXX 5774 Fiduciary Income Taxation (3)
TXX 5776 Comparative International Taxation (3)
ACT 5780 Accounting Internship (Optional) (3)

Total Curriculum Requirements: 36 credits

Note: If the equivalent of TXX 5761 was taken in the undergraduate program three hours of additional electives will be substituted with permission of the Department Chair. In addition, TXX 5761 or its equivalent must be taken prior to any other course. Students should work with their academic advisor to build their course sequencing.

* ACTP 5711 is required for any Master of Taxation student. The course must be taken in the first term. Failure to pass ACTP 5711 will result in a drop from all other courses. This may affect student’s financial aid.

Prerequisite Courses
None
## Master’s Course Descriptions

Course Descriptions and Prerequisite Requirements Subject to Change

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Description</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACT 5140</td>
<td>Accounting For Decision Makers</td>
<td>This course focuses on the various ways decision makers in all organizations can use accounting information. The focus is NOT to train students to produce accounting information. Rather, the focus is to train students to interpret, evaluate, and use accounting information. Accounting information can be used to support a variety of real world decisions, including evaluating an organization's financial position, planning future activities (short and long-term), motivating behavior, and evaluating performance. We will discuss both financial accounting (focusing on external users of accounting information) and managerial accounting (focusing on internal users of accounting information). We will also discuss the regulatory environment that governs financial accounting. We will discuss international accounting issues such as International Financial Reporting Standards (IFRS) and transfer prices.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>ACTP 5001 or equivalent and QNTP 5000 or equivalent with grade of B-or better and no older than 5 years.</td>
</tr>
<tr>
<td>ACT 5713</td>
<td>Accounting Theory</td>
<td>This course serves as the first graduate course students take in the Master of Accounting program. This course studies the generally accepted accounting principles (GAAP) as they affect today’s practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income, influence of professional standards, and the future of the profession are examined.</td>
<td>ACTP 5009 or equivalent and ACTP 5711.</td>
</tr>
<tr>
<td>ACT 5715</td>
<td>Emerging Auditing Technologies</td>
<td>This course focuses on the assurances given to financial statements and other documents by the independent auditor in the context of auditing organizations and their business strategies. It compares the traditional independent auditing procedures to those found in the emerging new audit process and risk models (Bell et al., 1997; AICPA, SAS no. 104-114, 2007). Prerequisite: ACT 5743.</td>
<td></td>
</tr>
<tr>
<td>ACT 5717</td>
<td>Forensic Accounting</td>
<td>This course studies forensic accounting processes. These processes include approaches to the understanding, identification, prevention and auditing of financial fraud, and other legal proceedings, including the required testimony by an expert witness, and the corresponding professional responsibilities of the CPA. Prerequisites: ACT 5743.</td>
<td></td>
</tr>
<tr>
<td>ACT 5721</td>
<td>Accounting Professional Ethics</td>
<td>This course reviews relevant research on the available choices, dilemmas and accepted solutions found in accounting practice. It begins with the psychological, social, and other theories used to predict human behavior and applies them to the AICPA Code of Professional Conduct and other codes of accounting practice. Prerequisite: ACTP 5004, ACTP 5010 or equivalent and ACTP 5711.</td>
<td></td>
</tr>
<tr>
<td>ACT 5725</td>
<td>Financial Statement Analysis</td>
<td>A review of financial statements for fairness and completeness in reporting. Focus is on the analysis of financial statements and related footnotes from the standpoint of the different users of financial reports. Prerequisite: ACTP 5009 or equivalent and ACTP 5711.</td>
<td></td>
</tr>
<tr>
<td>ACT 5731</td>
<td>Accounting Information and Control Systems</td>
<td>Focuses on the design, implementation, and evolution of accounting information systems with emphasis on the internal control implications of EDP systems. Prerequisite: ACTP 5007, ACTP 5010 or equivalent and ACTP 5711.</td>
<td></td>
</tr>
<tr>
<td>ACT 5733</td>
<td>Advanced Managerial Accounting I</td>
<td>An advanced-level discussion of variance analysis, cost allocation, transfer pricing, and the use of modeling to solve business problems. Prerequisite: ACTP 5004, ACTP 5006 or equivalent and ACTP 5711.</td>
<td></td>
</tr>
</tbody>
</table>
ACT 5735 Controllership

A seminar on the function of financial controllers, including their role in planning, controlling, reporting, and administering today's business environment. Prerequisite: ACTP 5007, ACTP 5010 or equivalent and ACT 5711.

ACT 5736 Internal and Operational Auditing

This course investigates the duties and responsibilities of the internal auditor and emphasizes those of operational auditing. Prerequisite: ACT 5743

ACT 5741 Advanced Financial Accounting and Reporting

This course will examine contemporary issues and developments in financial accounting and reporting, as well as reviewing underlying fundamental concepts. The course will use a comprehensive financial accounting and reporting case to apply the concepts and applications discussed in class. Prerequisite: ACTP 5009, ACTP 5010 or equivalent and ACT 5711.

ACT 5742 Contemporary Accounting Issues in Business

This course provides helpful business tools useful for analyzing and interpreting financial and nonfinancial information. The tools examined will include those from accounting, economics, finance and other closely related disciplines useful for problem solving in a team environment. Prerequisite: ACTP 5008 or equivalent and ACT 5711.

ACT 5743 Advanced Issues in Auditing

This course is an intensive review of advanced topics in audit practice, particularly as they apply to governmental entities. The course will be primarily case driven. The case will require the application of basic and advanced auditing tools to solve decision based problems for both profit and nonprofit entities. Prerequisite: ACTP 5009, ACTP 5010 or equivalent and ACT 5711.

ACT 5744 Regulatory Issues for Accountants

This course is an advanced study of the federal regulation of corporations and related state law issues, including Blue Sky laws. As such, the course builds upon the concepts covered in Business Law I, Business Law II, Individual Taxation, and Corporate and Partnership Taxation. Practical application of the law and regulations to common situations encountered by accountants is emphasized. Topics include Securities and Exchange Commission (SEC) and Internal Revenue Service (IRS) regulation of accountants practicing before those agencies, liability under Federal securities law and regulations, Sarbanes-Oxley, Dodd-Frank, and the JOBS Act, and Federal securities law and tax law issues of corporate reorganizations. Prerequisite: ACTP 5006, ACT 5782, TXX 5762 or equivalent and ACT 5711.

ACT 5753 Fund Accounting

An in-depth exposition of the current standards and specialized accounting practices of state and local governments, school systems, colleges, universities, and hospitals. Prerequisite: ACTP 5004, ACTP 5009 or equivalent and ACT 5711.

ACT 5756 International Accounting

Focus is on the evolution of the international dimensions of accounting and national differences in accounting thought and practice, problems, and issues. Prerequisite: ACTP 5009 or equivalent and ACT 5711.

ACT 5772 Special Topics in Accounting

An intensive study of a exploration of current issues in systems, auditing, managerial, or financial accounting, allowing the student to broaden technical/theoretical understanding of current interests and developments in the field. Permission of Accounting Department Chair.

ACT 5780 Accounting Internship

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved accounting internship for academic credit is available to Master of Accounting students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the Master of Accounting program.
ACT 5781 Business Law I

Introduces and amplifies the major legal requirements that will be encountered by the professional accountant. Topics will include the Uniform Commercial Code, contracts, and the legal liability and responsibilities of agencies and accountants. Prerequisite: ACTP 5711.

ACT 5782 Business Law II

A continuation of ACT 5781, this course will advance student's knowledge in the area of business law as it applies to accounting. Prerequisite: ACT 5781 or equivalent and ACTP 5711.

ACT 5798 Financial Accounting Research

Students will be exposed to research tools used by accounting professionals including, but not limited to, the new codified FASB pronouncements and IFRS statements. Prerequisite: ACTP 5009, ACTP 5010 or equivalent and ACTP 5711.

ACTP 5001 Introductory Accounting

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies prerequisite of financial accounting for master's degree programs. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

ACTP 5004 Cost Accounting

The role of cost accounting as a tool for managerial decision-making; cost volume-profit analysis, job order costing, and absorption costing. Application of these skills to the overall operation of a business. Prerequisites: ACTP 5001 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

ACTP 5006 Intermediate Accounting I

This course is a continuation and expansion of Introductory Accounting. The concepts underlying financial accounting are examined, including those relevant to standard setting, the basic financial statements, and assets. Prerequisites: ACTP 5001 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

ACTP 5007 Intermediate Accounting II

This course is a continuation of ACTP 5006. The concepts and application of underlying financial accounting are examined, including those relevant to: liabilities, intangible assets, equity, and investments and leases. Prerequisite: ACTP 5006 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

ACTP 5008 Intermediate Accounting III

This course is a continuation of ACTP 5007. The concepts and application of underlying financial accounting are examined, including those relevant to: inter and intra-period income taxes, revenue recognition, pensions and other postretirement benefits, error analysis and cash flow statements. Prerequisite: ACTP 5007 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

ACTP 5009 Advanced Accounting

A continuation and expansion of Intermediate Accounting III. Accounting principles for consolidations and combinations, accounting for branches, accounting for liquidations, accounting for nonprofit organizations, and other selected topics. Prerequisite: ACTP 5008 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

ACTP 5010 Auditing

Examination of financial statements and systems from the viewpoint of an independent auditor. Emphasis is on the methodology and practical applications of auditing techniques and the professional standards that bear on audit performance and reporting. Prerequisite: ACTP 5004, ACTP 5007 or equivalent and ACTP 5711. This course is not financial aid
eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5711 Internet Technology**

A one-week, non-credit course in utilizing the Internet for classroom purposes, research, (including the use of the library), and other skills needed to successfully complete the graduate accounting and taxation program. Required for any student taking a course in the MACC or MTAX programs.

**ACTP 5712 Accounting Principles Review**

This is a non-credit, two-week course covering accounting principles required of all students taking the Intermediate I prerequisite course. If the student has taken a principles course within the past five years, he/she may choose to take a competency exam and if passed, will not be required to complete this course. Prerequisite: ACTP 5711.

**CHS 5000 Governance in Complex Health Systems**

This course will focus on the key stakeholders in the healthcare system: patients and consumers, providers, payers, and public and private employers. The course is intended to introduce the stakeholders and discuss how they are impacted and influenced with regard to each other, through various governance systems. Several types of governance will be introduced and distinguished including fiduciary duties, self-governing bodies and corporate governance.

**CHS 5100 Regulatory, Legal, and Ethic Environments in Complex Health Systems**

Students will gain a thorough understanding of the role of managing multiple models and approaches to support and grow the research performed in the complex healthcare environment. Students will understand the role of R&D and be able to develop a business plan, manage the decision making process, understand the product life cycle within healthcare businesses, and use analytics and technology across the health spectrum from basic research to application-driven research conducted in hospitals, clinics, start-ups, centers of research, pharma and biotech. Students will develop this knowledge and apply these analytical, decision making, and leadership skills. Through a variety of teaching...
methods and experiential experiences, students will learn about managing research in the healthcare business environment. Prerequisites: CHS 5000, CHS 5100, CHS 5200, and QNT 5160

**CHS 5500 Practicum in Complex Heath Systems**

This course is the culminating highlight of the Complex Health Systems program. The practicum engages students on a project of significant importance that is a current problem or initiative for a health care organization or healthcare business (often your sponsoring organization). The practicum complements the classroom instruction and is defined as learning by construction - a total immersion experience in which students are challenged to use all of the tools and concepts learned to date to tackle a current healthcare business problem for an organization with faculty oversight, the student will demonstrate rigorous application of business concepts and disciplines. The practicum completes the Complex Healthcare Systems program and prepares students to embark on the next phase of their career. Prerequisites: CHS 5000, CHS 5100, CHS 5200, CHS 5300, CHS 5400

**ENT 5960 Entrepreneurship/Venture Creation**

Introduction to Entrepreneurship with an emphasis on the employment process, managing growth, and the legal environment using the case-study method, guest speakers and feasibility plan software.

**ENT 5899 Entrepreneurship Internship**

The Huizenga College of Business and Entrepreneurship fosters learning through the application of classroom theory in the workplace. Graduate students have the option of participating in a university-sponsored internship for academic credit. The minimum internship work requirement is 200 hours during one semester. Registration for an internship is done through the HCBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. ACADEMIC REQUIREMENTS: Good academic standing, GPA of 3.0 or higher, and completion of at least 12 credit hours.

**ENT 5966 Special Topics in Entrepreneurship / Venture Creation**

An in-depth treatment of a current area of special concern or interest within the field of entrepreneurship / venture creation.

**ENT 5985 Lean Entrepreneurship**

This course covers the application of Lean management concepts, tools and techniques by entrepreneurs. Elements of a Lean process improvement program are used as a framework for learning the operational and management knowledge and skills required for improving and sustaining the performance of a small or mid-size business. These elements include methods for process management and people management as well as the role of leadership and organizational culture. Students learn and apply Lean management methods to visualize, assess, improve, standardize and continue the improvement of business processes (VAISC method). The material is covered using experiential learning methods such as case studies and hands-on exercises. Exposure to the real life business environment is provided through guest speakers and/or on-site learning experiences. Students apply their learning in a real world setting by conducting a Lean process improvement project within a local organization.

**ENT 5990 International Trade for Entrepreneurs**

This course provides students with key concepts and skills to identify international opportunities/threats, analyze their impact, formulate appropriate strategies and implement applicable action plans to achieve company goals. The course will help students understand today's competitive global environment, marketing, finance, and policy. The course examines legal, logistical, organizational and cultural issues.

**FIN 5130 Financial Management**

Students will gain a working knowledge of financial management by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. Prerequisite: FINP 5008 or equivalent with a grade of B- or better. Prerequisite courses can be no older than 5 years.

**FIN 5500 Real World Issues for Global Business and Entrepreneurship**

This course focuses on a variety of contemporary issues and special topics in global business that are directly relevant to real world managers, leaders, and entrepreneurs. The specific content of this course will reflect the changing nature of commercial enterprises and the global business environment. Topics can include, but not limited to, international finance (e.g.
impact of less regulations), international economics (e.g. free trade versus fair trade), strategic global business management, corporate culture and citizenship, global entrepreneurship, global leadership, and global marketing. The format of this course will be case study driven. It will include presentations from subject matter experts from industry and academia. It will also include analysis and/or critiques of academic and professional articles and presentations in global business and entrepreneurship.

**FIN 5503 Real World Finance for Managers**

Students will follow the current events and apply the financial concepts to determine the cause behind the movement in security prices as news unfolds. They will perform fundamental analysis and understand how government actions and policies affect cash flow expectations and valuation of projects and securities. The course will introduce the students to various forms of currency exposures and ways to hedge such exposures. Students will be introduced to cutting edge financial products and ever evolving tools used to speculate and/or manage different types of risks. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5515 International Finance**

International Finance covers the broad scope of the international monetary system, examining financial markets and financial instruments. Investigating the interrelationship of foreign exchange operations with corporate financial management decisions leads students to understand the intricacies of finance, contiguous with international operations. Attention is paid to capital management and investment analysis in the context of risk exposure for foreign investment. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805.

**FIN 5540 Banking**

This course examines the structure and functions of modern US and international financial markets and institutions. The course covers the nature of the global financial system, interest rate determination, pricing of interest-rate dependent securities, money market instruments, the goals and roles of central banks, and commercial banking. Students will develop a thorough understanding of modern financial institutions and will learn to apply modern financial theory to practical problems in liability pricing and management. Prerequisites: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5545 Financial Engineering**

This course examines the functions of fixed income securities and financial derivatives such as futures and options. These instruments have been innovated enormously and played significant roles in recent financial crises. Topics include bond investment strategies, risk management, option trading strategies, valuation of derivatives, as well as their applications to real world problems. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5550 Investments**

This course will provide a graduate-level introduction to the investment process from the investor (or buy-side) perspective. Topics include: trading and exchanges, risk and return, theoretical and practical issues in asset allocation (portfolio analysis), asset pricing; including the Capital Asset Pricing Model, Arbitrage Pricing Theory and the Fama-French factor models, and an introduction to efficient markets theory, active/passive investment, and a brief discussion of behavioral finance. Students gain a real world application of investments by participating in Stock Trak’s global portfolio simulation. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5570 Advanced Corporate Finance**

The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures. Prerequisites: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5580 Finance Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved finance internship for academic credit is available to M.B.A. students with a concentration in Finance. Contact the HCBE Office of Academic Advising for registration. Prerequisites: FIN 5130, good academic standing, and completion of at least 12 GPA credit hours in the M.B.A. program.
FIN 5970 Entrepreneurship/Finance

Developing the business plan, capital formation, valuation, and financial management using the case-study method, guest speakers, and business plan software. Prerequisites: FINP 5001 or FINP 5008 and ENT 5960.

FINP 5008 Business Finance

An accelerated introductory course stressing the essential elements of finance knowledge. Course satisfies program prerequisite of finance for master's degree programs. Financial management as it applies to organizations, time value of money concepts and applications, discounted cash flows and securities valuation will be covered in this course as well as preparation of financial statements and managerial uses of accounting data.

HRM 5300 Career Development

Work and professional careers are an important component and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering, and analysis that are taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at students who want to improve their abilities and skills and real-world opportunities. Prerequisite: HRM 5030 or HRM 5381.

HRM 5310 Managing Human Resources

Students will gain a working knowledge of planning, organizing, and managing human resource systems; and will gain hands-on abilities to design, direct, and assess human resource systems in enhancing relationships with internal and external customers, leading to organizational effectiveness.

HRM 5320 Career Development

Work and professional careers are an important component and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering, and analysis that are taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at students who want to improve their abilities and skills and real-world opportunities. Prerequisite: HRM 5310 or HRM 5030.

HRM 5330 Human Resource Management Technology and Tools

Human resources are viewed as the competitive advantage in many organizations. Effective management of human resources in the information era demands HR professionals to collect, and analyze timely and accurate employee information. This requires competencies in human resource information systems (HRIS) and tools aimed to collect and analyze information in organizations. This course consists of two parts, with one part covering general knowledge of HRIS and the other focusing on one of the most popular and effective data collection tools used in human resource management, i.e., employee surveys in organizations. Prerequisite: HRM 5310 or HRM 5030.

HRM 5340 Measuring Human Resources

This course affects every aspect of the organization. This course addresses how to build measurement strategies for all HR activity so that the impact can be determined. A value-adding approach will be taken so that HR practitioners will be able to exhibit an understanding of the business. This will include aspects that influence organizational quality, productivity, services, and profitability. HR will be assessed as a system within a system. Students will learn how to position HR as a strategic partner. Prerequisites: HRM 5330 or ISM 5150 and HRM 5310.

HRM 5355 Strategic Human Resource Management

This course views managing human resources as a strategic organization asset that supports competitive advantage and major strategic objectives. It positions HR as an integral partner in a firm's strategic planning and implementation, in terms of external environmental and internal exigencies. It focuses on HR planning and strategies and their applications in HR programs and processes. Students also learn how to develop alignment among vision, strategy and values in the development of a paradigm based upon competencies required for enhancing the business results of a company or government agency. Prerequisite: HRM 5310 or HRM 5030.

HRM 5360 Human Resource Development

This course addresses the entire range of topics that have traditionally been included in an organization's HRD function such as designing systems of instruction as well as content that reflects the future of...
HRM 5365 Talent Management

This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to recruit high quality talent; development of systems that will provide highest levels of both personal and professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength the organization; development of retention strategies that tie rewards to performance of talent; creation of workforce planning systems that will provide succession planning of best talent within the organization; and utilization of technological systems to support these functions within human resources. Prerequisite: HRM 5310 or HRM 5030.

HRM 5375 Managing Total Rewards

This course examines the strategies and options available to maintain employee health, as well as compensation administration. Job evaluation, incentive systems, and work sampling will be considered. A strong course focus will be on pay for performance. Innovative approaches that have been used by a variety of organizations will be studied. Prerequisite: HRM 5310 or HRM 5030.

HRM 5380 Employee Relations

An in-depth examination of labor relations, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration, and other types of dispute resolution case problems based on actual situations that are utilized to acquaint students with union-management relations. Prerequisite: HRM 5375.

HRM 5385 Organization Consultation

This course addresses the use of internal/external consultation processes in organizations. The framework of consultation as helping organizations reach a level of optimum performance will be utilized.

HRM 5395 Comprehensive Professional Human Resource Review

As the last course in the HRM curriculum, this course provides a unique learning experience, reviewing and integrating all the student has learned. All aspects of HRM are addressed. This course also prepares students to sit for certification exams. Considerable time is spent simulating the exam experience. Prerequisites: HRM 5380, HRM 5365 and HRM 5375.

HST 5500 Hospitality and Tourism

This course is an introduction to the vibrant and evolving business of hospitality with an emphasis on the restaurants, hotels, and cruise segments of the industry. Students will gain an understanding of the value of hospitality education and industry experience, including innovative databases and decision making and the importance of human relations skills in a high-touch, experiential industry. Students will become aware of the resources available to hospitality industry leaders to leverage their positions within the market. Students will understand the need to manage and address the needs of all stakeholder groups including customers, employees, ownership groups, suppliers, and the communities in which they conduct business. The course includes interactive lectures, team collaboration, and a case study approach.

HST 5515 Hospitality Branding and Promotion

In this course students will assess hospitality branding in mega, macro, and micro brands, and traditional and digital brand promotion strategies for hospitality managers. Students will develop data driven decision-making skills focused on customer relationship management, and using market metrics, online and social media, and web data mining. Course methodology will include interactive lectures, team collaboration, and a case study approach.

HST 5530 Distribution and Revenue Management

In this course students will examine distribution, pricing, benchmarking, market segmentation, competitive set analysis, performance analysis, and sources of sales by using hospitality industry data and a case study approach.
HST 5545 Hospitality Investments and Asset Management

In this course students will examine financial, operational, and investment practices, and assess hospitality investment opportunities, asset management, and processes to maximize the value of assets using interactive lectures, and a comprehensive case study approach. Prerequisites: FIN 5130 and ACT 5140.

HST 5560 Innovative Data Driven Decision Making for Hospitality

In this course students will examine labor relations and legal issues in hospitality. Students will apply hospitality brand, promotion, revenue management, investment, asset management, and process knowledge and skills to assess performance, position, and crisis planning in hotels, restaurants, and cruise industries using interactive lectures, and a comprehensive case study approach. Prerequisites: HST 5515, HST 5530, and HST 5545.

HST 5575 Research Project within a Hospitality Organization

In this course students will complete a team research project within a restaurant, hotel, or cruise organization. The research project will be coordinated with and through a senior industry leader in the hospitality organization in which the project is being completed. Students will gain experiential knowledge using the concepts learned throughout the MBA core and hospitality emphasis courses and demonstrate innovative database decision-making skills. Research topics will include a focus on management, marketing, revenue management, finance or other topics identified by the industry leader as beneficial to the organization, and approved by the course instructor. Prerequisites: HST 5500, HST 5515, HST 5530, HST 5545, and HST 5560.

HST 5595 Hospitality and Tourism Internship

The Huizenga College of Business and Entrepreneurship fosters learning through the application of classroom theory in the workplace. Graduate students have the option of participating in a university-sponsored internship for academic credit. The minimum internship work requirement is 200 hours during one semester. Registration for an internship is done through the HCB Business Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. ACADEMIC REQUIREMENTS: Good academic standing, GPA of 3.0 or higher, and completion of at least 12 credit hours.

INB 5807 Foundations of Global Business

Foundations of Global Business: The primary objective of this course is to effectively and systematically analyze the various institutional facets of the global business environment and their effect on the operations of firms. Globalization remains one of the most criticized and visible phenomena in recent decades. What problems do managers face while trying to exploit opportunities and address challenges in the global business environment? This course examines the institutional environment of global business, trade theory particularly in the light of political relations, foreign direct investment, supranational institutions that influence trade and investment, exchange rates and monetary systems. Attention is also devoted to country analysis, political risk and contemporary issues such as off-shoring, corporate social responsibility and sustainability.

INB 5818 New International Ventures

New International Ventures focuses on developing students decision-making abilities to prepare to lead a new international business or corporate business expansion. Students develop a specific business idea, and then examine the market feasibility for the new venture, and the operating conditions of the international destination, including potential ethical dilemmas. The business plan is developed using market research, potential entry modes, resource allocation, financial projections, and overall strategy for new ventures. The emphasis is on developing the critical thinking ability of students to start an entrepreneurial new business internationally using the business plan model. Prerequisite: INB 5807.

INB 5822 Globalization & Emerging Markets

The course offers a comprehensive analysis of emerging markets including but not limited to the BRIC countries (Brazil, Russia, India, and China). This course identifies issues germane to developing markets as they integrate into global economy. The conceptual framework used in this course covers three perspectives: multinational firms from developed countries seeking to tap into the vast potential of emerging markets; entrepreneurs and multinationals from emerging markets seeking to develop global, world-class organizations and global investors seeking to profit from opportunities in emerging
markets. The course will build on previous understanding of legal, cultural, political, and other environmental differences across countries to offer insights into evaluating risk and strategy in emerging markets. Prerequisites: INB 5807.

**INB 5827 Import/Export Principles & Practices**

This course covers a comprehensive review and analysis of operations planning, documentation, financing, and transportation. Students learn about the role of service providers, such as freight forwarders, the importance of free trade zones, existing export regulations and control, and import tariff structures. Prerequisites: INB 5807.

**INB 5846 International Field Seminar**

The International Field Seminar (IFS) is an organized travel study experience in which graduate students learn about business conducted in the global context. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, students visit an emerging market country. The IFS introduces students to the practical requirements of decision-making in the destination country and covers a broad range of topics. Recognizing the importance of conceptual and practical learning, seminars are conducted in conjunction with academics from partner universities and with industry speakers, combined with visits to businesses situated in the destination country. The IFS, in the past, has traveled to countries such as China, India, and Dubai UAE. The course covers the 16 week semester, with preparatory assignments before and learning assignments after travel.

**ISM 5150 Information Systems Strategy and Data Management**

Information and communication technologies and their strategic application in business processes are essential components of today's global business environment. This course explores the use of information systems and data management in a business setting to build innovative business models and systems, optimize business processes, capture and leverage valuable data, and deploy strategies for creating competitive advantage. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed.

**LED 5651 Cross Cultural Leadership**

In a rapidly changing world, leaders risk failing to attain their goals and those of their organizations unless they recognize the dynamics of cross-cultural communication. They must also understand how cultural forces influence many aspects of the leadership phenomenon. As part of this course, participants will analyze various theoretical frameworks to help them identify culture's effect on attitudes and behaviors, as well as on approaches to ethics, motivational practices, negotiation patterns, strategic decision making, and change. Participants will also develop practical skills that will contribute to the effectiveness and success of their organizations. Case studies and experiential exercises will be used to support learning. Prerequisite: MGT 5105 or MGT 5020 and LED 5630 or MGT 5630.

**LED 5680 Leading Change for Innovation and Alignment**

Individuals in organizations are continuously required to change their actions in response to changes in leadership, structures, regulatory requirements, markets, and products/services. These efforts can be more successful when individuals choose to take a leadership role in the change process. The course will allow students to become familiar with theories and models which focus on effective change, innovation and organizational alignment. Students will have the opportunity to examine and apply practical tools for individual and organizational change through case studies and class projects. Prerequisites: MGT 5105 or MGT 5020 and LED 5630 or MGT 5630.

**LED 5685 Leading Creativity for Sustainability**

Leading Creativity and Innovation is designed to address the emerging trends and demands of the real world and equip students with a broad understanding of key elements of a successful innovation programs. The course focuses on the management of innovation and technology in business organizations. It views innovation management as a strategic process and covers how managers formulate and implement strategies for innovation. The role of competitive dynamics and organizational competencies in shaping innovation programs are examined. The content is based on theory and research on creativity and innovation; however, through case studies, in-class discussions and course project, practical applications are emphasized. Prerequisite: MGT 5105.
LED 5691 Strategic Leadership

Without a well-defined strategy, leaders lack effectiveness, for they have no vision or direction. This course will help participants to develop their strategic thinking by challenging them to identify, evaluate, and address strategic issues at the organizational, departmental, and individual levels. Current approaches to the development and implementation of strategic plans will be explored including financial, environmental, and cultural considerations. The role of the leader in aligning others towards a strategic vision will be analyzed as a key element in promoting an organization’s sustainable competitive advantage. The course will require participants to synthesize the knowledge gained throughout their program of study in order to formulate a developmental framework to lead strategically. Prerequisites: MGT 5105 or MGT 5020 and LED 5630 or MGT 5630.

LED 5696 Leadership Skills Practicum

This course allows students to improve their leadership skills by examining and applying a variety of leadership theories and concepts covered in the MS in Leadership program. This includes advanced work with the Situational Leadership Model developed by Dr. Paul Hersey. In this course, students will have the opportunity to broaden and improve their understanding and skills needed for team leadership, coaching, negotiating, leading across cultures, and strategy. The course uses an interactive format and includes case studies, individual and group exercises, group projects, and role-plays. It is offered only in a five day, on-campus intensive format. Pre-work and post-work will be required. Prerequisites: LED 5660 and good academic standing.

MGT 5000 Orientation for Success

The H. Wayne Huizenga College of Business and Entrepreneurship’s Real World Orientation focuses on preparing new graduate students for academic and career success. Topics include working effectively in teams, academic writing and research skills, networking, business ethics, social responsibility, sustainability and leadership qualities for effective performance in the work place. Through formal and informal interactions with faculty and business leaders students will examine, explore, and practice skills necessary to perform successfully in their academic and professional life. This course is mandatory for all MBA and should be taken concurrently with MGT 5105. This course is mandatory for all MPA and should be taken concurrently with PUB 5409.

MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World

Students will gain a thorough understanding of individual, group and organizational behavior. Students will utilize this knowledge to build practical skills in leading individuals and teams to high performance. Through a variety of teaching methods, students will learn to diagnose their business environment, identify and analyze problems, and develop sound, creative and socially-responsible solutions to help their organizations thrive in a complex and uncertain world.

MGT 5110 Effective Resume Writing

This course is the first of three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course.

MGT 5111 Business Communication

This course is the second of the three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and practicing the skills learned through role-play exercises, group discussion, and small group activities.

MGT 5112 Interviewing Techniques

This course is the last of the three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and discussion. Considerable class time is spent in preparing and executing practice oral structured interviews.

MGT 5170 Applying Strategy for Managers

Students will integrate knowledge across the fields studied in the MBA program and apply entrepreneurial and strategic practices to organizations of varying sizes. The goal is to create value for the organization and shareholders and
ensure sustainable growth. Students will use critical thinking skills to formulate, implement and evaluate strategic decisions in a dynamic, competitive, regulated, global environment. Throughout the course, students will apply strategic management concepts to real world and simulated situations and assess the effect on competitive advantage. Prerequisites: MGT 5105 or MGT 5020, and MKT 5125 or MKT 5070, and FIN 5130 or FIN 5080 or FIN 5970 or FIN 5805, and ACT 5140 or ACT 5060 or ACT 5809, and ISM 5150 or ISM 5085 or ISM 5014, and QNT 5160 or QNT 5040.

### MGT 5380 Building and Leading Teams

This course focuses on how to build and lead successful teams to strengthen the overall performance of organizations. Team building models will be analyzed with emphasis on actionable steps that can be taken to overcome common hurdles and build cohesive, high performing teams. An emphasis will be placed on the role of the leader in developing successful work teams, project teams, virtual teams, and inter-organizational teams. Prerequisite: MGT 5105 or MGT 5020.

### MGT 5390 Managing Organizational Development and Change

This course addresses the need for planned change focused on an organization's ability to compete over the long term. It addresses individual, team, and organization-wide interventions that can raise productivity/quality, improve competitiveness, increase skills, improve morale, and renew commitment to employee involvement. It will incorporate both the scientific and systems perspective in the use of behavioral science knowledge. In addition, students will compare and appreciate inquiry with the standard problem-solving approach as they learn about a variety of models, methods, and tools. Prerequisite: MGT 5105 or MGT 5020.

### MGT 5620 Managing Legal, Ethical, and Social Challenges

Students will gain an understanding of the meaning and importance of the law, ethics, morality, and social responsibility in a global business context. Students will be able to engage in critical thinking and analyze business decisions from legal, ethical, and social responsibility perspectives. Students will be able to apply legal, ethical, and social responsibility principles in making business decisions. Students will examine case studies, actual cases, and current events and engage in analysis of real-world problems impacting business. Students will become aware of the legal, political, regulatory, social, and global environment of business. Students will learn how adherence to legal, ethical, and social responsibility principles promotes organizational and societal sustainability.

### MGT 5630 Influencing People for Organizational Effectiveness

MGT 5630 investigates strategies and skills for influencing individuals and groups for organizational effectiveness. Students will learn leadership models and skills that can be used in a diverse and global environment. Attention will be given to important leadership issues in the 21st century such as ethics, change, and innovation. Students will have the opportunity to assess their own skill sets and consider development plans for enhancing those skill sets.

### MGT 5640 Managing in Globally Dynamic Workplaces

In this course, students will gain an understanding of leading state-of-the-art management and leadership practices, concepts and theories that can be applied to real-world situations around the globe. Students will learn to understand and challenge management thinkers, and to practice developing their own theoretical and applied models for managing and leading people in today's dynamic workplaces. Students will have opportunities to assess and apply national and international management practices for market-based economies that can be value-driven and sustainable in a global context. Prerequisites: MGT 5105 or MGT 5020 and HRM 5310 or HRM 5030.

### MGT 5650 Coaching and Influencing Skills

Coaching & Influencing Skills: 21st century organizations use effective coaching as a competitive business strategy for recruiting and retaining high performing talent. This course allows students to develop core coaching competencies to create an impact on personal growth, leadership effectiveness, and organizational success. The course offers coaching skills to inspire and influence others to excel while maximizing employee productivity and morale. Proven methodologies provide the framework for this course and enable students to develop powerful leadership tools which accelerate their performance and those of others for gaining a competitive advantage. Coaching Best Practices and real world cases are used to anchor coaching methodologies in the business world. Students will apply coaching materials at the individual, team, and organizational
MGT 5655 Leading Negotiation and Conflict Resolution

This course explores the dynamics of conflict, and potential conflict, as a functional and creative opportunity for leaders to address incompatibility constructively and successfully. Because leaders need to address conflict before it affects performance, it is important for them to analyze the role they routinely play in creating, escalating, and perpetuating conflict, and to understand and practice negotiation strategies that will help them to effectively leverage and resolve it. This class will blend theory with practical application to give students an opportunity to identify, develop, and practice their own negotiation and conflict resolution skills. An overview of alternative and integrative dispute resolution techniques, mediation and ombudsman practice, interpersonal dynamics and self-awareness, collaboration, reframing, diverse and cross-cultural settings, and communication and active listening, among other concepts, will be covered. Prerequisites: MGT 5105 and MGT 5630.

MGT 5680 Master of Business Administration Internship

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the M.B.A. program.

MGT 5681 Master of Business Administration Internship Extension

Students may register for this noncredit course to continue working in their current internship position during the next academic semester. Course is allowed once only. Grading is Pass/Fail.

MGT 5686 Leading Creativity and Innovation

Leading Creativity and Innovation is designed to address the emerging trends and demands of the real world and equip students with a broad understanding of key elements of a successful innovation programs. The course focuses on the management of innovation and technology in business organizations. It views innovation management as a strategic process and covers how managers formulate and implement strategies for innovation. The role of competitive dynamics and organizational competencies in shaping innovation programs are examined. The content is based on theory and research on creativity and innovation; however, through case studies, in-class discussions and course project, practical applications are emphasized. Prerequisite: MGT 5105.

MGT 5696 Leadership Skills Practicum

This course allows students to improve their leadership skills by examining and applying a variety of leadership theories and concepts. This includes advanced work with the Situational Leadership Model developed by Dr. Paul Hersey. In this course, students will have the opportunity to broaden and improve their understanding and skills needed for team leadership, coaching, negotiating, leading across cultures, and strategy. The course uses an interactive format and includes case studies, individual and group exercises, group projects, and role-plays. Offered in a five day, on-campus intensive format. Pre-work and post-work will be required. Prerequisite MGT 5630.

MKT 5125 Marketing Decisions for Managers

Students will gain a working knowledge of the decisions marketing managers make by learning to think strategically. Students will develop marketing plans aligning marketing decisions and strategies. Students will be able to implement marketing decisions to optimize customer and organizational value.

MKT 5200 Customer Value

This course stresses the service aspects of an organization (especially customer service); marketing and organizational responsiveness; and how to
design, deliver, and measure superior customer value. Via an integrated marketing and operations/process perspective, students will understand how to blend the delivery of service and quality, together with image and pricing strategies to maximize the value proposition. Strategies for optimizing and communicating customer value, measuring customer orientation, and relationship and retention marketing are also examined. The customer value funnel - consisting of macro-environmental factors, market forces, organizational issues, customer characteristics and perceptions, and business performance -- is used as the case analysis framework in this course. Prerequisite: MKT 5125 or MKT 5070.

MKT 5205 Consumer Behavior

This course introduces marketing concepts and theories developed in the behavioral and economic sciences to provide students with an understanding of how and why consumers behave as they do. The course shows the practical application of consumer behavior concepts and principles to aid in better decision making. Students gain an understanding of how products are used to define ourselves and how this self-concept affects attention and perception, motivation to buy, brand attitude, product choice, customer satisfaction and brand loyalty. Key topics include principles of learning, motivation, personality, perception, communication, attitude, culture, and group influence. Consumer decision making and evaluation of products and services are discussed in depth. The core concepts of consumer behavior are applied in the context of advertising/promotion, product management, and the development of effective marketing strategies. Prerequisite: MKT 5125 or MKT 5070.

MKT 5215 Sales Management

Recognized as a vital marketing channel, sales forces are underrepresented in academic study compared to other topics like business-to-business marketing, entrepreneurial marketing, consumer behavior, and technology. Sales forces encompass a collection of complex subjects that combine individualistic sales personalities with intricate issues involving pay for performance, customer targeting based on data, evaluating sales person performance, and emerging technology. Sales force executives and managers combine skill with science more than managers in any other managerial area (Zoltners, Sinha, and Zoltners 2001). The MKT 5215 curriculum is designed around frameworks that provide the sales manager with an understanding of the entire sales force system. Frameworks include the role of the sales force in go-to-market strategies, how to assess the effectiveness of a selling organization, and success drivers such as sales force sizing, hiring, training, compensation, and coaching. This program of study is designed for salespeople who want to advance professionally, top managers, business owners, and entrepreneurs. The curriculum delivers a comprehensive view of important decisions encountered by any selling organization. Prerequisite: MKT 5125 or MKT 5070.

MKT 5225 Social Media Marketing

This course will familiarize students with the social eco-system and its value in creating a permission-based marketing organization for sales generation, online brand storytelling and ongoing customer engagement. Students will develop marketing plans and evaluate cases that enrich their understanding of how social media contributes to integrated marketing communications (IMC) and search engine marketing in a customer-centric environment. Sales nurturing strategies will be developed that adopt video, mobile and blog content for moving targeted audiences through a social sales funnel. In addition, students will be challenged with the creation of fan engagement and influence marketing strategies that boost an organization's market exposure and overall brand appeal. Collectively, these strategies will be integrated across social content platforms as part of an enterprise-wide campaign that micro-targets consumers immersed in smart devices and guided by big data. In the course of plan development, students will be challenged to measure the ROI of their social media plans along with the development of a social business infrastructure. Prerequisite: MKT 5125 or MKT 5070.

MKT 5235 Global Marketing

This course is an overview of the unique aspects of marketing in the global economy that provides a framework for analysis. Emphasis is placed on the development of strategies for markets in diverse cultural, political, and economic situations. It focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution. It also discusses the complex aspects of exporting and foreign market entry-mode. Global economic, social and political events and issues are included in discussions related to formulating and adapting a global marketing strategy. Prerequisite: MKT 5125 or MKT 5070.

MKT 5245 Marketing Research

This course concentrates on the application of marketing research techniques and theory to aid decision makers in the solution of real world
marketing problems. Topics include problem definition, research design, (including exploratory, conclusive, and survey research), qualitative and quantitative research, collection of marketing information from primary and secondary sources, sample design, and analysis of data with specific applications to decision making. Prerequisite: MKT 5125 or MKT 5070.

MKT 5250 Product and Brand Management

Students will gain a working knowledge of the fundamentals of strategic product brand management. The course will consist of the components of branding, including brand equity, brand identity development and brand positions; how to build brands; growing brands and managing and sustaining brands. The role of IMC in building brands will be discussed as well as branding in different contexts including business-to-business and branding in entrepreneurial organizations. Use will be made of case studies. Prerequisite: MKT 5125 or MKT 5070.

MKT 5260 Services Marketing

Service Industries (Finance, entertainment, retail, government, professional services, and information) represent 80% of the GDP of the U.S. This course is designed to teach you develop an understanding of the challenges faced by service organizations as well as goods oriented firms that use service as a competitive advantage. This course will focus on customer satisfaction and retention and teach you the strong linkages between service quality, customer lifetime value and profitability. Students will learn to map services, understand customer expectations and develop service and customer focused relationship marketing strategies that lead to strong service brands. An emphasis is also placed on the whole organization and how effective marketing and customer focus must be coordinated across multiple functions. Prerequisite: MKT 5125 or MKT 5070.

MKT 5270 Managing Marketing Communications

This course introduces students to the key elements of communication theory and consumer behavior, in relation to their application to marketing communications and promotion. The course examines marketing communications and the components of marketing promotion from a systems perspective, with the purpose of establishing their place in an integrated marketing communications strategy. Key elements of the promotional mix are taken into consideration, including advertising, direct and interactive marketing, public relations, trade promotion and consumer promotion. The course will also focus on topics such as the interlinking of corporate, marketing and communication strategy, as well as how audiences frame and interpret marketing messages. Overall, all these elements will be linked in practical projects related to the formulation, monitoring and evaluation of an integrated marketing communications strategy. Prerequisite: MKT 5125 or MKT 5070.

MKT 5280 Marketing Internship

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved marketing internship for academic credit is available to M.B.A. students with a concentration in Marketing. Contact the HCBE Office of Academic Advising for registration. Prerequisites: MKT 5125, good academic standing, and completion of at least 12 GPA credit hours in the M.B.A. program.

MKT 5290 Cases in Strategic Marketing

In this capstone course students will gain a working knowledge of strategic marketing management by learning how to develop and apply market-driven strategy. It concentrates on the application of various marketing topics through the use of case studies. Students will be able to make strategic choices and propose solutions to real world marketing problems. Students are expected to use their knowledge gained from all the marketing courses on the MBA to analyze the cases. Prerequisite: MKT 5125. This course should be taken as the last course in the Marketing Concentration.

PIM 5450 Quality Management

This course develops a manager-level understanding of the concept of “quality” and its utility in today’s world of business. Quality is necessary to understand the perceived value of goods and services both from an outcomes and process perspective. We use quality to understand, plan and assess the focus of our operations. In this class we cover quality theory and best practices, we immerse students in the process and application of problem analysis and develop their critical thinking skills along with communication skills and systems thinking using rigorous case analyses. Topics include: quality definition, quality management history, quality deployment strategies (lean, six sigma, theory of constraints), we explore some quality tools and we consider quality metrics. We include the
cultural and environmental considerations both internal and external to the firm by including behavioral, management and leadership aspects and considerations based on industry sector (manufacturing, service, not for profit, government).

**PIM 5455 Project Management**

This course develops the manager's project management knowledge and skills for today's workplace. Topics covered guide the student on how to initiate, plan, execute, monitor, control and finally close out projects. Other management areas discussed include scope, time and cost, as well as interacting with stakeholders and the organization, eliciting customer requirements, team facilitation, communications, procurement, quality and risk management. The student development level for each topic is consistent with the PMI's CAPM and PMP certification requirements.

**PIM 5460 Process Improvement Methods**

This course develops the highly leverage able knowledge and skills of process improvement methods for the process improvement leader. We build from a prerequisite of business statistics and train you in process assessment, improvement and sustainment. Topics include: Lean and Six Sigma and TOC concepts, theories and applications such as measurement systems' analysis, process capability, value stream mapping, waste analysis, 5S, Theory of Constraints, analysis of variance, FMEA, design of experiments, SPC and poke yoke. The student development level for each topic is consistent with the ASQ Black Belt certification requirements. Prerequisites: PIM 5450.

**PIM 5465 Process Improvement Practicum**

This course applies the prerequisites of process improvement through project work. Project work includes: quality deployment assessment, current state documentation and analysis, root cause assessment, generation and assessment of alternatives and their impact, implementation considerations, control/sustainment considerations. In addition, students apply modeling skills to account for uncertainties and variability of current and future state outcomes. Prerequisites: PIM 5450 or PIM 5005, PIM 5455 or PIM 5010, SCM 5410 or SCM 5830, PIM 5460 or PIM 5020, and QNT 5160 or QNT 5040. Note QNT 5160 may be taken currently with PIM 5465.

**PUB 5409 Public Administration in Theory and Application**

This course examines the role of public administration and non-profit organizations in a democratic society. Students examine the cultural and intellectual evolution of the field, the theories, forces, and people that drive the public sector and the specific management techniques used to implement public policy. Special emphasis is placed upon the application of organizational theory and organizational behavior concepts in the public and non-profit contexts. Prerequisite: PUBP 5003.

**PUB 5419 Public Sector Human Resource Management**

The political and institutional environment of public human resource management is examined. Emphasis is given to the challenges facing the public sector in attracting and developing human assets in an environment of conflicting goals, stakeholder obligations, and a highly aware electorate. Specific topics include the evolution of the modern public service, the functions of human resource management, employment discrimination, labor management relations, professionalism and ethics and how assessment centers evaluate potential applicants. Prerequisite: PUB 5409 or PUB 5450.

**PUB 5429 Public Sector Statistical Analysis**

Students gain an overview of commonly applied statistical methods in public administration including confidence intervals, t-tests for means and proportions, ANOVA, and non-parametric tests. The emphasis is on practical use of statistics to analyze real-world data and performance criteria. Prerequisite: PUBP 5002 or equivalent and PUB 5409 or PUB 5450.

**PUB 5439 Administrative Law and Ethics in the Public Sector**

The course introduces students to the field of ethics and shows how ethical principles are applied to administrative agencies to ensure not only legal but also moral government decision-making. Administrative law is the body of law concerned with the actions of administrative agencies, frequently called the "4th branch of government" in the United States. The course thus examines how administrative agencies are created, how they exercise their powers, how they make laws and policy formally as well as informally, the laws that govern agency rulemaking and adjudications, especially the Administrative Procedure Act, Constitutional and other legal protections afforded against agency actions, and how agency actions are reviewed and remedied by the courts and legislative branch of government. The
course also examines the intergovernmental relations and the political and practical constraints that influence administrative policy. Prerequisite: PUB 5409 or PUB 5450.

**PUB 5449 Public Policy Analysis**

Students develop a working knowledge of public-sector policy making and learn to analyze public policy problems in order to understand how public policy is formulated, decided upon, and implemented. Emphasis is on agenda setting, program design, and implementation. Prerequisite: PUB 5450 or PUB 5409.

**PUB 5459 Managing Information and Technology in the Public Sector**

Students gain an overview of the key issues and challenges involved in managing information flows, and their related technologies, strategically. The course emphasizes the development of students’ analytical skills and the application of knowledge through problem solving exercises. Students are provided with tools and techniques for managing information as a resource and for using it to transform public sector organizations. Prerequisite: PUB 5409 or PUB 5450.

**PUB 5469 Public Finance**

This course focuses on the economics of the public sector. It delineates the goods and services provided by government and how they are funded. It deals with the public goods and their characteristics. It explores income redistribution. The efficiency, equity and incentive effects of taxation are studied. Multilevel government relations and finances are examined. Prerequisite: PUB 5409 or PUB 5450.

**PUB 5901 Introduction to Non-Profit Management**

This course is an introduction to the nonprofit sector and its role in society, economy, and service delivery. The course surveys historical, legal, political, sociocultural, ethical environments, and best practices and research literature in nonprofit management. Topics include managing and improving nonprofit organizations, resource development, funding for nonprofits, financial management, managing human resources and volunteers, information technology, marketing, performance measures, nonprofit leaders and boards, developing and managing relationships with the community, funders and media professionals. Prerequisite: PUB 5409 or PUB 5450.

**PUB 5902 Grant Development in the Public & Non-Profit Sector**

The content of this course provides the knowledge and skills to write grant proposals by sourcing and selecting appropriate grant resources for public and non-profits organizations. In addition to sourcing grants, the content includes how to manage grants and build relationships with grantors to achieve maximum long-term value.

**PUB 5903 Comparative and Cross-cultural Perspectives for Non-Profits**

At the heart of this course is collaboration. Partnerships between private firms as well as other nongovernmental actors may work with nonprofit organizations to achieve public service delivery but it is fraught with choices and challenges. This course provides insight into cross-sector collaborations at the global, federal, state and local levels. Students gain tools to assess the tradeoffs and use option-choices to improve service delivery. The case studies provide specific examples and a framework for managing the participants while insuring accountability and ethical behavior that are in the public interest. Examples are provided for choosing, designing, governing and evaluating networks, partnerships and independent providers of public services considering democratic accountability. Prerequisite: PUB 5409 or PUB 5450.

**PUB 5904 Non-Profit Governance**

The course covers ideas and approaches related to nonprofit law, essential responsibilities of nonprofit boards, governance and mission. The course examines theories of governance and executive leadership, legislative and regulatory concerns. Topics include trustee issues, board-management relations, advocacy, lobbying, nonprofit liability, strategic thinking, alternative board structures, contemporary roles and responsibilities of engagement in different settings, and cross cultural comparison of nonprofit boards. It provides an introduction to philanthropy and a grant-makers guide to evaluation and selection of social investments. The course prepares students to assume the role of innovators and problem solvers in identifying needs in various communities and release their ingenuity to establish, manage and sustain organizations to best address needs for societal benefits. Prerequisite: PUB 5409 or PUB 5450.
relations, advocacy, lobbying, nonprofit liability, strategic thinking, alternative board structures, contemporary roles and responsibilities of engagement in different settings, and cross cultural comparison of nonprofit boards. It provides an introduction to philanthropy and a grant-makers guide to evaluation and selection of social investments. The course prepares students to assume the role of innovators and problem solvers in identifying needs in various communities and release their ingenuity to establish, manage and sustain organizations to best address needs for societal benefits. The course covers ideas and approaches related to nonprofit law, essential responsibilities of nonprofit boards, governance and mission. The course examines theories of governance and executive leadership, legislative and regulatory concerns. Topics include trust, issue, board-management relations, advocacy, lobbying, nonprofit liability, strategic thinking, alternative board structures, contemporary roles and responsibilities of engagement in different settings, and cross cultural comparison of nonprofit boards. It provides an introduction to philanthropy and a grant-makers guide to evaluation and selection of social investments. The course prepares students to assume the role of innovators and problem solvers in identifying needs in various communities and release their ingenuity to establish, manage and sustain organizations to best address needs for societal benefits. Prerequisite: PUB 5409 or PUB 5450

PUB 5905 Financial Management and Sustainability for Nonprofit Organizations

This course focuses on best practices and standards of nonprofit financial management. The course comprises appropriate techniques for ensuring probity, transparency and accountability as it relates to nonprofit financial responsibility. The course exposes students to the similarities and differences between budget, financing and accounting in nonprofits and local governments. Topics include budgeting, fund accounting, cash flow analysis, expenditure control, and financial planning and reporting, taxes and audits among others. Prerequisite: PUB 5409 or PUB 5450

PUB 5906 Major Gifts, Planned Giving, and Building Endowments

In this course, students develop appropriate skills useful in individual non-profits as well as in prerequisites including annual campaigns, special activities and charitable events, gifts from major donors and programs of planned giving. The concepts of capital campaigns, development offices and endowment creation and management are included. Real-life examples, class projects and proposal writing exercises contribute to the development of fundraising skills and abilities. Prerequisite: PUB 5409 or PUB 5450

PUB 5921 Intergovernmental Relations

This course examines the nature and practice of federalism and intergovernmental relations in the United States. The course will begin with a review of the origins of federalism in the U.S. and various theoretical approaches to understanding the relationships between levels of government. Subsequently, we will look more closely at the specific ways in which different levels of government relate to one another both vertically and horizontally by looking at such specific issues as the federal grant process, interstate cooperation and competition, the chartering of municipal governments, and metropolitan regional cooperation. Various components covered in IGR include fiscal, regulatory, and policy implementation issues in addition to state-local and inter-local or regional management considering third parties such as non-governmental organizations and tax-exempt entities. Prerequisite: PUB 5409 or PUB 5450

PUB 5922 Emergency Management in the Public Sector

This course will explore the major issues, theories, and strategies in contemporary disaster and emergency management. This course will expose the students to: 1) The historical, administrative, institutional, and organizational framework of disaster and emergency management in the United States; 2) The role of the federal, state, and local governments in disasters; 3) The role of non-profit organizations in emergency management; 4) The management of a natural or man-made disaster; and (5) How event plans evolve to meet new or recurring threats. Prerequisite: PUB 5409 or PUB 5450

PUB 5923 Project Management for Public Sector Managers

This course examines how the public sector manages projects from the perspective of a leadership position. Public oriented projects can vary from a minor procurement effort to building a large scale multi-year capital project. Projects can be purely administrative in nature or be very complicated and staff/resource intensive. Most projects tend to be collaborative and must be developed in a political environment. Within the current management trends are considerations for effectiveness, efficiency, and equity, as well as overseeing budget and costs, stakeholders and participants, planning and approval, implementation and completion. Theoretical and practical applications
for project management will also be explored. Prerequisite: PUB 5409 or PUB 5450

PUB 5924 Entrepreneurial Public Management

The public sector has borrowed language and practices from the private sector for more than one hundred years. One such concept, "Entrepreneurship," has grown in the public sector within the current management trend for more innovative ways to provide public services in a responsible manner, while holding down the burden of cost. We will address the question, "What is an Entrepreneur?" This course will consider the three basic streams of (1) how the public sector intervenes in the private to encourage entrepreneurial behaviors, (2) the delivery of public services through entrepreneurial means, and (3) the adoption of private sector practices into the public sphere. This course will explore the critiques of entrepreneurial practices and then offer a framework for Entrepreneurial Governance to address public problems. Prerequisite: PUB 5409 or PUB 5450

PUB 5925 Leadership in the Public Sector

This course will explore the dimensions of leadership and decision making within the public sector. Students will explore the major theoretical frameworks of leadership as well as the relationship of leadership to organizational change and effective management strategies. Utilizing in-depth reflection for self-development in such areas as ethical decision-making, students will combine theoretical and practical applications to create and present a unique leadership model. Prerequisite: PUB 5409 or PUB 5450

PUB 5926 Public Budgeting

The process of developing, implementing, and monitoring a public budget is a complex one. The public budget is also the central vehicle for carrying out the public policy agenda. Public budgeting is highly technical and structured, as well as politically charged and controversial. Public budgeting involves leadership and management, contributes to public policy, and includes decision-making that touches legal, ethical, and diversity frameworks. This course examines the theoretical and practical applications of public budgeting. Students will analyze and critique an actual budget, followed by assembling and presenting their own budget recommendations. Prerequisite: PUB 5409 or PUB 5450

PUB 5927 Evaluation of Public Policies and Programs

Students develop a working knowledge of public sector policy and program evaluation with an emphasis on the history of evaluation, the social indicators movement, the politics of program evaluation, goal identification, Wilson's Law, performance measurement, methods of analysis, who uses evaluations and the problem of partisanship. Prerequisite: PUB 5409 or PUB 5450 and 5449 or PUB 5480

PUB 5928 Economic Development Policy

Economic growth is achieved through a variety of public and private initiatives. This course explores the role of local, state and national governments in the United States and in the globe in guiding and stimulating their respective economies. Emphasis is placed on distinguishing growth from development and in analyzing the particular characteristics of the institutional arrangements deployed by various levels of government in providing public goods. Prerequisite: PUB 5409 or PUB 5450

PUB 5929 Introduction to E-Government and Social Media in the Public Sector

Digital government ranges from the ability to answer routine citizen inquiries to democratic voting online. This course presents a survey of successful e-government initiatives and the intertwined and complex issues related to their implementation. New sharing of power between supervisors and professionals facilitate highly interactive exchanges with new responsibilities for citizens, groups, and administrators. Students gain insight related to going beyond the static presence of a Web page to conceptually providing services such as paying taxes, applying for licenses and permits, and routine requests for information online. The course explores the myriad uses of social media in an interconnected world with networked governance, transparency and information management. Real-life examples and case studies provide insight to what has already proved both innovative and responsive for governance that empowers public employees, managers and citizens that are breaking old paradigms. Prerequisite: PUB 5409 or PUB 5450

PUB 5930 Introduction to City Management

An overview is provided of sub-national governments with a specific focus on municipalities within the American federal system. Students will gain an
understanding of the role of local political institutions and political stakeholders in developing policy outcomes. Attention is given to the importance of citizen involvement and key issues that impact quality of life. Prerequisite: PUB 5409 or PUB 5450

PUB 5931 Public and Non-Profit Strategic Management

This course will examine the “big picture” of how public and non-profit organizations are led and managed through Strategic Management. We will look at how organizations plan, conduct self-assessment, collaborate, and set a path for the future for success. This is among the fundamentals of public and non-profit organizations and in line with current management trends. This course explores both the “art” and “science” behind Strategic Management. The most significant portion is Strategic Planning, the engine upon which Strategic Management is run. In Strategic Planning, the organization sets vision, mission, goals, and objectives, in order to set Strategic Management into motion. This course will show how all aspects of an organization; budget, resources, personnel, stakeholders, services provided, and others; come together to formulate a clear progression to the future. Prerequisite: PUB 5409 or PUB 5450.

PUB 5932 Sustainable Community Development

Sustainability concerns for communities and regions deals with such things as financial resources and burdens on citizens as well as visitors in addition to changes in the environment resulting from e.g., climate change and industrial pollution. The capacity of any community or region to sustain growth must realize that growth creates demands on publicly provided services that have financial and environmental as well as social implications. The ability to sustain the population and local economies is also concerned with the integration of land-use planning and transportation alternatives for urban regions with considerations for density, mass-transit and zoning if communities are to be sustainable. Prerequisite: PUB 5409 or PUB 5450.

PUB 5941 Public Administration Internship

Students without public sector work experience will undertake an Internship. The purpose of which is to be able to: 1. Perform specific job functions in the field of choice under supervision; 2. Apply specific academic knowledge, skills and values to tasks in the work setting; 3. Apply a successful strategy for achieving professional/personal goals. Students will formulate specific goals for their Internship in consultation with a faculty advisor and will complete a formal performance appraisal by both the academic advisor and the employer supervisor according to required interim and final written reports and papers. Prerequisites: (PUB 5409 OR PUB 5450) AND (PUB 5419 OR PUB 5465) AND (PUB 5429 OR PUB 5477) AND (PUB 5439 OR PUB 5461) AND (PUB 5449 OR PUB 5480) AND (PUB 5459 OR PUB 5451) AND (PUB 5469 or PUB 5472).

PUB 5945 Master of Public Administration Integrative Seminar

The M.P.A. Integrative Seminar focuses on the knowledge, skills, and abilities that define a competent public or non-profit sector manager. A central theme of the course is the roles, responsibilities, and outlooks of the manager today and the competing influences in public decision-making under fragmented authority that result in public sector management as the art of compromise. Through role-playing in the various roles of elected officials or professional administrators, students will conduct a city council meeting to experience the actual administration of the political agenda. Prerequisites: (PUB 5409 OR PUB 5450) AND (PUB 5419 OR PUB 5465) AND (PUB 5439 OR PUB 5461) AND (PUB 5449 OR PUB 5480) AND (PUB 5469 or PUB 5472).

PUB 5949 Public Administration Practicum

The practicum is for students already working within the field in a mid-level to senior management position. Students should have a demonstrated record of growth in their career with a minimum of five years’ experience with progressive responsibilities. During the semester, students will prepare a research paper directly relevant for and intended to serve their department or agency outside of their normal employment duties. The practicum research paper will be supervised by a faculty member with interim reports and a final paper. Prerequisites: (PUB 5429 OR PUB 5477).

PUBP 5002 Statistics Workshop

Statistics Workshop provides a review of the statistical concepts that form the prerequisite of statistical analysis. These concepts include probability, descriptive statistics, bivariate measures of association, sampling distributions, and statistical inference. After completing the workshop students will be able to calculate and interpret descriptive statistics, bivariate measures of association, and probabilities. This course is a prerequisite for PUB 5429 for those who did not complete a comparable course at the
undergraduate level. This course is Pass/ Fail and online only.

**PUBP 5003 American Government Workshop**

Students become familiar with the structures, functions, and processes of American government. Topics include the philosophical and historical roots of American politics, the Constitutional prerequisites, the three branches of government, and various political institutions and interest groups. Topics also include understanding the federalism model that defines the relationship between the national and sub-national levels of government in which the field of public administration operates. This course required to be taken concurrently with PUB 5409 for those who did not complete a comparable course at the undergraduate level. This course is Pass/ Fail and online only.

**QNT 5160 Data Driven Decision Making**

Data is rapidly becoming one of our most important and valuable business assets. This course covers the concepts and practices of decision-making with the application of analytical methods that can leverage the value of that data. Students will gain a working knowledge of various quantitative models and techniques such as simulation, queueing and forecasting. Emphasis will be given to decisions that must be made in a real world environment where the explicit consideration of risk and uncertainty is a critical factor. Decision-making applications will include operational areas such as capacity planning, demand management, and inventory control. Prerequisites: QNTP 5000 or QNTP 5002 with a grade of B- or better and FINP 5001 or FINP 5008 with a grade of B- or better. Prerequisite courses can be no older than 5 years.

**QNT 5470 Data Analytics for Business Management**

This course provides an overview of data analytics in business management and the technologies that can be used to enhance data-driven decision making. The course introduces data analytics frameworks and best practices for integrating data analytics into organizational business processes to be used to improve competitiveness, profitability, growth or operational efficiency. Students also gain experience with software tools used for data preparation, analysis, and reporting. Prerequisite: QNT 5160 or QNT 5040.

**QNT 5495 Advanced Data Analytics for Business Management**

This course integrates knowledge of data management, data mining techniques, predictive modeling, and business process models. Students will apply advanced data analytics techniques to real-world business problems and create and evaluate data-driven solutions to uncover new business strategies and improve organizational competitiveness. The effectiveness of data-analysis techniques and knowledge discovery methods in business applications is also discussed. Prerequisites: QNT 5470, MMIS 0630, MMIS 0642, MMIS 0643.

**QNTP 5000 Foundations of Business Statistics**

This course covers collection, description, analysis, interpretation, and presentation of data to support business decision making. Probability distributions, central limit theorem, statistical inference for univariate data; correlation analysis and introduction to linear regression modeling and their application to real world business problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

**REE 5862 Real Estate Market Analysis**

The course provides an introduction and knowledge of the functioning of various urban real estate markets, land development, residential single and multifamily, office, retail, industrial, and resort-recreational properties. Students are introduced to the use of research, techniques and quantitative methodologies for accurate measurement of demand for real estate products and specific projects. The course provides students with current approaches to performing sophisticated real estate market studies by acquainting them with standard practice modern market research methodologies and computerized market analysis packages for site and project-specific levels.

**REE 5864 Real Estate Development Software**

Students will be trained to use ARGUS Enterprise software which is used by appraisers, brokers, developers, managers, investors, lenders and other real estate professionals to make better and more informed decisions. The software uses a lease by lease approach to building cash flows and valuations so that property models have greater precision and clarity. Students will also be trained to use ARGUS Developer which is an established real estate
feasibility software program in use by thousands of owners, commercial developers, home builders, land developers, agents and financial institutions throughout the world. It combines feasibility with sensitivity analysis and a powerful discounted cash flow model that is a flexible, consistent and stable platform. Executive level views of single and multi-phased projects allow changes to be assessed instantly. The finance component provides for detailed debt and equity financing and advanced waterfall profits for precise deal structuring.

**REE 5865 Real Estate Construction Principles**

This course examines topics related to commercial construction materials and methods, green buildings, and project management for commercial investment real estate.

**REE 5866 Real Estate Special Topics**

An in-depth treatment of a current area of special concern or interest within the field of real estate development.

**REE 5867 Geographic Information Systems**

This course will cover the basics of GIS and how they apply to land use planning, real estate development and related issues/disciplines. This includes setup of GIS tasks and processes with mapping & visualization of demographic, economic, or real estate related information. It addresses the wide variety of issues and advantages associated with GIS and the benefits to the user. Students will gain a fundamental understanding of GIS aiming on desktop and web based solutions. Students are tested in a 100% applied environment and create their own GIS project (own idea, guided process, implementation, presentation) as final element in this course via ArcMap and/or with ArcGIS online/ Business Analyst Online.

**REE 5868 Real Estate Development ePortfolio**

The collection of electronic artifacts assembled and managed by MSRED students and placed on the Web. Such electronic artifacts may include class projects, term papers, spreadsheets, images, multimedia, blog entries, and hyperlinks. E-portfolios are both demonstrations of MSRED student's coursework and abilities that can be maintained dynamically over time.

**REE 5878 Real Estate Development Process: Part I**

This course focuses on the initial stages of the real estate development process. Course materials, lectures, and cases provide a comprehensive examination of the nature and current state of the development process including market analysis, acquisitions, discounted cash flow analysis, financial feasibility, pro forma building, the use of debt and equity, site selection, due diligence, and interrelationships of the functional components of the process to each other.

**REE 5879 Real Estate Development Process: Part II**

This course focuses on the remaining stages of the real estate development process. Course materials, lectures, and cases provide a comprehensive examination of the nature and current state of the development process including advanced pro forma analysis, land development, land use regulation, dealing with the public sector and the community interests, planning and design, construction management, and the life cycle of projects.

**REE 5880 Real Estate Finance**

This course provides an introduction to real estate financing principles and practices. The class begins with an introduction to time value of money and discounted cash flow techniques. The course reviews the financing of income-producing properties and real estate construction and development projects. Sources of financing and financing techniques are presented along with mortgage underwriting and lending. The course concludes with an introduction to alternative financing methods, including joint ventures, private placements, and mezzanine structures.

**REE 5881 Real Estate Law and Ethics**

This course focuses on the legal aspects of real estate development, including real and personal property, land, air, and water rights, forms of ownership of land, leases and landlord-tenant relationships, business organizations, purchase agreements and closing transactions, mortgages and other liens, transfer of title, legal instruments, and governmental regulation of real estate development. This course will examine ethical ramifications of Real Estate Development.
**REE 5882 Land Use Planning and Project Design**

This course examines the role of planning and design in the development process as the key stage between acquisition and permitting, and its importance in the overall real estate development process. This course is designed to facilitate an understanding of the importance of site planning and product design. Project planning and design combines art and science for arranging uses of parcels of land to achieve their highest and best operational character and profitability. These disciplines involve the efforts of architects, planners, designers, landscape architects, and others in a coordinated effort.

**REE 5884 Land Use Regulation**

This course discusses the legal and regulatory requirements of the entitlement and development approval or permitting process. This includes discussion of laws pertaining to wetlands, endangered species, historical and archaeological sites, air and water quality, hazardous wastes and toxic substances, as well as the purpose, content, and use of environmental impact statements. Issues of Smart Growth and sustainable development are covered. Also covered is the impact on private property rights of land use regulation and growth management through developments of regional impact, comprehensive planning laws, adequate public facilities requirements, concurrency requirements, zoning, and impact fees and other exactions. The course emphasizes strategic thinking and creative approaches to navigating the labyrinth of federal, state, and local laws, rules, and regulations. Primary attention will be focused on growth management and development controls in Florida, but not to the exclusion of other states.

**REE 5887 Real Estate Investments**

This course is an introduction to the fundamental concepts, principles, analytical methods and tools used for making real estate investment decisions. The course will focus primarily on income producing real estate, including commercial properties (office, retail, industrial) and apartment communities. One weekend session will be dedicated to development properties. The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions. The course examines the analysis of real estate investments from the point of view of investors and developers. Economic and financial concepts are applied to real estate analysis with the objective of building a solid prerequisite in the fundamentals of property analysis, valuation and deal structuring.

**REE 5891 Financial Concepts and Analysis for Real Estate**

This course provides an introduction to real estate accounting, financial reporting and managerial level financial analysis techniques used in the real estate industry. Real estate assets have unique features that affect the way real estate transactions are structured, accounted for and reported. The course examines financial reporting from the perspective of the real estate developer and investor and will review accounting principles and analytical methods utilized for investment properties (commercial and residential), land development and construction projects. The objectives of this course are to provide students with an understanding of how real estate transactions are accounted for and reported utilizing generally accepted accounting principles and to facilitate the review of financial reports that can be used to aid in decision making. The course addresses the areas of acquisition, development and construction of real estate; the holding, operating, and (possible) write-down of real estate assets; sales and transfers of real estate and techniques and principles used for estimating the fair value of real estate assets. The course addresses the interpretation and analysis of income and expense statements, balance sheets and credit information for underwriting tenants and leases. This course also provides a prerequisite for how real estate practitioners analyze information to make informed property, asset and market analysis decisions for commercial investments. The course introduces the basic components, principles and standards of due diligence used and required by property owners, developers, investors and lenders when underwriting for acquisitions, dispositions and financing of real estate and building improvements. The main emphases of the course are on principles, concept building and practical applications. The course will combine lectures with student discussions, case studies, article reviews and presentations by real estate professionals. Certain case studies will be based on actual transactions.

**REE 5895 Real Estate Financial Modelling**

This course is an introduction to the fundamental concepts, principles, analytical methods and tools used in planning and modeling real estate investment decisions. The course will focus on income producing real estate, including commercial properties (office, retail, industrial, multifamily and hospitality) as well as on the development of these asset classes. The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions. The course focuses on the analysis of real estate from the point of view of investors and developers. Economic and financial

---

H. Wayne Huizenga College of Business and Entrepreneurship | academic catalog: 2017-2018

[72]
concepts will be applied to real estate analysis with the objective of building a solid prerequisite in the fundamentals of planning and modeling development costs and property level operating results so as to assist in valuation and deal structuring. As a starting point, the course will also offer students a thorough refresh of Excel basics, with a special focus on time value of money concepts and the commonly used financial functions which facilitate the planning and forecasting of expected real estate cash flows and which assist in the valuation process. Whilst the course will emphasize theory and concept building in the areas of financial planning and modeling, there will be a focus on the practical application of learned competencies.

REE 5899 Real Estate Development Internship

The Huizenga College Internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBF-approved real estate development internship for academic credit is available to Master of Real Estate Development students. Contact the HCBF Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the Master of Real Estate Development program.

SCM 5410 Supply Chain Management

Supply Chain Management encompasses the planning and management of the flow of goods, money, and information from the raw material supplier to the end customer, including activities such as sourcing and procurement, manufacturing, and logistics. It also includes coordination and collaboration with exchange partners, domestically and globally. In essence, Supply Chain Management integrates supply and demand management functions within and across companies. In this course, students will gain a working knowledge of the decisions faced by supply chain managers, as well as the concepts, strategies, processes, tools, and technologies applied to these processes and decisions.

SCM 5415 Managing International Transportation and Logistics

Managers in today’s organizations must develop strategies that go beyond traditional geographical boundaries. Differentials in wage-rates and expanding markets have opened up opportunities for production and distribution around the globe, while improved transportation and communications have worked to break down the barriers of space and time. In this course, students will examine the operational and strategic decisions that managers face with regard to logistics and transportation for international trade, including airfreight, ocean freight, international road transportation, multi-modal transportation, and the packaging and document preparation required for each mode of transportation.

SCM 5420 Managing Customer and Supplier Relationships

Effective supply chain management requires organizations to build integrated relationships with customers and suppliers. These relationships go beyond the traditional arm’s length buyer-supplier relationship, and may include information sharing, joint planning, and integrated information systems. Through case studies and simulations, students will gain an understanding of the opportunities and challenges involved in building relationships with customers, suppliers, and other organizations in the extended supply chain, as well as the philosophy, methodology, and tools for improved demand management, customer service, and alignment of supply chain resources. Prerequisite: SCM 5410 or SCM 5830.

SCM 5425 Supply Chain Strategies

Despite well-planned strategies and operations, real world challenges often interrupt the efficient flow of goods and information in supply chains, particularly in today’s global context. The capstone course will focus on the opportunities and challenges that managers face in the implementation of supply chain principles. The course will integrate the learning from the other supply chain courses, and will build on them in the areas of outsourcing, risk, governance, negotiation, information technology, and supply chain metrics. The course covers these topics through case studies, simulations, and a real world project in which students apply supply chain principles to an opportunity or challenge faced by a local organization. Prerequisite: SCM 5410 or SCM 5830, SCM 5415 or LOG 5010, and SCM 5420 or SCM 5850.

SPT 5910 Sport Sponsorship Design and Strategies

This course will explore advanced sport sponsorship design and strategies. Current techniques will be applied to case studies and projects for acquiring and evaluating potential revenue-generating sponsorships. Students will prepare thorough
sponsorship plans and deliver proposal presentations reflecting proven techniques.

**SPT 5920 Sport Ticketing, Concessions and Merchandise Management**

This course is designed to offer a comprehensive overview of the revenue generating streams of ticket sales, concession sales, and merchandise sales for various sport organizations. Students will gain an understanding of state-of-the-art strategies and theories being used in arenas, stadiums, and other sport based venues. They will learn to understand and appreciate the unique challenges and opportunities sport managers face and how to apply the theories and strategies learned to real world situations.

**SPT 5930 Sport Event and Fundraising Strategies and Techniques**

This course is designed to provide an introduction to the principles of sport event management for the express purpose of raising funds. A conceptual framework will be developed through definitions, models, and the utilization of case studies. The planning, development, management, and implementation of strategies for successful fundraising events will be the focus. Specific topics will include event studies, bid preparation, securing sponsorship, negotiations, and volunteer management.

**SPT 5940 Sport Revenue Generation and Emerging Technologies**

This course is designed to offer an overview of emerging technologies that will impact current and future revenue generating streams of sport organizations. Students will gain an understanding of state-of-the-art sport enterprise software, internet applications, mobile applications, and social media applications and how they are being utilized to generate new revenue streams. Students will learn to understand and appreciate the unique challenges and opportunities sport managers face as new technologies enter the market place and how to apply the theories and strategies learned to future opportunities.

**SPT 5980 Sport Revenue Generation Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Prerequisites: Sport faculty permission and good academic standing.

**TXX 5761 Taxation of Individuals**

An in-depth analysis of the federal income tax structure, use of tax services, and the concept of taxable income for individuals. Prerequisite: ACTP 5711.

**TXX 5762 Taxation of Corporations and Partnerships**

A continuation of the study of the federal income tax structure, use of tax services, and the concept of taxable income as it relates to corporations and partnerships. Prerequisite: TXX 5761 or equivalent and ACTP 5711.

**TXX 5763 Taxation of Estates, Trusts & Gifts**

Advanced study of, and research in, tax law with emphasis on estate, trust, and gift taxes. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5764 Taxation of Pensions and Profit-Sharing Plans**

The course looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis on ERISA. Prerequisite: TXX 5762.

**TXX 5765 Tax Policy**

A study of tax issues, particularly those pertinent to individual and corporate taxes. This course focuses on the purposes of taxation and development of tax systems. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5766 US Taxation of International Transactions**

International Taxation: This course surveys the U.S. income tax on foreign-earned income. The taxation methods of other countries are also examined. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5767 IRS Practice and Procedures**
This course introduces the student to the structure, organization, practices and procedures of the Internal Revenue Service. The course is intended to give students an understanding of the organizational makeup of the Internal Revenue Service and the authority of its various employees. The different approaches to resolving tax controversies will be explored through the study of assigned readings and in-depth class discussions. The course will be conducted in a seminar-like fashion with each student expected to make significant contributions to class discussions. Attentiveness to news items affecting the area of federal tax procedures is expected, as well as conveyance to class of these newsworthy developments. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5768 Real Estate Taxation**

Examines the tax consequences of owning real estate including the ownership and operation of real property; sales, conversions, foreclosures, leases and abandonments; tax aspects of financing; real estate investment trusts; and real estate holding companies. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5769 Tax Planning & Research**

This course is an in-depth study of the tax-planning process and research tools that are available to both the professional business manager and tax practitioner. Prerequisite: TXX 5761 or equivalent and ACTP 5711.

**TXX 5770 Taxation of Exempt Organizations**

Examines and applies section 501c of the Code. Covers tax planning for charitable contributions, trusts, gifts, and bargain sales. Compares taxation of exempt organizations with for-profit entities. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5771 Federal Taxation of Partnerships**

This course is an in-depth study of federal taxation of partnerships and partners. The course explores the formation, operation, and the liquidation of the partnership entity, including the acquisition of interests in partnership capital and profits, compensation of a service partner, tax consequences of cash and property distributions, rules for computation of inside and outside bases, allocations of items of income, gain, loss, deduction and credit and sales of partners’ interests. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5772 Special Topics in Taxation**

This course builds upon topics taught throughout the required Master of Tax curriculum and delves into advanced problems in these areas, as well as key topics from elective courses, as deemed appropriate. This course provides students with the opportunity to integrate and apply their tax knowledge through problem solving based on hypothetical taxpayers. The tax problems will be determined by current developments and issues in taxation and will form the basis for the students' required project for this course. Prerequisite: TXX 5775 and ACTP 5711.

**TXX 5773 State and Local Taxation**

This course introduces the student to the fundamentals of state and local taxation. The course is not intended to make the student technically proficient in all areas of state and local taxation, but rather, it surveys the taxes that states generally impose on its citizens, corporations, and other entities. The impact on society of current and proposed state and local taxes will be explored through the study of assigned readings and in-depth class discussions. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5774 Fiduciary Income Taxation**

Fiduciary Income Taxation covers the income taxation of trusts, estates, and their beneficiaries; the quasi-conduit approach of Subchapter J; distributable net income and the distribution deduction; in kind distributions; post-mortem planning; funding of marital deduction trusts; trusts for minors; charitable trusts; and the effects of the uniform income and principal act. This is an in-depth treatment of the subject matter introduced in TXX 5762. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5775 Corporate Taxation**

This course will examine the life cycle of a corporation from a tax perspective. The course includes analysis of formation, operation, non-liquidating distributions and final dissolution. The course will accomplish this through the use of the Internal Revenue Code, Regulations and Court Cases. Prerequisite: TXX 5761 or equivalent and ACTP 5711.

**TXX 5776 Comparative International Taxation**

H. Wayne Huizenga College of Business and Entrepreneurship | academic catalog: 2017-2018
The objective of the course is to broaden knowledge in the field of international taxation by introducing the student to the study of comparative foreign tax systems. The coverage is wide-ranging, touching on several countries and substantive categories of taxes as well as procedural aspects. While the income tax will be stressed, value added tax (VAT) will also be discussed. The differences in legal frameworks of various countries, such as constitutional, legislative, and statutory structures in relation to tax law will be studied. An understanding will be obtained of the definitions of income and of the varying and alternative approaches to taking corporations and its owners. Areas of concern such as anti-avoidance rules and taxation of e-commerce will be reviewed. After completing this course, the student will have a basic understanding of how other countries tax their citizens, residents, nonresident aliens, and corporations; and how those approaches compare to those of the United States. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.
Faculty

Rebecca Abraham  
Professor  
D.B.A., U.S. International University  
M.B.A., U.S. International University

Russell Abratt  
Professor  
Ph.D., University of Pretoria  
M.B.A., University of Pretoria

James Agbodzakey  
Associate Professor  
Ph.D., Florida Atlantic University  
M.P.A., Ohio University, Athens

Cheryl Babcock  
Lecturer  
M.B.A., University of Nebraska-Lincoln

H. Young Baek  
Professor  
Ph.D., University of South Carolina  
M.I.B.S., University of South Carolina

James Barry  
Associate Professor  
D.B.A., Nova Southeastern University  
M.B.A., DePaul University

Selima Ben Mrad  
Associate Professor  
Ph.D., Florida Atlantic University  
M.B.A., Madonna University

Michael Bendixen  
Professor  
Ph.D., University of Witwatersrand  
M.B.A., University of South Africa

John Carroll  
Associate Professor  
Ph.D., Florida Atlantic University  
M.P.A., Florida Atlantic University

Nicholas Castaldo  
Lecturer  
M.B.A., Harvard University

Frank J. Cavico  
Professor  
J.D., St. Mary’s University  
L.L.M., University of San Diego

Siew Chan  
Associate Professor  
Ph.D., University of Utah  
M.B.A., St. Cloud State University

Ramdas Chandra  
Associate Professor  
Ph.D., New York University  
M.B.A., University of Delhi

David Cho  
Associate Professor  
Ph.D., University of Chicago  
M.B.A., University of Chicago

Ruth Clarke  
Professor  
Ph.D., University of Massachusetts, Amherst  
M.S., University of Massachusetts, Amherst

Jack De Jong  
Associate Professor, Chair, Finance  
Ph.D., University of Hawaii  
M.B.A., University of Chicago

Bryan Deptula  
Assistant Professor  
Ph.D., Florida Atlantic University  
M.B.A. Suffolk University

Kim Deranek  
Assistant Professor  
Ph.D., Purdue  
M.S. Purdue University

Renu Desai  
Associate Professor  
Ph.D., University of Central Florida  
M.B.A., University of Arkansas

Vikram Desai  
Associate Professor  
Ph.D., University of Central Florida  
M.B.A., University of Arkansas

Andrew Felo  
Associate Professor, Chair Accounting and Tax  
Ph.D., Binghamton University  
M.S., Binghamton University

Anne Fiedler  
Professor  
Ph.D., Florida International University  
M.B.A., University of Miami

Antonio Figueiredo  
Assistant Professor  
Ph.D., Florida International University  
M.B.A., New York University

Peter Finley  
Associate Professor  
Ph.D., University of Northern Colorado  
M.A., Western Michigan University

H. Wayne Huizenga College of Business and Entrepreneurship | academic catalog: 2017-2018
Lori Ford  
Assistant Professor  
Ph.D., Florida Atlantic University  
M.B.A., Illinois State University

Fred Forgey  
Director of Real Estate Development Program  
Associate Professor  
Ph. D., Texas Tech University  
M.B.A. The University of North Texas

Jeffrey Fountain  
Associate Professor  
Ph.D., University of Northern Colorado  
M.S., Indiana University

John Gironda  
Assistant Professor  
Ph.D., Florida Atlantic University  
M.B.A., East Carolina University

Baiyun Gong  
Associate Professor  
Ph.D., University of Pittsburgh  
M.B.A., Tsinghua University

Regina Greenwood  
Professor  
D.B.A., Nova Southeastern University  
M.B.A., University of Wisconsin-Lacrosse

Arvind Gudi  
Assistant Professor  
Ph.D., Florida International University  
M.S., Florida International University

Charles W. Harrington  
Lecturer  
M.A., Northeastern University

Judith A. Harris  
Professor  
D.B.A., Boston University  
M.B.A., Boston University

David Hinds  
Associate Professor, Chair, Decision Sciences  
Ph.D., Florida International University  
M.B.A., Florida International University  
M.S., University of Miami

Michael Hoffman  
Professor  
D.B.A., Indiana University  
M.B.A., Indiana University

J. Preston Jones  
Dean, Assistant Professor  
D.B.A., Nova Southeastern University  
M.B.A., Nova Southeastern University

Linda Kidwell  
Associate Professor  
Ph.D., University of North Carolina

Joung W. Kim  
Associate Professor  
Ph.D., University of South Carolina  
M.A.S., University of Illinois  
M.B.A., Korea

Steven B. Kramer  
Associate Professor  
Ph.D., University of Maryland  
M.S., University of Rhode Island

Emre Kuvvet  
Assistant Professor  
Ph.D., The University of Memphis  
M.S., Rochester Institute of Technology

Barbara Landau  
Associate Professor  
LL.M., New York University  
J.D., New York Law School

Eleanor Lawrence  
Assistant Professor  
Psy. D., The University of the Rockies  
D.B.A., Nova Southeastern University  
M.S. Nova Southeastern University

Barri Litt  
Associate Professor  
Ph.D., Florida International University  
M.S., University of Florida

Terrell G. Manyak  
Professor  
Ph.D., University of California  
M.P.A., Syracuse University

Pankaj Kumar Maskara  
Associate Professor  
Ph.D., University of Kentucky  
M.S.F., Boston College  
M.B.A., Middle Tennessee State University

Marina McCarthy  
Assistant Professor  
Ph. D., Rutgers University A.B.D.  
M.B.A., State University of New York

Karen McKenzie  
Professor  
Ph.D., Louisiana State University  
M.Acc., University of Central Florida

Erin McLaughlin  
Assistant Professor  
Ph.D., University of North Texas  
M.B.A., Missouri State University
Ryan Miller
Assistant Professor
Ph.D., Florida State University
M.P.A., Florida State University

Walter Moore
Associate Professor
Ph.D., University of Nebraska-Lincoln
M.S., Colorado State University—Fort Collins

Bahaudin Mujtaba
Professor
D.B.A., Nova Southeastern University
M.B.A., Nova Southeastern University

Florence Neymotin
Associate Professor
Ph.D., University of California at Berkeley
M.A., University of California at Berkeley

Kathleen O’Leary
Associate Professor, Chair, Marketing
Ph.D., Florida Atlantic University
M.B.A., Pace University

Darshana Palkar
Associate Professor
Ph.D., University of North Texas
M.A., University of Mumbai, India

Pedro F. Pellet
Professor
Ph.D., University of Miami
M.A., University of Puerto Rico

Maria Petrescu
Assistant Professor
Ph.D., Florida Atlantic University
M.B.A., Nova Southeastern University

Jack Pinkowski
Associate Professor, Chair, Public Administration &
Director of Leadership Center
Ph.D., Florida Atlantic University
M.P.A., Georgia Southern University

Robert C. Preziosi
Professor
D.P.A., Nova Southeastern University
M.Ed., Florida Atlantic University

Cynthia Ruppel
Professor
Ph.D., Kent State University
M.B.A., Cleveland State University

Edie K. Schmidt
Professor
Ph.D., Purdue University
M.B.A., University of Southern California, Los Angeles

John T. Sennetti
Professor

Ph.D., Virginia Polytechnic Institute
M.S., University of Florida

Belay Seyoum
Professor
Ph.D., McGill University
LL.M., McGill University

Rita Shea Van Fossen
Assistant Dean of Assurance of Learning &
Undergraduate Affairs/Associate Professor
Ph.D., City University of New York
M.B.A., Temple University

Randi L. Sims
Professor
Ph.D., Florida Atlantic University
M.B.A., Nova Southeastern University

Raejean Tanyar
Lecturer/Director of Accreditation Information Processes
M.S., Nova Southeastern University

Leslie Tworoger
Professor
D.B.A., Nova Southeastern University
M.B.A., Nova Southeastern University

Thomas Tworoger
Professor, Chair, Entrepreneurship
D.B.A., Nova Southeastern University
M.B.A., Nova Southeastern University

Art J. Weinstein
Professor
Ph.D., Florida International University
M.B.A., Florida International University

Sara Weisfeld-Spolter
Associate Professor
Ph.D., Baruch College, City University of New York
M.S., Baruch College, City University of New York

Albert Williams
Associate Professor
Ph.D., University of Georgia
M.A.E., University of Georgia

Thomas Wuerzer
Associate Professor
Ph.D., University of Cincinnati

Kurt Wurthmann
Associate Professor
Ph.D., Columbia University
M.B.A., Yale University
M.S. Columbia University
Master of Engineering Cornell University

Yuliya Yurova
Associate Professor
Ph.D., University of Illinois at Chicago
M.S., Eastern Michigan University
Huizenga College

BOARD OF GOVERNORS

Ronald H. Abraham
Associated Financial
Consultants, Inc.

Martin J. Alexander
Holland & Knight

Ronald G. Assaf*
NSU Board of Trustee

Marta T. Batmasian
Batmasian Investments Ltd., Inc.

Edward A. Cespedes
Theglobe.com

D. Keith Cobb
Consultant

Steven M. Cohen
MDVIP Insurance Services

Linda Cooke
Habilitation Center for the
Handicapped

Melanie Dickinson
South Florida Business Journal

Lawson J. Dutton
Dutton Press, Inc.

Carmen Finol
America Developing Smiles

Sherry L. Friedlander
A Child is Missing Alert

Jonathan K. Hage
Charter Schools USA, Inc.

Yolanda Harris
The Keynote Group

Robert A. Kirland
Kirland Aviation

Robert H. Larsen
R.H. Larsen & Associates

Susie Levan
Susie Levan & Associates Inc.

Filemon Lopez
Comcast South Florida Region

William E. Mahoney, Jr.*
Mahoney & Associates

Karen Marsal
Alvarez & Associates

Robert H. Miller
Miller Legg & Associates, Inc.

Manuel B. Miranda
Florida Power and Light
Company

Peggy Nordeen
Starmark International

Jeffrey M. Ostrow
Kopelowitz Ostrow Firm, P.A.

Gary M. Press
Lifestyle Publications

John Ray, III
Sonitrol of Fort Lauderdale

Ari L. Roloff
CBiZ Mayer, Hoffman, McCann
LLC

John W. Ruffin, Jr.
Ruffin Associates, Inc.

Paul M. Sallarulo, Chairman
Nexera Medical Inc.

Tony Segreto
Tumbleweed Media

Thomas H. Shea*
Right Management

Jack A. Smith*
SMAT, Inc.

Lauren E. Smith
Diversified Search

Thomas M. Tworoger
NSU Professor and Chair of
Entrepreneurship

Sheldon Todd Warman, M.D.
Internal Medicine, MDVIP

Tom Welch
R.I.C. Executive Search

*Honorary Member
NSU & Huizenga College

AFFILIATIONS AND MEMBERSHIPS

AACSB International, The Association to Advance Collegiate Schools of Business
www.aacsb.edu

American Council on Education
www.acenet.edu

Association of American Colleges and Universities
www.aacu.org

Association of Governing Boards of Universities and Colleges
www.aacu.org

College Board
www.collegeboard.com

Conference of Southern Graduate Schools
www.csgs.org

Council of Graduate Schools
www.cgsnet.org

Florida Association of Colleges and Universities
www.facuflorida.com

Prerequisite for Independent Higher Education
www.fihe.org

Hispanic Association of Colleges and Universities
www.hacu.net

Independent Colleges and Universities of Florida
www.icuf.org

National Association of Independent Colleges & Universities
www.naicu.edu

National Association of Schools of Public Affairs and Administration
www.naspaa.org

Southern Association of College and University Business Officers
www.sacubo.org

Southern Regional Education Board’s Electronic Campus
www.electroniccampus.org

University Continuing Education Association
www.acea.edu
Nova Southeastern University

BOARDS OF TRUSTEES

Ronald G. Assaf, Chair
Retired Founder and Chairman
Sensomatic Electronics Corp.

Barry J. Silverman, M.D., Vice Chair
Orthopedic Surgeon

George L. Hanbury II, Ph.D.
President & CEO, Nova Southeastern University

Walter L. Banks Sr.
President, Lago Mar Resort and Club

Mitchell W. Berger, J.D.,
Founder & Co-Chair, Berger Singerman Law Firm.

Rick Case
President & CEO, Rick Case Automotive Group

R. Douglas Donn
Chairman, Community Bank of Broward

Arthur J. Falcone
CEO & Co-Chairman, Falcone Group

Silvia M. Flores, M.D.
Internist

Steven J. Halmos
President, Halmos Holdings

Carol Harrison Kalagher
President, Harrison Industries

Susan Hurowitz
President, The Newport Group

Mike Jackson
Chairman & CEO, AutoNation, Inc.

Milton L. Jones, Jr.
Chief Executive Officer, Regal Trace, Ltd.

Alan B. Levan
Chairman & CEO, BBX Capital

Nell McMillan Lewis, Ed.D.
Rumbaugh-Goodwin Institute

Albert J. Miniaci
President & CEO, Paramount Refreshment Solutions

Samuel F. Morrison
Former Director, Broward County Library System

Anthony N. Ottaviani, D.O., M.P.H., MACOI, FCCP
Chief Academic Officer, Largo Medical Center
Graduate Medical Education

Charles L. Palmer
President & CEO, North American Company, LLC

Martin R. Press, J.D.
Shareholder & Member, Gunster, Yoakley & Stewart P.A.

Paul M. Sallarulo
President, Nexera Medical

J. Kenneth Tate
Chief Executive Officer, TKO Apparel, Inc.

Barbara Trebbi Landry
General Partner, Mercator Asset Management LP

Zachariah P. Zachariah, M.D.
Cardiologist, Fort Lauderdale Heart Institute

Michael Zager
Partner, Z Wealth Solutions

Ex Officio

Joel Ronkin
Chair, NSU University School Advisory Board
Chief Executive Officer, Fekkai Brands and Luxe Brands

Honorable Melanie G. May
Chair, Shepard Broad College of Law
Board of Governors
Judge, Florida Fourth District Court of Appeals

George I. Platt, J.D.
Chair, Farquhar Honors College Advisory Board
Managing Partner, LSN Partners

Tony Segreto
Chair, NSU Athletics Advisory Board
Consultant, Ambassador, Speaker

Trustee Emeritus

H. Wayne Huizenga
Entrepreneur
Nova Southeastern University

DIRECTORY OF RESOURCES

Athletics
http://nsuathletics.nova.edu
(954) 262-8250

Bookstore
http://nsubooks.bncollege.com
(954) 262-4750

Bursar
www.nova.edu/cwis/bursar
(954) 262-5200

Campus ID Card
www.nova.edu/nsucard
(954) 262-8929

Campus Recreation
www.rec.nova.edu
(954) 262-7301

Career Services
www.nova.edu/career
(954) 262-7200

Financial Aid
www.nova.edu/cwis/finaid
(954) 262-3380

International Students (OIS)
www.nova.edu/cwis/registrar/issss
(954) 262-7242

Libraries
www.nova.edu/library
(954) 262-4600

Public Safety
www.nova.edu/cwis/pubsafety
(954) 262-8999

Registrar
www.nova.edu/cwis/registrar
(954) 262-7200

Residential Life & Housing
www.nova.edu/reslife
(954) 262-7052

Student Counseling
www.nova.edu/studentcounseling
(954) 262-7050

Student Disability Services
www.nova.edu/disabilityservices
(954) 262-7185

Student Employment
www.nova.edu/cwis/finaid/stuemploy.html
(954) 262-7419

Student Medical Center
www.nova.edu/smc
(954) 262-1262

University Center
www.nova.edu/ucenter
(954) 262-7301

Veterans Affairs
www.nova.edu/cwis/finaid/veterans
(954) 262-7236
PROVISIONS

The provisions set forth in this document are not to be regarded as an irrevocable contract between the student and Nova Southeastern University. Regulations and requirements, including tuition and fees, are necessarily subject to change without notice at any time at the discretion of the administration. The university further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon discovery of the fraud, and the student is not entitled to any credit for work that he or she may have done at the university. Upon dismissal or suspension from the university for cause, there will be no refund of tuition and fees. The balance due Nova Southeastern University will be considered receivable and will be collected.

A transcript of a student’s academic record cannot be released until all of his or her accounts, academic and non-academic, are paid.

Any Nova Southeastern University student has the right to inspect and review his or her educational record. The policy of the university is not to disclose personally identifiable information contained in a student’s educational record without prior written consent from the student, except: to university officials, to officials of another school in which the student seeks enrollment, to authorized representatives of federal or state agencies, to accrediting organizations, to parents of dependent students, under judicial order, to parties in a health or safety emergency, or when verifying graduation with a particular degree.

A student has the right to petition Nova Southeastern University to amend or correct any part of his or her educational record that he or she believes to be inaccurate, misleading, or in violation of the privacy or other rights of students. If the university decides it will not amend or correct a student’s record, the student has a right to a hearing to present evidence that the record is inaccurate, misleading, or in violation of the privacy or other rights of students.

If these rights are violated, a student may file a complaint with the Department of Education. A student may obtain a copy of the Educational Privacy Act policy by requesting it in writing from the Office of the University Registrar, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314. A schedule of fees and a listing of the types and locations of educational records are contained in this policy.

Nova Southeastern University does not discriminate on the basis of disability, sex, race, religion, or national or ethnic origin in admission, access, or employment for any of its programs and activities. The university registrar and director of human resources have been designated as student and employee coordinators, respectively, to ensure compliance with the provisions of the applicable laws and regulations relative to nondiscrimination.

The school is authorized under federal law to enroll nonimmigrant alien students.

Nova Southeastern University programs are approved for the training of veterans and other eligible persons by the Bureau of State Approval for Veterans’ Training, Florida Department of Veterans’ Affairs. Eligible veterans and veterans’ dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314, telephone (954) 262 7236 or (800) 541 6682, ext. 27236.

State Licensure Disclosures

All field based clusters meet the same stringent accreditation requirements as on campus programs. In addition, all clusters outside Florida are licensed in the states in which they operate.

The following states have provided these disclosures.

Arkansas Disclosure

Arkansas Higher Education Coordinating Board certification does not constitute an endorsement of any institution or program. Such certification merely indicates that certain criteria have been met as required under the rules and regulations implementing institutional and program certification as defined in Arkansas Code §6-61-301.