

# **H. WAYNE HUIZENGA SCHOOL OF BUSINESS AND ENTREPRENEURSHIP**



**2013-2014**

**academic**

**catalog**

# Table of Contents

Introduction .....	4	Grade Requirement .....	34
Academic Calendar .....	9	Academic Progress .....	34
Student Services .....	11	Academic Standing and Probation .....	34
Office of Enrollment and Student Services .....	11	Taking Courses While on Probation .....	34
NSU Office of Career Development .....	11	Process for Readmission .....	34
Disability Services .....	11	Continued Probation upon Readmission .....	34
Academic Accommodation(s) Process .....	11	Notification of Probation, Suspension, and Dismissal .....	35
Graduate Housing/Food Service .....	12	Active Status and Reinstatement .....	35
Student Counseling .....	12	Grading System .....	36
Financial Aid .....	12	Grade Point Average and Quality Points .....	36
Scholarships .....	12	Incomplete Grade Policy .....	36
Library Resources .....	12	Change of Grade Policy .....	37
Student Identification Card (Sharkcard) .....	13	Repeating a Course .....	37
Parking .....	13	Grade Reports .....	37
Minimum Computer Requirements .....	13	Awards .....	38
NSU Bookstore .....	13	Master's Graduation .....	39
NSU Computer Accounts - Sharklink .....	13	Degree Conferral Requirements .....	39
Office of International Students .....	14	Commencement and Degree Conferral .....	39
NSU Student Educational Center Locations .....	14	Graduation with Honors .....	39
Address and Name Changes .....	15	Master's Degree Programs .....	41
Student Code of Conduct .....	16	Master of Accounting .....	41
Plagiarism, Academic Dishonesty, and Other forms of Misconduct .....	16	Master of Business Administration .....	44
Procedures for Resolving Allegations of Student Misconduct .....	19	Master of International Business Administration .....	47
Student Grievance Procedure .....	19	Master of Public Administration .....	49
Retention of Records .....	20	Master of Science in Human Resource Management .....	50
Student Handbook .....	20	Master of Science in Leadership .....	51
Degree Programs .....	22	Master of Science in Real Estate Development .....	52
Master's Division .....	24	Master of Taxation .....	53
Program Formats .....	24	Master's Certificates .....	54
Program Length .....	25	Master's Course Descriptions .....	56
Master's Admissions .....	26	Doctoral Division .....	77
Admissions Procedure .....	26	Program Schedule .....	77
Application for Admissions .....	26	Doctoral Admissions .....	78
College Transcripts .....	26	Admission Information .....	78
Corporate Sponsorships .....	26	Foundation Courses .....	79
Graduates of Foreign Institutions .....	27	Doctoral Enrollment .....	81
Non-degree Seeking Students .....	27	Office of Academic Advising .....	81
Second Master's Degree .....	27	Registration Policy .....	81
Joint Degree Programs .....	27	Drop and Refund Policy .....	81
Transfer Policy .....	28	Attendance Policy .....	81
Admission Appeal Process .....	29	Class Cancellations .....	81
Foundation Courses .....	29	Doctoral Student Fees and Tuition .....	82
Change of Major .....	30	Doctoral Academic Regulations .....	83
Master's Enrollment .....	31	Academic Standards .....	83
Office of Academic Advising .....	31	Time Limit .....	85
Registration Policy .....	31	Comprehensive Examination .....	85
Late Registration Policy .....	31	Publication Requirement .....	85
Drop and Withdrawal Policy .....	31	Dissertation .....	85
Refund Policy .....	32	Doctoral Graduation .....	87
Withdrawal from the University .....	32	Doctoral Degree Program .....	88
Attendance Policy .....	32	Doctoral Course Descriptions .....	90
Class Cancellations .....	32	Faculty .....	95
Master's Student Fees and Tuition .....	33	Directory of Resources .....	102
Payment Policy .....	33		
Master's Academic Regulations .....	34		
GPA Requirement .....	34		

# Official Document Notice

Policies and programs set forth herein are effective September 30, 2013. 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 Huizenga School website at [www.huizenga.nova.edu](http://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.*

# Introduction

## NOVA SOUTHEASTERN UNIVERSITY

Nova Southeastern University (NSU) is a not-for-profit, fully accredited, coeducational university Carnegie-classified as both “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 150,000 alumni.

Using 2010 fall-term enrollment as a measure, Nova Southeastern University is the largest private institution of higher education in the Southeast and the eighth largest not-for-profit, private institution nationally. However, NSU is the sixth largest four-year, not-for-profit, private Carnegie research university in the United States. NSU is one of 284 colleges and universities statewide, and one of 119 independent four-year institutions in Florida.

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 12 countries. Despite the geographic diversity of sites where classes are offered, 90 percent of the student body attends classes in Florida. Eighty-three percent of all students enrolled attend classes in the tri-county area (i.e., Miami-Dade, Broward, and Palm Beach counties). Nova Southeastern University is a major provider of educational programs for Florida residents. Through its undergraduate, graduate, and professional degree programs, NSU educated approximately 25,000 Florida students in calendar year 2011. With an annual budget of \$600 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 Huizenga School 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 School of Business and Entrepreneurship, you share with us a commitment to the best practices in today's fast-paced business world. You'll find that our practical, reality-based curriculum allows us to prepare our graduates for a lifetime of learning and success.

As President 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. Huizenga graduates have a special bond, and you can look forward to joining a very select group.

As NSU's Vision 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  
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 School of Business and Entrepreneurship  
3301 College Avenue  
Fort Lauderdale, Florida 33314  
(800) 672-7223 x 25000

The H. Wayne Huizenga School 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, nondisqualifying 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 SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

The Huizenga School 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 School accommodated working professionals by creating both weekend and off-campus programs. Today, that tradition continues. The Huizenga School serves nearly 5,000 bachelor's, master's, and doctoral students in a variety of degree programs tailored to meet the demands of today's workforce. The Huizenga School also offers a range of optional certificates as well as a number of enriching seminars and workshops through the Hudson Institute of Entrepreneurship and Executive Education, the International Institute for Franchise Education, and the Sales Institute.

Another of the Huizenga School's unique features is its ability to tailor delivery of master's degree programs to the particular needs of corporations. The Huizenga School has offered master's degree programs within firms including American Express; AT&T; Baptist Hospital; BellSouth; City of Hollywood;

Volusia County Government; Federal Express; First Data Corp ; Martin Memorial Hospital; North Broward Hospital District; Palm Beach Sheriff's Office; Racal Datacom; Royal Caribbean Cruise Lines; TYCO; Vista Health Care; and Zhenhua Port Machinery Company in Shanghai, China.

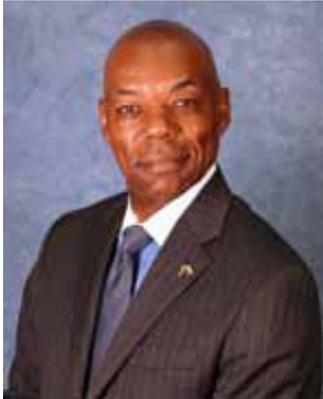
Administrators and faculty are keenly attuned to the complicated demands placed on today's employees, managers, and leaders. Courses are continually refined to the most current and relevant practices. Students at the Huizenga School encounter some of the most exciting, enriching course work available 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-campus, off-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



Nova Southeastern University's H. Wayne Huizenga School of Business and Entrepreneurship does not just talk about the need to transform business education—it lives it.

In an era when business schools are struggling to keep pace with the trends and challenges faced

by the business world, NSU is pioneering the development of an integrated approach to leading and managing that places our graduates at the forefront of management application and theory.

The Huizenga Business School is focused on creating value for you and your organization. Our theory-based, intuitive, and pragmatic approach brings all the necessary pieces together to create leaders and managers who develop a holistic approach to life and work. The Huizenga Business School's value-driven management philosophy is a revolutionary approach to leading and managing that focuses on maximizing value over time. You will learn to balance your perspectives of world cultures; the United States and its subcultures; and what the customers, suppliers, third parties, employees, competitors, and owners of your organization value. You will learn how effective leaders and managers manage this juggling act and make good decisions that lead to positive results.

If you want to be on the cutting edge of a management education that delivers results for you and your organization in the 21st century, then the H. Wayne Huizenga School of Business and Entrepreneurship is for you. Our professors bring a mix of research and practical real-world business experience to the classroom. Our flexible and high-quality learning systems meet the needs of working professionals, full-time students, and organizations. The Huizenga Business School at Nova Southeastern University is committed to serving as your partner in the business world, preparing you to be a strong competitor in this challenging marketplace. We want students who share our excitement about the future of leading and managing in the 21st century. Together, through this cutting-edge approach to management education, we will create a foundation of knowledge, skills, and experience on which you can build your future.

J. Preston Jones, D.B.A.  
Interim Dean  
H. Wayne Huizenga School of Business and Entrepreneurship

## VISION

The H. Wayne Huizenga School of Business and Entrepreneurship is a worldwide provider of academic, professional, and practical education for individuals in business, academia, government, and nonprofit organizations, possessing a recognized reputation for quality using personal relationships and appropriate technology to provide superior real-world learning experiences for students in a manner that allows education to be an integral part of their lives.

## MISSION

Our mission is to advance the personal growth and professional development of individuals in business, academia, government, and nonprofit organizations by providing readily accessible, managerially and entrepreneurially oriented, and convenient educational opportunities of superior real-world value.

## 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 School, 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 School 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.

## PRINCIPLES

1. Conduct all of our academic affairs with integrity.
2. Be committed to the Huizenga School's 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 School 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, Principles, September 29, 2006  
H. Wayne Huizenga School of Business and Entrepreneurship*

## ADDRESS OF THE HUIZENGA SCHOOL

The Huizenga School 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, business services/copy center, and a full service café, as well as administrative and student offices with support facilities.

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

# Academic Calendar 2013 – 2014

## Master's

### FALL 2013 (201420)

<b>Online classes</b>	September 30 - December 8, 2013
<b>Sequence I (Friday / Saturday)</b>	Oct 4/5, 18/19, Nov 1/ 2, 15/16, Dec 6/7, 2013
<b>Sequence II (Friday / Saturday)</b>	Oct 11/12, 25/26, Nov 8/9, 22/23, Dec 13/14, 2013
<b>Day Monday / Wednesday</b>	Sept 30, Oct , 2, 7, 9, 14, 16, 21, 23, 28, 30, Nov 4, 6, 11, 13, 18, 20, Dec 2, 4, 2013
<b>Day Tuesday / Thursday</b>	Oct 1, 3, 8, 10, 15, 17, 22, 24, 29, 31, Nov 5, 7, 12, 14, 19, 21, Dec 3, 5, 2013
<b>Monday Evenings</b>	Sept 30, Oct 7, 14, 21, 28, Nov 4, 11, 18, Dec 2, 9, 2013
<b>Tuesday Evenings</b>	Oct 1, 8, 15, 22, 29, Nov 5, 12, 19, Dec 3, 10, 2013
<b>Wednesday Evenings</b>	Oct 2, 9, 16, 23, 30, Nov 6, 13, 20, Dec 4, 11, 2013
<b>Thursday Evenings</b>	Oct 3, 10, 17, 24, 31, Nov 7, 14, 21, Dec 5, 12, 2013

### WINTER 2014 (201430)

<b>Online classes</b>	January 6 - March 16, 2014
<b>Sequence I (Friday / Saturday)</b>	Jan 10/11, 24/25, Feb 14/15, 28 with March 1, March 14/15, 2014
<b>Sequence II (Friday / Saturday)</b>	Jan 17/18, 31 & Feb 1, Feb 21/22, March 7/8, 21/22, 2014
<b>Day Monday / Wednesday</b>	Jan 6, 8, 13, 15, 22, 27, 29, Feb 3, 5, 10, 12, 17, 19, 24, 26, March 3, 5, 10, 2014
<b>Day Tuesday / Thursday</b>	Jan 7, 9, 14, 16, 21, 23, 28, 30, Feb 4, 6, 11, 13, 18, 20, 25, 27, March 4, 6, 2014
<b>Monday Evenings</b>	Jan 6, 13, 27, Feb 3, 10, 17, 24, March 3, 10, 17, 2014
<b>Tuesday Evenings</b>	Jan 7, 14, 21, 28, Feb 4, 11, 18, 25, March 4, 11, 2014
<b>Wednesday Evenings</b>	Jan 8, 15, 22, 29, Feb 5, 12, 19, 26, March 5, 12, 2014
<b>Thursday Evenings</b>	Jan 9, 16, 23, 30, Feb 6, 13, 20, 27, March 6, 13, 2014

---

## SPRING 2014 (201440)

<b>Online classes</b>	April 7 - June 15, 2014
<b>Sequence I (Friday / Saturday)</b>	April 11/12, 25/26, May 9/10, 30/31, June 13/14, 2014
<b>Sequence II (Friday / Saturday)</b>	April 18/19, May 2/3, 16/17, June 6/7, 20/21, 2014
<b>Day Monday / Wednesday</b>	April 7, 9, 14, 16, 21, 23, 28, 30, May 5, 7, 12, 14, 19, 21, 28, June 2, 4, 9, 2014
<b>Day Tuesday / Thursday</b>	April 8, 10, 15, 17, 22, 24, 29, May 1, 6, 8, 13, 15, 20, 22, 27, 29, June 3, 5, 2014
<b>Monday Evenings</b>	April 7, 14, 21, 28, May 5, 12, 19, June 2, 9, 16, 2014
<b>Tuesday Evenings</b>	April 8, 15, 22, 29, May 6, 13, 20, 27, June 3, 10, 2014
<b>Wednesday Evenings</b>	April 9, 16, 23, 30, May 7, 14, 21, 28, June 4, 11, 2014
<b>Thursday Evenings</b>	April 10, 17, 24, May 1, 8, 15, 22, 29, June 5, 12, 2014

---

## SUMMER 2014 (201510)

<b>Online classes</b>	July 7 - September 14, 2014
<b>Sequence I (Friday / Saturday)</b>	July 11/12, 25/26, August 8/9, 22/23, September 12/13, 2014
<b>Sequence II (Friday / Saturday)</b>	July 18/19, August 1/2, 15/16, September 5/6, 19/20, 2014
<b>Day Monday / Wednesday</b>	July 7, 9, 14, 16, 21, 23, 28, 30, August 4, 6, 11, 13, 18, 20, 25, 27, September 3, 8, 2014
<b>Day Tuesday / Thursday</b>	July 8, 10, 15, 17, 22, 24, 29, 31, August 5, 7, 12, 14, 19, 21, 26, 28, September 2, 4, 2014
<b>Monday Evenings</b>	July 7, 14, 21, 28, August 4, 11, 18, 25, September 8, 15, 2014
<b>Tuesday Evenings</b>	July 8, 15, 22, 29, August 5, 12, 19, 26, September 2, 9, 2014
<b>Wednesday Evenings</b>	July 9, 16, 23, 30, August 6, 13, 20, 27, September 3, 10, 2014
<b>Thursday Evenings</b>	July 10, 17, 24, 31, August 7, 14, 21, 28, September 4, 11, 2014

## Doctoral

---

<b>Fall 2013</b>	August 26 – December 22, 2013
<b>Winter 2014</b>	January 6 – May 4, 2014
<b>Summer 2014</b>	May 12 – August 17, 2014

---

These dates are subject to change. Please visit the Huizenga School website at <http://www.huizenga.nova.edu/> for up-to-date information.

# Student Services

## OFFICE OF ENROLLMENT AND STUDENT SERVICES

The 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 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](http://www.nova.edu/career).

## 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 because 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.

At the postsecondary level, it is the student's responsibility to initiate the process for disability services. The process for obtaining a reasonable accommodation is an interactive one that begins with the student's disclosure of his/her disability to

appropriate administrative personnel and a request for a reasonable accommodation. The student has the responsibility to provide Nova Southeastern University with proper documentation of his/her disability from a qualified physician or clinician who diagnoses his/her disabilities and sets forth the recommended accommodations.

Student requests for accommodation will be considered on an individual basis. Each student with a disability should discuss his or her needs with the disability service representative in his or her academic center, college, or school before classes begin. For additional information on the university disability policy and obtaining reasonable accommodations, please contact your academic advisor.

Disability-related records are kept in a confidential location and are not part of the student's academic record, nor are they shared with others without the student's written consent.

## ACADEMIC ACCOMODATION(S) PROCESS

Requests for accommodation(s) must be made in writing to the disability service representative in the student's academic center, college, or school and must be supported by appropriate documentation of recent medical, psychological, or educational assessment data administered and evaluated by a qualified professional. If the student disagrees with the accommodation(s) proposed by the disability service representative in consultation with the appropriate program director and/or faculty member, he or she may appeal the decision through that center's, college's, or school's appellate process. If the issue cannot be satisfactorily resolved at the center, college, or school level, the student may appeal in writing no later than 10 days after the final decision to the university's Academic Accommodation Appellate Committee, which consists of the university's ADA coordinator and representatives from at least four different academic centers, colleges, and/or schools. 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.

For additional information regarding disability policies and accommodations, students are encouraged to consult the NSU Student Handbook located online at <http://www.nova.edu/cwis/studentaffairs/forms/ustudenthandbook.pdf>

## GRADUATE HOUSING/FOOD SERVICE

NSU offers a residential living program for Master's and Doctoral students that are designed to meet a wide array of student needs. Students who live on campus have numerous opportunities to participate in a variety of programs and activities that maximize intellectual growth and personal development.

Students are invited to obtain information from the Residential Life and Housing Office online at [www.nova.edu/reslife/oncampus/graduate.html](http://www.nova.edu/reslife/oncampus/graduate.html).

## 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 student's 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.

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 for details or contact your academic advisor.

## SCHOLARSHIPS

Scholarship information is available on the Huizenga School website at: <http://www.huizenga.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](http://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](mailto: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 University Center building on the main campus.

For off campus locations, the form may be downloaded at <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  
University Center, Room 1202  
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 first. 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 Windows.

## 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>.

## 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, WebCT, 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>. 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 School 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](mailto:intl@nova.edu)

## NSU STUDENT EDUCATIONAL CENTER LOCATIONS

Fort Myers Student Educational Center  
3650 Colonial Court  
Fort Myers, FL 33913  
(239) 267-6278

Jacksonville Student Educational Center  
6675 Corporate Center Parkway  
Suite 115  
Jacksonville, Florida 32216  
(904) 245-8932

Miami Student Educational Center  
8585 SW 124th Avenue  
Miami, Florida 33183  
(305) 274-1021

Miramar Student Educational Center  
2050 Civic Center Place  
Miramar, FL 33025  
(954) 262-9499

Nassau Student Educational Center  
C/O BBCC  
8 Jean Street; P.O. Box EE 15958  
Nassau, Bahamas  
(242) 364-6766

Orlando Student Educational Center  
4850 Millennia Blvd  
Orlando, Florida 32839  
(407) 264-5600

Tampa Student Educational Center  
3632 Queen Palm Drive  
Tampa, Florida 33619  
(813) 393-4990

West Palm Beach Student Educational Center  
11501 North Military Trail  
Palm Beach Gardens, Florida 33410  
561-805-2100

## 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, and email address. Students may update their personal contact information (excluding name change) through WebSTAR at [www.webstar.nova.edu](http://www.webstar.nova.edu).

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

## PLAGIARISM, ACADEMIC DISHONESTY, AND OTHER FORMS OF MISCONDUCT

The H. Wayne Huizenga School of Business and Entrepreneurship (Huizenga School) is strongly committed to a policy of honesty in academic affairs. Students are expected to do their own academic work. Students are awarded degrees in recognition of successful completion of academic coursework in their chosen fields of study. Each student, therefore, is expected to earn his or her degree based on individual personal effort. Consequently, any form of cheating or plagiarism constitutes unacceptable academic dishonesty. Such academic misconduct will not be tolerated at the Huizenga School, and thus will be penalized according to the seriousness of the infraction, in conformity with the standards, rules, and procedures of the Huizenga School and NSU. Accordingly, students are well advised to keep in mind that suspension and expulsion from the Huizenga School are among the sanctions that may be imposed for violations of the Academic Misconduct Policy.

### Academic Integrity Committee

The Academic Integrity Committee promotes student academic honesty and integrity through education and a structured system of disciplinary action. The committee suggests and reviews proposals for changes to the HSBE Academic Misconduct policy and makes recommendations for change to the HSBE faculty at large. The committee oversees the process for student academic appeals.

### Definitions

- **Plagiarism**, as defined by the Little, Brown Essential Handbook for Writers, 4th edition, is “the presentation of someone else’s ideas or words as your own. Whether deliberate or accidental, plagiarism is a serious and often punishable offense” (Aaron, 2001).
- **Deliberate plagiarism** is “copying a sentence from a source and passing it off as your own and, summarizing someone else’s ideas without acknowledging your debt, or buying a term paper and handing it in as your own” (Aaron, 2001).
- **Accidental plagiarism** is “forgetting to place quotation marks around other writer’s words, omitting a source citation because you’re not aware of the need for it, or carelessly copying a

source when you mean to paraphrase” (Aaron, 2001).

### Guidelines

The United States Naval Academy’s statement on academic plagiarism (USNA, 2004) provides the following guidelines that have been implemented verbatim at the Huizenga School.

1. Give credit where credit is due. Inevitably, you will use other people’s discoveries and concepts. Building on them creatively. But do not compromise your honor by failing to acknowledge clearly where your work ends and that of someone else begins.
2. “Provide proper citation for everything taken from others. Such material includes interpretations, ideas, wording, insights, factual discoveries, charts, tables, and appendices that are not your own. Citations must guide the reader clearly and explicitly to the sources used, whether published, unpublished, or electronic. Cite a source each time you borrow from it. A single citation, concluding or followed by extended borrowing, is inadequate and misleading. Indicate all use of another’s words, even if they constitute only part of a sentence, with quotation marks and specific citation. Citations may be footnotes, endnotes, or parenthetical references.
3. Recognize the work of others even if you are not borrowing their words. Theories, interpretations, assessments, and judgments are all intellectual contributions made by others and must be attributed to them.
4. Paraphrase properly. Paraphrasing is a vehicle for conveying or explaining a source’s ideas and requires a citation to the original source. A paraphrase captures the source’s meaning and tone in your own words and sentence structure. In a paraphrase, the words are yours, but the ideas are not. It should not be used to create the impression of originality.
5. Cite sources in all work submitted for credit. Your instructor may also require you to identify the contributions of others in drafts you submit only for review. Ask your instructor for his or her citation requirements and any discipline-specific attribution practices.
6. Be cautious when using web-based sources, including Internet sites and electronic journals. There is a common misperception that information found on the Internet does not need to be cited. Web-based information, even if anonymous, must be appropriately cited. Do not

cut and paste or otherwise take material from websites without proper citation.

7. Provide a citation when in doubt. Always err on the side of caution (USNA, 2004).

Papers will be routinely submitted to [www.turnitin.com](http://www.turnitin.com) for review.

### **Cheating by Plagiarism**

Plagiarism is a form of academic misconduct. The Huizenga School views plagiarism as the representation of another's work, words, or ideas, statement of facts not generally known as one's own without use of an academically recognized method of citation. Work submitted at the Huizenga School must be the original work of the student. Original work may include the words and ideas of others, but the source of these words and ideas must be indicated in a manner consistent with an academically recognized form, style, and citation manual. Plagiarism subjects the student to penalties pursuant to the Academic Misconduct Policy. Any student helping a student plagiarize is considered as guilty as the student assisted.

Plagiarism involves using the words, information, insights, or ideas of another without crediting that person through proper citation. Proper documentation is required for all source material as discussed in the individual course policy statement, which will be provided and explained by each instructor during the first session of each course. It is your responsibility to know the rules for proper citation – claiming ignorance of the proper citation rules is not an excuse for cheating. One can avoid plagiarism by fully and openly crediting all sources used.

In the absence of guidance from the instructor, reference "APA Style Manual" (standards and rules to be followed when referencing source material).

### **Cheating on Examinations and Assignments**

Academic misconduct consists of cheating of any kind with respect to examinations and assignments as well as the unauthorized possession and/or use of exams, papers, and materials. Cheating is defined and characterized by copying answers to examinations, quizzes, presentations, and projects from a source not approved by the professor. This includes but not limited to "crib" notes and "cheat" sheets, cell phones, PDA's, iPods, and of course, collusion with your fellow student (neighbor). In addition, the use of test banks, computers, answer keys, stolen exams, and instructor's manuals are expressly forbidden. (USNA, 2004).

Cheating subjects the student to penalties pursuant to the Academic Misconduct Policy. Cheating includes, but is not limited to, the following:

- The unauthorized submission of work previously presented in another course.
- Having someone else write a paper for the student; purchasing a paper from someone or through the Internet.
- Participating in an arrangement whereby work, classroom activity, or an examination is done by another person.
- Unauthorized collaboration on assignments or work to be presented.
- Arranging to have others take examinations or to do assignments.
- Obtaining examinations prior to administration.
- Communicating or exchanging test information with other students during an exam or quiz.
- The manipulating of recorded grades or other class records in a grade book or on a computer system or the falsifying of such information.
- Bribery.

Cheating in the H. Wayne Huizenga School of Business and Entrepreneurship will not be tolerated.

### **Discipline for Academic Misconduct**

The professor/instructor has the authority to determine whether plagiarism or cheating has occurred. She or he will take the appropriate action depending upon the nature of the infraction.

**Expulsion:** Deliberate plagiarism is unethical and dishonorable! In cases of deliberate plagiarism and cheating, the student is subject to immediate dismissal from the program. In these cases, due process is afforded through the appeals process.

**Failing Grade:** Accidental plagiarism, or sloppy scholarship, is academically unacceptable. In cases of accidental plagiarism, the professor/instructor has the authority to issue a failing grade for the assignment or the course depending upon the severity of the infraction. Students found to have engaged in academic misconduct may have their transcript noted. Failing grades earned due to academic misconduct, will not be excluded from the students' GPA. In these cases, the decision of the faculty member is final.

### **Disruption to Academic Process**

Disruption of the classroom or the teaching environment is unacceptable at the Huizenga School and is considered a form of punishable academic misconduct. This includes email or any other form of communication. Disruption of the academic process

includes act(s) or word(s) by a student in a classroom or teaching environment that in the estimation of a faculty member deflects attention from the academic matters at hand. Examples of such disruption encompass: noisy distractions; persistent, disrespectful, and/or abusive interruptions; improper language, dress, and/or behavior; and actions that present a danger to the health, safety, and/or well-being of a faculty member, student, staff member, or guest. Disruption also includes tampering with, defacing, or stealing library or online materials. Punishment for such disruption can range from a verbal reprimand by the faculty member, to dismissal of the student from class with a grade of "F," to suspension or expulsion from the school.

## References

Aaron, J. (2001). *The Little, Brown Compact Handbook*. (4th ed.) Needham Heights, MA: Pearson/Longman.

USNA, (2004). *United States Naval Academy 9USNA Statement on Academic Plagiarism*. May 4, 2004 Faculty Senate Meeting. Retrieved on February 21, 2008 from: [www.usna.edu/Library/Plagiarism/Plagiarism.html](http://www.usna.edu/Library/Plagiarism/Plagiarism.html)

## Conduct Standards

1. Students should not interfere with the rights, safety, or health of members of the university community nor interfere with other students' right to learn. Students are expected to abide by all university, center, and program rules and regulations and all local, state, and federal laws.

Violations of conduct standards include, but are not limited to:

- a. theft (including shoplifting at any university service center, e.g., bookstore, food service facility), robbery, and related crimes
- b. vandalism or destruction of property
- c. disruptive behavior / disorderly conduct (e.g., in residence halls and classrooms, or at university-sponsored events, on or off campus)
- d. physical or verbal altercation, assault, battery, domestic violence, or other related crimes
- e. gambling
- f. possession or use of firearms, fireworks, explosives, or other dangerous substances or items
- g. possession, transfer, sale, or use of illicit and/or illegal drugs or alcohol if a minor
- h. appearance in class or on campus under the apparent influence of drugs or alcohol, illegal or illicit drugs or chemicals

- i. any act or conspiracy to commit an act that is harassing, abusive, or discriminatory or that invades an individual's right to privacy; sexual harassment; discrimination and abuse against members of a particular racial, ethnic, religious, on the basis of sex / gender, sexual orientation, marital status or cultural group and/or any other protected group or as a result of an individual's membership in any protected group
- j. sexual misconduct
- k. stalking
- l. unacceptable use of computing resources as defined by the university. Students are also subject to the Acceptable Use of Computing Resources policy at [www.nova.edu/common-lib/policies/aucr.policy.html](http://www.nova.edu/common-lib/policies/aucr.policy.html).
- m. impeding or obstructing NSU investigatory, administrative, or judicial proceedings
- n. threats of or actual damage to property or physical harm to others
- o. "Hazing" means any action or situation that recklessly or intentionally endangers the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any organization operating under the sanction of a postsecondary institution. Hazing includes, but is not limited to, pressuring or coercing the student into violating state or federal law; any brutality of a physical nature, such as whipping, beating, branding, or exposure to the elements; forced consumptions of any food, liquor, drug, or other substance or other forced physical activity that could adversely affect the physical health or safety of the student; and any activity that would subject the student to extreme mental stress, such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or other forced activity that could adversely affect the mental health or dignity of the student. Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers legal and legitimate objective. (Florida Hazing Law, 1006.63) Engaging in, supporting, promoting, or sponsoring hazing or violating university rules governing hazing is prohibited.
- p. failure to pay tuition and fees in a timely manner
- q. embezzlement or misuse of NSU and/or student organizational funds or monies
- r. failure to comply with the directives of NSU officials
- s. violation(s) of the terms or condition of a disciplinary sanction(s) imposed

- t. violation of any policy, procedure, or regulation of the university or any state or federal law, rule, regulation, or county ordinance
  - u. fraud, misrepresentation, forgery, alteration or falsification of any records, information, data, or identity
  - v. plagiarism
2. Students must have authorization from the university to have access to university documents, data, programs, and other types of information and information systems. Any use of the above without authorization is prohibited.

## PROCEDURES FOR RESOLVING ALLEGATIONS OF STUDENT MISCONDUCT

The procedure for the disposition of allegations of misconduct is as follows:

**Step 1:** A faculty member, administrative staff member, or student will submit written allegations to the relevant assistant dean/program director. The allegations should contain all pertinent facts, evidence, and witnesses.

Please note: Faculty and students are strongly encouraged to communicate and come to a resolution before following step 1 above. Regarding acts of plagiarism, cheating, and the like, faculty may request a resubmission of the assignment, reduce the grade or give a failing grade for the assignment, or give the student a failing grade for the course.

**Step 2:** If informal resolution is not achieved as recommended above, the assistant dean/program director will notify the accused student, in writing that an inquiry will be undertaken and will specify the nature of the allegation.

**Step 3:** The Interim Dean will appoint a committee consisting of a faculty member from the Academic Integrity Committee, an administrator or staff member, and a student.

**Step 4:** The committee will assemble all pertinent documentary evidence, written statements from witnesses, and a written statement from the accused student in response to the allegation

**Step 5:** The accused student, in a timely manner, may request an informal hearing before the committee. The student may present evidence, question witnesses, and rebut evidence. A written report will be made of any hearing. The burden of proof will be on the party making the allegations. The standard of proof will be "substantial evidence"; that

is, whether it is reasonable to conclude from the evidence submitted that the student did commit the violation.

**Step 6:** The committee will examine all the evidence, determine the facts, apply the policy to the facts, and will render a decision as to the student's culpability or lack thereof and, if culpable, the degree of culpability.

**Step 7:** The committee's findings and decision will be submitted to the accused student's assistant dean/program director, who will forward it to the Interim Dean for review. The committee's decision will be presented to the student in a timely manner.

**Step 8:** The sanctioned student will be informed in writing of the right to appeal to the Interim Dean in a timely manner the decision of the committee and/or the penalty imposed by the assistant dean/program director. The sanctioned student will be entitled to access the record and will be allowed to rebut in writing the findings/conclusions of the committee and the decision of the assistant dean/program director.

**Step 9:** The Interim Dean will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.

**Step 10:** The decision of the Interim Dean is considered final, and the student will not be given any further opportunity to appeal within the university system, unless the right to such appeal is explicitly conferred by the university.

The H. Wayne Huizenga School of Business and Entrepreneurship will not guarantee a student the right to continue attending classes pending the outcome of further legal processes.

If a student is found guilty of academic misconduct, a notation is placed on the student's transcript. The notation remains on the transcript as a matter of academic record. If a student is found to be not guilty by the committee and supported by the Dean, the notation will be removed from the student's record.

## STUDENT GRIEVANCE PROCEDURE

The purpose of this procedure is to promote the orderly resolution of student complaints concerning actions of the H. Wayne Huizenga School of Business and Entrepreneurship. Students and faculty members are encouraged to resolve disputes informally before instituting a formal grievance. The formal grievance policy is as follows:

- A. Any student who has a grievance shall file such a grievance in writing to the Interim Dean within 30 days. The written grievance will contain a concise

statement of all relevant facts and the relief sought.

- B. Upon receipt of a written grievance, the Interim Dean shall request proof supporting the grievance and request a response with supporting evidence from the party/department the complaint is against. The Interim Dean will review the grievance and evidence to determine whether the grievance presents a complaint, upon which action should be taken. If the grievance is found to have no basis, to be insubstantial, or to be wholly a question of academic discretion, the grievance shall be dismissed without further action. The student will be notified in writing as to whether the grievance has been dismissed or whether additional action will be taken.
1. If the Interim Dean decides that further inquiry should be made, he/she may invoke one of the following procedures:
    - a. Informal Resolution Procedure: The Interim Dean may informally meet with all parties in an attempt to resolve the issue(s) brought forth.
    - b. Formal Resolution Procedure: If the Interim Dean is unable to informally resolve the issue, a grievance committee will be convened to make a determination on the issue(s).
  2. The grievance committee shall consist of three NSU persons. One shall be a member of the full-time faculty, one shall be an administrator, and one shall be either an alumna or alumnus or a currently enrolled NSU student.
  3. The parties shall attend the grievance hearing before the panel, at which time both parties shall submit their evidence and arguments concerning the matter. The parties shall be notified of the time, date, and place of the hearing. All hearings shall be conducted on the main campus during normal working hours. There shall be no meeting of the grievance committee unless an active appeal has been filed in accordance with this procedure. It is the practice of the H. Wayne Huizenga School of Business and Entrepreneurship to disallow any individuals, including attorneys, other than the grievant in the grievance hearings. Should any other individual attempt to attend the grievance hearing in any capacity, the hearing will be immediately adjourned and the matter submitted to the panel members for consideration. The grievance committee hearing shall be subject to the following procedures:
    - a. The committee shall have no right to modify, add to, or remove provisions from this grievance procedure.
    - b. A majority vote of the committee shall be determinative.
  4. The decision of the committee shall be final and binding. Any student filing a grievance shall be notified of the committee's decision by certified mail at the student's last official address. Any suit filed to challenge a procedure or determination under these proceedings shall be filed in a court of competent jurisdiction in Broward County, Florida, and the laws of the state of Florida shall apply.
  5. In the case of grade appeal or other appeals relating directly to a student's academic performance, the committee may not substitute its judgment for the qualitative academic decision of the faculty member rendering the grade or assessing the student's work.
  6. The committee may not address sanctions that are wholly within the academic probation or student misconduct policies of the H. Wayne Huizenga School of Business and Entrepreneurship.
  7. The committee shall render its decision in writing within 14 calendar days following the close of the hearing, to the appropriate senior administrator who will then notify the student.

## RETENTION OF RECORDS

Nova Southeastern University follows the record retention guidelines put forth by the American Association of Collegiate Registrars and Admissions Officers. All permanent records are stored upon graduation or withdrawal from the university in accordance with standard record and retention policies. Academic records are also kept in the student information system computer database. Records of students who have applied but never registered are destroyed after three years.

## STUDENT HANDBOOK

The NSU Student Handbook is a comprehensive guide to policies and programs outlined by the administration of Nova Southeastern University. Students are required to become familiar with the contents of the handbook. Failure to read this handbook does not excuse students from the rules, policies, and procedures it contains. The NSU Student Handbook is located at <http://www.nova.edu/cwis/studentaffairs/forms/ustudenthandbook.pdf>

Contents of the student handbook include student life, student rights and responsibilities, policies and procedures, and NSU resources. Specific topics include:

- Abuse/physical assault
- Alcohol and drug
- Campus security
- Cellular phone use
- Code of student conduct and academic responsibility
- Computer ethics
- Disabilities
- Electronic mail communications
- Falsification of records
- Health policies
- Hurricane procedures
- Privacy of records
- Sexual misconduct
- Smoking
- Solicitation
- Travel
- Trespass
- Weapons
- Worthless checks

# Degree Programs

---

## BACHELOR'S LEVEL

Bachelor of Science in Accounting  
Bachelor of Science in Business Administration  
Bachelor of Science in Finance  
Bachelor of Science in Management

Bachelor of Science in Marketing  
Bachelor of Science in Sport and Recreation  
Management

### Minors:

Accounting  
Business  
Economics  
Entrepreneurship  
Finance  
Human Resource Management

International Business  
Leadership  
Management  
Marketing  
Sales  
Sport and Recreation Management

---

## MASTER'S LEVEL

Master of Accounting  
Master of International Business Administration  
Master of Public Administration  
Master of Science in Human Resource  
Management

Master of Science in Leadership  
Master of Science in Real Estate Development  
Master of Taxation  
Master of Business Administration

### MBA Concentrations:

Business Intelligence / Analytics  
Entrepreneurship  
Finance  
Global Management  
Human Resource Management  
Leadership

Management  
Marketing  
Process Improvement  
Sales Management  
Sport Revenue Generation  
Supply Chain Management

### Concurrent or Post degree Certificates:

Business Intelligence / Analytics  
Entrepreneurship  
Finance  
Global Management  
Human Resource Development  
Human Resource Management

Leadership  
Management  
Marketing  
Sales Management  
Sport Revenue Generation  
Supply Chain Management

---

## DOCTORAL LEVEL

Doctor of Business Administration

### Specialties:

Accounting  
Finance  
Human Resource Management

Management  
Marketing

## DEGREE RECOGNITION

Nova Southeastern University and the H. Wayne Huizenga School 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 School of Business and Entrepreneurship are accepted or recognized at the discretion of the University to which the Huizenga School graduate is applying. Generally, degrees earned at a regionally accredited institution are recognized by other regionally accredited institutions. Alumni of the Huizenga School, who wish to pursue academic studies at other institutions, should contact the admissions office of the school to which they are applying for information.

## INSTITUTES AND CENTERS

Institutes and centers housed within the Huizenga School specialize in delivering non-degree programs, symposia, seminars, and forums for professionals.

## HUDSON INSTITUTE OF ENTREPRENEURSHIP & EXECUTIVE EDUCATION

The Hudson Institute of Entrepreneurship and Executive Education at the H. Wayne Huizenga School 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 Institute was created in response to the vital need of businesses to tap into the expertise and up-to-date training available through the Huizenga School. The Hudson Institute 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.

## HUIZENGA SALES INSTITUTE

To meet the demands for a highly competent and proficient sales workforce in today's business environment, Nova Southeastern University's H. Wayne Huizenga School of Business & Entrepreneurship has created a first-of-its-kind Sales Program and Institute.

NSU's Sales Program offers new undergraduate and graduate business degrees and certificate programs in sales and sales management, and its state-of-the-art Huizenga Sales Institute is the foremost sales training facility for students and corporations alike.

The Huizenga Sales Institute, with its world-class facilities, specialized courses and seasoned faculty, provides opportunities for participants to learn about sales. This learning and skill development will occur not just in the classroom, but also in the training center where participants can practice and hone their skills. By using the Institute's sixteen role-play rooms (with seating for four) and two conference rooms (with seating for ten), individuals will engage in recorded presentations, which may be viewed in numerous settings for skill development and communication. In addition to these facilities, the sales institute offers facilities for group meetings and conferences.

# Master's Division

The goal of the master's division is to produce complete managers—managers who can cope successfully with the rapidly changing circumstances of today's business world. Whether pursuing degree programs in accounting, business administration, human resource management, international business, leadership, public administration, or taxation, students will be ensured of a solid management base. This base is provided through our strong programs, which emphasize adding value to organizations by recognizing, understanding, and applying state-of-the-art professional competencies required to manage and make decisions in this global economy.

The master's degree programs serve nearly 3,500 students on-campus, off-campus at locations throughout Florida, the Caribbean, and online. The Huizenga School faculty and program curricula provide students with the knowledge to upgrade their managerial skills while increasing overall organizational effectiveness and value.

## PROGRAM FORMATS

The Huizenga School offers master's degree programs in different formats to meet the needs of its students. The four formats are weekend, online, evening, and day. Depending on the needs of corporate clusters and certain geographic locations, other formats are available. Dependent on degree choice students will take part in a weeklong capstone held on the Main Campus at the end of their coursework. The Huizenga School uses Blackboard 10.0 to support ground classes and all online delivery.

### DAY

Day students pursue their core studies on the main campus by attending weekday classes and participating in optional internships (degree applicable), which allow them to put their newly acquired knowledge to work solving real business problems. In the day format option, students meet Monday through Friday for class over a nine-week term. Day students have the option to pursue their concentration studies in the evening or weekend format.

### EVENING

Evening students attend classes one night per week for 3 hours, per course (subject to change). The evening format is designed for students to meet 10 times over the course of a 13 week term.

### ONLINE

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

More and more companies are delivering their corporate training through online learning methods. The Huizenga School believes that exposing its students to this type of technology will help them to become better learners and better employees, thereby increasing their knowledge capital and adding value to the workforce.

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 School 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.

### WEEKEND

Most working professionals pursue their degree by attending classes in a 21-month weekend delivery format. The weekend format is designed for students to meet five weekends over the course of a 13 week term (typically every other weekend). Classes are set in early and late offerings. The early schedule is Friday evening from 6:00 – 8:00, and Saturday morning from 8:00 – noon. The late schedule is 8:15 – 10:15 Friday night, and Saturday afternoon from 1:00 – 5:00. Depending on the needs of companies and other clients, the Huizenga School may provide customized delivery modalities.

## PROGRAM LENGTH

### LENGTH

Students pursuing a weekend, weekday, or online master's program complete their program in 21 months when following a full time continuous schedule. Students enrolled in the Day M.B.A. Management program may complete their program in one year, but are not required to do so. Students must consult their Academic Advisor regarding their academic planning.

The program schedule consists of four terms per year, commencing approximately in September, January, April, and July. Students attending class on campus in Fort Lauderdale in a weekend, or day format, or taking classes online may join their program in any term, dependent on degree choice.

### TIME LIMIT

The time limit for all master's degree programs and certificates 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/program director. Students may petition the Office of Program Management 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 reinstatement 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 School at Nova Southeastern University must provide a variety of documents. Transcripts and all other documentation concerning admission should be sent to [electronictranscripts@nova.edu](mailto:electronictranscripts@nova.edu) or by mail at: Nova Southeastern University, Attn: Enrollment Processing Services, H. Wayne Huizenga School of Business and Entrepreneurship, PO Box 299000 Fort Lauderdale, Florida 33329-9905.

### APPLICATION FOR ADMISSIONS

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 are encouraged to complete the admissions application located on the Huizenga School website ([www.huizenga.nova.edu](http://www.huizenga.nova.edu)).

### COLLEGE TRANSCRIPTS

Official transcripts from each college and university attended must be submitted to 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 School 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.

To be considered for provisional acceptance, students may submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average). Students with acceptance based upon unofficial documentation at time of application may register for one term only; however, students in this situation are not financial aid eligible. International students must be fully accepted to begin their program of study. 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. Registration for future terms 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.

Arkansas disclosure: The student should be aware that these degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

### ALL PROGRAMS

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 regrettably 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 Interim 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).

### 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.

## **GRADUATES OF FOREIGN INSTITUTIONS**

Graduates of foreign institutions are encouraged to apply. In addition to the requirements to be considered for admission, international transcripts must include a certified English translation. A translation of course descriptions and/ course syllabi may be needed. Records must show the equivalent of an earned bachelor's degree or higher from a regionally accredited institution in the United States. International applicants whose native language is not English are required to submit evidence of their proficiency in the use of the English language by submitting an official written score of 550 or higher (213 computerized), or a 79 on the Internet format on the Test of English as a Foreign Language (TOEFL). A score of 6.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL. A letter on official letterhead from the applicant's prior university stating a majority of the program course material was conducted in English may suffice for the TOEFL requirement. The TOEFL must be within one year of application.

## **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.

Students wishing to pursue courses outside of their declared course of study may do so by notifying their academic advisor in writing from their NSU email account. 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 School to transfer back to their primary institution may be granted admission with limited admissions documents. Further information may be obtained by contacting the Huizenga School Program Office.

## **SECOND MASTER'S DEGREE**

Students who have earned a Huizenga School master's degree and wish to pursue a second master's degree with us must notify the Office of Academic Advising in writing and complete an application for admission. Upon receipt, prior course work will be evaluated to determine if any courses can be credited toward both degrees. Applicants will be notified in writing of the courses that must be completed to attain the second degree. A minimum of 21 additional credits must be completed to receive a second degree, although more may be required. Students are not permitted to pursue multiple 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. The Department Chair reserves the right to accept or deny any courses applied to the second master's degree.

Students who have earned a Huizenga School certificate and wish to pursue a second certificate must notify the Office of Academic Advising in writing and complete an application for admission. Students may not use course work completed in a prior program towards another certificate program. Students should consult with their academic advisor to determine if technical electives may be substituted to fulfill the certificate requirements.

## **JOINT DEGREE PROGRAMS**

The Huizenga School provides a unique environment for combining non-business and business education through a number of joint degree programs between the Huizenga School and other NSU schools and departments. An applicant must be offered admission to both schools to be considered a joint degree candidate. Joint degrees are offered in the following areas: Law/Accounting (J.D./M.Acc.), Law/Business (J.D./M.B.A.), Law/International Business (J.D./M.I.B.A.), Law/Public Administration (J.D./M.P.A.), Law/Tax (J.D./M.Tax), Pharmacy/Business (Pharm.D./M.B.A.), Psychology/Business (Ph.D./Psy.D./M.B.A.), students are not permitted to pursue the joint degree program in the Day format.

An applicant must be offered admission to both schools to be considered a joint degree candidate. Students must seek approval from their primary program of study to pursue classes with the Huizenga School 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:

- Shepard Broad Law Center: One year
- College of Pharmacy: Two years
- Center for Psychological Studies: 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 business school each term. Conferral of the joint 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 complete all the business school 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 joint degree program must be registered for business school courses by a Huizenga academic advisor.

Law/Business (J.D./M.B.A. in Management)  
MGT 5015

Law/International Business (J.D./M.I.B.A.)  
MGT 5812, INB 5846, or INB 5848,

Law/Public Administration (J.D./M.P.A.)  
PUB 5402, PUB 5461

Pharmacy/Business (Phar.D./M.B.A. in Management)  
HRM 5030, QNT 5040

Psychology/Business (Psy. D./M.B.A. in all concentrations)  
MGT 5015, QNT 5040

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

Law/Tax (J.D./M. Tax)\*  
TXX 5761, TXX 5762

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

## TRANSFER POLICY

The Huizenga School will consider up to the equivalent of two courses as transfer credits (equal to six semester credits) taken at the master's level or two courses (eight semester credits) taken at the doctoral level (with grades of not less than B) from another regionally accredited institution. 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,
- 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 School 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 School.

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 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 School.

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.

Arkansas Disclosure: The student should be aware that these degree programs may not transfer: The transfer of course/degree credit is determined by the receiving institution.

## 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.

## ADMISSION DECISION OF APPLICANT

All applicants are notified in writing of the admission decision. An official decision letter is mailed to the applicant's address on record. The Huizenga School 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 Interim Dean. The Interim dean will notify the applicant when a decision has been reached. Please direct all correspondence to:

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

## FOUNDATION COURSES

### MASTER OF ACCOUNTING

ACTP 5712 is required of all students without an undergraduate degree in accounting and those who have an undergraduate degree in accounting but who have not taken an accounting principles course within the past five years. It is recommended that students speak to an academic advisor prior to taking classes so a course schedule may be mapped.

### ALL OTHER MASTER'S PROGRAMS

Students required to complete foundation courses may enter their program of study; however, they may not enroll in graduate course before the corresponding foundation course is satisfied. For example, in the M.B.A./Management degree, a student may enroll in an accounting foundation course while taking graduate courses in finance or marketing since the accounting foundation course does not serve as a foundation.

Undergraduate courses taken outside the Huizenga School with similar course titles, as detailed in the list below, are not automatically accepted. Course descriptions and/or syllabi may be required to ensure undergraduate level coursework satisfying the foundation requirement is appropriate. Courses offered from hospitality or other university divisions may not be accepted. Students taking foundation courses outside the Huizenga School after matriculation must have the courses approved through their academic advisor, before registration, to ensure equivalency.

## FOUNDATION COURSE SATISFACTION

Satisfactory completion of foundation course(s) of three semester credits or more; requires grades of "C" or better (2.0 on a 4.0 scale). Students have three options for satisfying a program foundation course:

1. Complete course(s) offered by the H. Wayne Huizenga School of Business and Entrepreneurship (undergraduate or graduate);
2. Take a required course through an accredited institution with prior course approval in writing from the H. Wayne Huizenga School 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.);
3. Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Students registered for foundation classes at the graduate level are eligible for financial aid. Grades earned in foundation courses satisfied at HSBE factor into the student's academic standing. Consult your academic advisor for details and guidance.

The following undergraduate level courses are required:

**Master of Accounting** — (a) concentration in accounting at the undergraduate level or the following undergraduate course sequences: principles of accounting, intermediate accounting I, II, and III, cost accounting, advanced accounting\*, basic financial statement auditing\*\* and (b) basic understanding of elementary statistics, data processing, and mathematics

**Master of Business Administration** (includes all concentrations) — Business or corporate finance, financial accounting, marketing, microeconomics, and statistics

**Master of International Business Administration** — Business or corporate finance, economics (macro or micro), financial accounting, marketing, and statistics

**Master of Public Administration** — American government, financial accounting, and statistics

**Master of Science in Human Resource Management** — Human Resources or current HRM certification

**Master of Science in Leadership** — none

**Master of Science in Real Estate Development** — Financial accounting and statistics

**Master of Taxation** — (a) undergraduate degree in a business discipline, or an undergraduate degree and principles of accounting and (b) basic understanding of elementary statistics, data processing, and mathematics

\*For students who wish to enter the Master of Accounting or Master of Taxation programs and who meet all of the admission requirements except item (a) above, NSU offers a special sequence of courses designed to meet that requirement. Contact the Office of Program Management for details, (800) 672-7223, ext. 25036.

\*\*Required as a foundation for graduate auditing courses.

### **FINANCIAL AID ELIGIBILITY**

The following foundation courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order 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
ECNP 5003	Introductory Economics
FINP 5008	Business Finance
HRMP 5200	Introductory Human Resource Management
MKTP 5005	Introductory Marketing
PUBP 5001	Fund Accounting Workshop
PUBP 5002	Statistics Workshop
PUBP 5003	American Government Workshop
QNTP 5002	Introductory Statistics

## **CHANGE OF MAJOR**

Students who wish to change their major (degree program) within the Huizenga School 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. Students seeking a change of major must be in good academic standing in their current program before consideration is given for acceptance into a new program of study. Students wishing to change programs to the MS Real Estate program will also need to satisfy additional requirements. All graduate course-work taken at the Huizenga School is calculated into a student's cumulative GPA prior to degree or certificate conferral. This may affect a student's academic standing when a change of major (degree program) is fulfilled. See table of contents for academic standards.

### **MBA DAY STUDENTS and EVENING, WEEKEND, and ONLINE STUDENTS**

Students enrolled in an MBA program and wishing to change from either the Day format or the Evening, Weekend, or Online format must submit a written request to the Office of Academic Advising. Program format changes are considered curricular changes, and must adhere to the current Graduate Catalog requirements. Students who make this change must be aware that they may lose credit for courses taken may need to take additional courses, and the length of their program may change.

# Master's Enrollment

## OFFICE OF ACADEMIC ADVISING

The Office of Academic Advising consists of a team of professional academic advisors who are available to help 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 an academic advisor prior to the opening of registration to engage in academic planning. Students should contact their academic advisor for assistance. To reach an academic advisor, contact the Office of Academic Advising at 800-672-5067, or 800-554-6682 x- 25067 (Bahamas, Canada, and Mexico only), 954-262-5067, or schedule an appointment online through the Advising Module on the HSPortal (<https://secure.huizenga.nova.edu/hsportal/>).

## 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. To access WebSTAR, students must have a WebSTAR PIN, which may be obtained by contacting Pin Help at (954) 262-4850 or (800) 541-6682 ext. 24850 weekdays or via email at [pinhelp@nova.edu](mailto:pinhelp@nova.edu). 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.

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

Note: Students admitted to the day M.B.A. are not permitted to take core courses in the Weekend, online or evening format unless an exceptional circumstance arises, such as medical or family emergency. If an exceptional circumstance arises, student must present documentation to and receive permission from the Office of Program Management.

## LATE REGISTRATION POLICY

Students are encouraged to register early in the normal registration period to reserve their space in class. 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 WebSTAR and/or their academic advisor; however, a late fee will be added (see Table of Contents for Student Fees). Students adding an additional class during the late registration period will not be assessed the late registration fee. New students enrolled in their first term will be exempt from this fee. The Huizenga School reserves the right to refuse any late registrations during the late registration period. Consult the term dates for specific information.

Students who are receiving federal financial aid are advised to register in enough time for their financial aid to be processed. This time frame is usually a minimum of two weeks before the term begins.

## 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>
2. Complete an online Drop/Withdrawal request form located in the My Classes module on the HSPortal: <https://secure.huizenga.nova.edu/hsportal/> (This is the only option available to students who have a hold, are dropping/withdrawing from their only course within that term, or are dropping/withdrawing from a one week Capstone or Workshop)
3. Complete a Student Transaction Form and submit it to an Academic Advisor via your NSU email or by fax

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.huizenga.nova.edu/CurrentStudents/Calendars/singlecalendar.cfm?Calendar\\_ID=18](http://www.huizenga.nova.edu/CurrentStudents/Calendars/singlecalendar.cfm?Calendar_ID=18)  
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; 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 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 should also consult the Office of Financial Aid on how dropping or withdrawing from your classes can affect not only current aid, but future aid as well.

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

### 1-4 credit courses

Please refer to the master's academic calendar for specific drop periods and corresponding refund percentages by term at: [http://www.huizenga.nova.edu/CurrentStudents/Calendars/singlecalendar.cfm?Calendar\\_ID=18](http://www.huizenga.nova.edu/CurrentStudents/Calendars/singlecalendar.cfm?Calendar_ID=18)

### 0-credit courses/workshops and 1 week capstones

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 prior to the last day of the scheduled course.

## 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. The university will refund 100% of tuition and fees paid for courses that are cancelled. The university is not liable for travel expenses incurred by students due to class cancellations.

Taking a class in a different modality due to the cancellation of a course does not change the published tuition rate. Example: In the event of the cancellation of a ground-based class, tuition rates are not transferable to the same class offered online. Students who elect to take the course online will pay the online tuition rate.

# Master's Student Fees and Tuition

## STUDENT FEES

Registration	\$20
Late Registration	\$200
Student Services (\$118 for 3 credits or less (\$118.50 during the summer term) and \$236.25 for 4 credits or more per term - maximum \$945.00 per year)	\$118.00/ \$236.25
Course Materials: INB 5848, LED 5695, PUB 5402	\$150
Course Materials: HRM 5302, SHRM Certification Workshop Module and Materials	\$630
International Field Seminar Workshop Service: INB 5846	\$1250
Late Tuition and Fee Payment	\$100
Degree Application	\$100

## TUITION

Master of Science in Leadership (per credit)	\$650
Weekend and Evening Formats (per credit, excluding M.S.L., MACC, and TAX)	\$697
Day Format (per credit, excluding M.S.L., MACC, and TAX)	\$797
Online Format (per credit, excluding M.S.L.)	\$797
Master of Accounting / Master of Taxation (ground format)	\$716
Master of Accounting / Master of Taxation (online format)	\$816
Foundation courses (per course)	\$1310
ACTP 5711, MGT 5110, MGT 5111, and MGT 5112 (per course)	\$100
ACTP 5712, INB 5804 (per course)	\$200
PUBP 5001, PUBP 5002 and PUBP 5003 (per course)	\$300
Certificate Courses (by delivery format; see above)	Varies

*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 a registration is submitted 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

All students must maintain a cumulative grade point average (GPA) of 3.0, including certificate courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students who fail to raise the GPA to a 3.0 or higher in their next term while on probation are suspended from the Huizenga School for one academic year with no appeal. Academic standings are notated on a student's official transcript.

### GRADE REQUIREMENT – MACC AND MTAX ONLY

Students must not earn more than two grades below a B during the duration of their course of study. Students who receive more than two grades below a B are placed on academic probation for one term. Students should retake course(s) for which a substandard grade was earned within their next registered term. Students who do not earn a B or higher when retaking a course(s) are suspended from the Huizenga School for one academic year with no appeal. Academic standings are notated on a student's official transcript. Note: a B- (2.7 quality points) is below a B (3.0 quality points).

## ACADEMIC PROGRESS

Huizenga School 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 Interim 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 automatically be suspended with no appeal, and may not reapply to the program for one year (from term of suspension.) Students are not

permitted to change degree programs while on probation.

## TAKING COURSES WHILE ON PROBATION

Probation is a serious matter that should not be taken lightly. 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 were earned in order to regain good academic standing (e.g., a GPA of 3.0 and no more than two grades below a B.) Tuition discounts are not granted when students repeat a course. When a student is on probation and the course begins a drop or withdraw request with less than 100% refund (in accordance with the refund policy) is treated as an attempt in the course. The student is suspended for one year without appeal for failure to reach academic standards in the first registered term following the onset of probation. Students are advised to take courses under probation only when ready to devote maximum effort to their studies. Students seeking a change of major must be in good academic standing in their current program before consideration will be given for acceptance into a new program of study.

## PROCESS FOR READMISSION

A suspended student may petition for readmission to the Huizenga School after a period of one-year from term of suspension. The student must appeal for readmission in writing to the Office of Admissions at least 30 days prior to the first day of the term in which they wish to enroll. In the petition, the student should state the reasons why academic potential has improved since suspension. A notification letter will be sent to the student indicating readmission status. Readmission is not guaranteed.

## CONTINUED PROBATION UPON READMISSION

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0. and no more than two grades below a B.) Readmitted students will automatically be placed on continued probation upon reentry into their program. Student cannot receive any further grade under a B. If the student is unable to achieve and maintain good

academic standing in their program during any term following readmission, they will be dismissed from the school and are ineligible for readmission again.

### **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 at the Huizenga School will not be admitted or readmitted into any program within the Huizenga School.

### **ACTIVE STATUS AND REINSTATEMENT**

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 foundation courses at the Huizenga School in a given term. Students who interrupt their studies for four consecutive terms (12 months) are considered inactive and will be withdrawn from their program.

Students may seek reinstatement any time prior to the total time limit for the program.

Students seeking reinstatement will be required to meet the current Huizenga School Catalog standards for admission, matriculation, and graduation in effect at the time of reinstatement. The university reserves the right to not reinstate 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. Reinstatement is not guaranteed.

## GRADING SYSTEM

The grading system for graduate programs is as follows:

GRADE		QUALITY POINTS
A	Excellent	4.0
A-		3.7
B+		3.3
B	Good	3.0
B-		2.7
C+		2.3
C	Poor	2.0
F	Failing	0.0
P	Pass	0.0

## 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 School 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 is passing a course, has completed more than half of the required work, and is unable to complete the 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 at least two weeks 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 (three months). The incomplete contract must be submitted to the Office of Program Management 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.

The Office of Program Management 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 Program Office, in collaboration with the department chairs, 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.

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

## 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 one academic term, from the term; the course was taken, in which 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 B or higher 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 discounts are not granted.) Failing grades earned by students convicted of academic misconduct are not excluded from the GPA.

## GRADE REPORTS

Students may view their grades online through WebSTAR located at [www.webstar.nova.edu](http://www.webstar.nova.edu) typically 7 – 10 days (45-60 days for doctoral) after the end of the term (master's: March, June, September, and December; doctoral: May, August, and December). 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 submit verification online via the HSPortal. All other students wishing to obtain an award from the Huizenga School 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 prior to the start of each academic term. Students will not receive a credit of awards for terms prior to submitting the online verification and/or making an official request to the Office of Academic Advising. If the student is unable to submit verification online please contact your academic advisor. Students are accountable for reviewing their financial record prior to the start of the term to ensure accuracy of tuition and fee assessments. Awards will not be granted after the term has started.

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. Only one tuition award may be applied to the student account per term. NSU alumni award will supersede the Alumni for Award Certificates of Specialization.

The tuition awards will not apply to undergraduate / graduate level foundation courses, repeated courses, zero credit classes or any fees associated with the student account. NSU employees that receive 100% tuition waiver are not eligible to receive awards. The award will change each year based upon published tuition rates.

## NSU ALUMNI AWARD

The Huizenga School 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 School's master's degrees or Certificate programs are eligible for the award. Accounting and Taxation award is \$143.20 off per credit of published tuition rates. All other programs (excluding Master of Science in Leadership) receive \$139.40 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.

## ALUMNI AWARD FOR CERTIFICATES OF SPECIALIZATION

Graduates of a Huizenga School master's degree program who wish to continue their education by seeking a Certificate of Specialization are granted an alumni award of 50% off published tuition rates. To be considered an alumnus of a Huizenga School master's degree program, a student must have their first master's degree conferred, reapply for admission, and gain entry in accordance with the Huizenga School's admissions standards.

## GOVERNMENT EMPLOYEE AWARD

Students who are city, county, federal, or other U.S. government employees are entitled to an award for all Huizenga School Master's Degree programs. MS Leadership award is \$92.40 off per credit of published tuition rates.

Accounting and Taxation award is \$143.20 off per credit of published tuition rates. All other programs receive an award of \$139.40 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 HSBE Corporate Partner are entitled to an award for all Huizenga School Master's Degree programs. Persons seeking this award must fill out the online verification form previously referenced above. Award is based on corporate agreement. Please refer to your academic advisor via your NSU email for more specifics.

## ACTIVE MILITARY PERSONNEL AND DEPENDENT AWARD

Students who are on active duty are eligible for an award. They must submit to their academic advisor verification of the current active duty status which can be found at: [https://www.dmdc.osd.mil/appj/scra/single\\_record.xhtml](https://www.dmdc.osd.mil/appj/scra/single_record.xhtml). This must be submitted every term. For dependents of active duty military please submit a copy of your dependent military card along with the active military personnel verification status mentioned above and email it to your academic advisor via your NSU email account.

# Master's Graduation

## DEGREE CONFERRAL REQUIREMENTS

To be eligible for conferral of a master's degree (or awarded a certificate), the student must fulfill the following requirements.

1. Gain admission as a degree-seeking (or certificate-seeking) candidate
2. Complete all curriculum and program requirements (including foundation courses.)
3. Achieve a cumulative GPA of 3.0 or higher (including certificate courses taken at the master's level.)
4. No more than two grades of a C or below (including certificate courses taken at the master's level.) Students pursuing a MACC or MTAX degree are not permitted to have more than 2 grades below a B.
5. Payment of all tuition and fees
6. Complete the Application for Degree form and pay the conferral fee. The Application for Degree form may be downloaded from the school's website. Students should complete the form at the time of their final term's registration. (Certificate seeking candidates: notify your academic advisor that you have completed all course work pertaining to the certificate.)
7. Fulfill all obligations to the library, the student's program, and the bursar's office.

## COMMENCEMENT AND DEGREE CONFERRAL

The Huizenga School holds an annual graduation ceremony in Broward County, Florida. Master's students who have completed all their degree requirements by March 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 (including capstone) during the spring term (April – June) or summer term (July-September) 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.huizenga.nova.edu/commencement/graduate/criteria.cfm>. Petitions will be accepted and considered when students enroll in their final summer courses.

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. Certificate seeking candidates: A certificate will be mailed out to the student 6-8 weeks from the time of notification to the Academic Advisor to the address listed on record. Applications for 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 mailing address students have on record.

*Please note: Students should contact their academic advisor prior to registering for their last term to ensure all requirements have been met. Students should also check WebSTAR to ensure their mailing address and all other contact information is current.*

NSU's Huizenga School awards six master's degrees: Master of Accounting, Master of Business Administration, Master of International 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 certificate/concentration, if any.

## 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 rank in the upper 10% of the graduating class and must complete all coursework by March of the commencement year; and be invited to membership by the faculty officers. M.P.A. and M.S. in Real Estate 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 typically held the same day as graduation. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at [sigmabetadelta@huizenga.nova.edu](mailto: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 students are notified by mail if they meet the criteria to join Pi Alpha Alpha. M.P.A. students must complete 30 credits of their program by the end of the Winter term each year and maintain a GPA of 3.7. Those students invited to join may attend a special inductee ceremony typically held the week prior to commencement.

### **Alpha Sigma Gamma – M.S. Real Estate students only**

Alpha Sigma Gamma (ASG) was created in 1993 to recognize the scholastic achievements of students in university real estate programs. ASG also recognizes the participation and contributions of real estate faculty and the professional real estate community in real estate education. Alpha Sigma Gamma is the only international organization for the recognition of real estate student academic excellence in the world. Sponsored by the American Real Estate Society, Alpha Sigma Gamma currently consists of over 275 members on 21 U.S. universities.

Qualification for membership in ASG requires a grade point average of 3.68 or better on a four-point scale for graduate real estate and related coursework and an overall grade point average of 3.5 or better for all graduate course work in the Master's program. Students are only eligible for ASG membership when in their last term of the Real Estate Program. Students found to be in violation of the NSU code of student conduct and academic responsibility (including behavioral or academic misconduct) are ineligible to become members of any honor society affiliated with the H. Wayne Huizenga School of Business and Entrepreneurship.

# 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 foundation for more advanced accounting education through the use of flexible learning formats.

### Program Learning Goals

1. Assess the effects of current and proposed legal and regulatory environments on financial and regulatory reporting.
2. Recognize moral issues and apply ethical principles and professional codes of conduct.
3. Measure and evaluate the operating performance and financial condition of for-profit, governmental and nonprofit entities.
4. Compose and communicate relevant information in an effective and professional manner.
5. Evaluate the effects of domestic and global business practices and environmental factors on the measurement, communication, and evaluation of financial information.

### Curriculum

The Masters of Accounting program is a 40 credit hour program, consisting of seven core courses, and seven elective courses.

### Required Courses

	<b>credits</b>
ACT 5713 Accounting Theory	3
ACT 5725 Financial Statement Analysis	3
ACT 5741 Financial Accounting and Reporting CPA Review	3
ACT 5742 Business Environment and Concepts CPA Review	2
ACT 5743 Auditing CPA Review	3
ACT 5744 Regulation CPA Review	2
ACT 5753 Fund Accounting	3

### Elective Courses\*

	<b>credits</b>
ACT 5717 Forensic Accounting	3
ACT 5721 Research in Accounting Ethics And Professional Responsibility	3
ACT 5731 Accounting Information and Control Systems	3
ACT 5733 Advanced Managerial Accounting	3
ACT 5735 Controllership	3
ACT 5736 Internal and Operational Auditing	3
ACT 5750 eCommerce Accounting	3
ACT 5756 International Accounting	3
ACT 5798 Financial Accounting Research	1
ACT 5781 Business Law I	3
ACT 5782 Business Law II	3
TXX 5761 Taxation of Individuals	3
TXX 5762 Taxation of Corporations & Partnerships	3
TXX 5763 Taxation of Estates, Trusts, and Gifts	3
TXX 5764 Taxation of Pensions and Profit-Sharing Plans	3
TXX 5765 Tax Policy	3
TXX 5766 International Taxation	3
TXX 5767 IRS Practices and Procedures	3
TXX 5768 Real Estate Taxation	3
TXX 5769 Tax Planning and Research	3
TXX 5770 Taxation of Exempt Organizations	3
TXX 5771 Taxation of Limited Liability Companies and Sub-Chapter S Corporations	3
TXX 5772 Special Topics in Taxation	3
TXX 5773 State and Local Taxation	3
TXX 5774 Fiduciary Income Taxation	3
TXX 5775 Taxation of Distressed Entities	3
TXX 5776 Comparative International Taxation	3
MGT 5107 Master's Internship (Optional)**	0

**Total Curriculum Requirements: 40 credits**

\*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 Program Office to ensure their program will satisfy Florida requirements.

\*\*This course is not financial aid eligible when taken by itself.

## Foundation Courses

For students who did not complete the required foundation courses at the undergraduate level and score the grade of "C" or higher, these courses must be taken. These courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order 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 – is required for any M.Acc. student taking an online course. The course must be taken in the first term. Failure to pass ACTP 5711 will result in a drop from all other online 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 those students with an undergraduate degree in accounting but who have not taken an accounting principles course within the past five years.

## 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 has 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 obtain 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/licensure.html>

## **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. Or
2. Pass the U.S. CPA examination or hold another professional qualification that is comparable to the CPA, CMA, CFM, etc. or
3. Achieve a score in the 50th percentile or higher on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE).

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](http://www.imanet.org/index.asp)

# MASTER OF BUSINESS ADMINISTRATION

## Program Objectives

The principal objective of this curriculum is to substantially change the way students think and work. It provides insights into their behavior and that of their constituents, focusing on continuous personal and professional improvement while adding value to their organizations.

Students are immersed in new and innovative approaches and ideas to meet the challenges of continuous change. The M.B.A. curriculum dares students to shift the way they approach decision-making. The Huizenga School is committed to fostering within our students the ability to work as a team, the tools to manage change, the freedom to cultivate their entrepreneurial spirit, and the orientation of providing customer value.

## Program Philosophy

The M.B.A. program emphasizes the philosophy of adding value to the organization, and is based on an approach that the Huizenga School calls “value-driven management.” By experiencing this approach in the M.B.A. curriculum, students will master professional competencies required to manage in this rapidly changing global environment. Students will uncover how to integrate their value-driven perspectives with those of their organization: employees, customers, suppliers, competitors, third parties, owners, and other stakeholders.

## Program Learning Goals

1. Develop innovative financial, management, and marketing strategies that creatively and ethically solve global business problems. This is accomplished through emphasizing the sustainability of a business, integrating corporate entrepreneurship, and reflecting cultural diversity and inclusion.
2. Assess the impact of globalization, world economy, legal principles, the regulatory environment, societal and political developments, technological changes, competitive structure, and the natural environment on organizational decisions.
3. Analyze business prospects and problems by gathering relevant data, applying appropriate quantitative and analytical techniques, developing and evaluating innovative courses of action, and determining optimal solutions.
4. Examine the importance of leading and influencing others, maintaining collaborative business relationships, exercising appropriate interpersonal skills, and performing effectively individually and in high-performance teams.
5. Analyze the organization's bottom line by evaluating financial, operational, and environmental/social responsibility metrics.

6. Enhance oral and written communication skills by using ideas, knowledge, and the language of business to maximize value within and among organizations.

## WEEKEND / EVENING / ONLINE FORMAT

### MBA Core Curriculum (27 Credits)

ACT	5060	Accounting for Decision Makers	3
ECN	5050	Economic Thinking	3
FIN	5080	Applying Managerial Finance	3
ISM	5014	Enterprise Information Systems	3
MGT	5015	Legal, Ethical, and Social Values of Business	3
MGT	5020	Managing Organizational Behavior	3
MKT	5070	Managerial Marketing	3
OPS	5095	Service Operations Management	3
QNT	5040	Business Modeling	3
MGT	5107	Master's Internship* (Optional)	0

## DAY FORMAT

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

### MBA Day Core Curriculum (28 Credits)

ACT	5060	Accounting for Decision Makers	3
ECN	5050	Economic Thinking	3
FIN	5080	Applying Managerial Finance	3
ISM	5103	Computer Technology Skills	1
ISM	5014	Enterprise Information Systems	3
MGT	5015	Legal, Ethical, and Social Values of Business	3
MGT	5020	Managing Organizational Behavior	3
MGT	5110	Effective Resume Writing	0
MGT	5111	Business Communication	0
MGT	5112	Interviewing Techniques	0
MKT	5070	Managerial Marketing	3
OPS	5095	Service Operations Management	3
QNT	5040	Business Modeling	3

Students choosing the MBA full-time format with a concentration outside of Management are not guaranteed completion of their program in the 12-month timeline.

In addition to the core courses, students will choose a focus area of study from the listing below. These classes are offered in the weekend, evening, and online formats.

### Business Intelligence / Analytics

MMIS	630	Database Management and Applications
MMIS	642	Database Warehousing
MMIS	643	Data Mining
MMIS	692	Capstone Project in Business Intelligence
MGT	5090	Entrepreneurial and Strategic Thinking

### Entrepreneurship

ENT	5960	Entrepreneurship / Venture Creation
ENT	5981	Entrepreneurship Capstone
ENT	5990	International Trade for Entrepreneurs
FIN	5970	Entrepreneurship / Finance ( <i>in place of FIN 5080</i> )
MGT	5940	Entrepreneurship Law ( <i>in place of MGT 5015</i> )
MKT	5955	Internet Marketing and Social Networking

### Finance

FIN	5530	Money Markets and Monetary Institutions
FIN	5535	Futures and Options
FIN	5560	Advanced Financial Policy
FIN	5620	Investment Principles and Policies
FIN	5502	Finance Capstone

### Global Management

INB	5807	Foundations of Global Business
MKT	5833	Global Marketing
INB	5821	Cross Cultural Business Communication
INB	5822	Globalization and Emerging Markets
MGT	5090	Entrepreneurial and Strategic Thinking

### Human Resource Management

HRM	5030	Managing Human Resources
HRM	5260	Employee Relations: Principles, Problems & Cases
HRM	5365	Talent Management
HRM	5375	Total Compensation
HRM	5302	Human Resource Capstone and Certification Prep

### Leadership

LED	5630	Leadership Theory and Practice
LED	5651	Cross Cultural Leadership
LED	5660	Situational Leadership®
LED	5680	Leading Change for Innovation and Alignment
LED	5695	Leadership Skills Practicum

### Management

MGT	5012	21st Century Management
MKT	5017	Delivering Superior Customer Value
HRM	5030	Managing Human Resources
MGT	5090	Entrepreneurial and Strategic Thinking
INB	5807	Foundations of Global Business

### Marketing

MKT	5590	Strategic Marketing (required)
<i>Students choose 4 of the following 7 courses:</i>		
MKT	5017	Delivering Superior Customer Value
MKT	5833	Global Marketing
MKT	5210	Advanced Sales Management Concepts
MKT	5570	Marketing Research
MKT	5575	Brand Management
MKT	5580	Services Marketing
MKT	5585	Social Media Marketing

### Process Improvement

SCM	5830	Supply Chain Management
PIM	5005	Quality Management
PIM	5010	Project Management
PIM	5020	Process Improvement Methods
<i>Technical Elective (Choose one)</i>		
INB 5821; LED 5630; MKT 5017		

### Real Estate Development\*

REE	xxxx	Real Estate Development Process
REE	5887	Real Estate Investments
REE	xxxx	Real Estate Finance and Capital Markets
REE	xxxx	Land Regulation, Permitting, Design And Construction
REE	xxxx	Real Estate Acquisition, Development and Management

\*Under development and pending approval from HSBE faculty and Dean and NSU's Provost's Office

### Sales Management

LED	5630	Leadership Theory and Practice
MKT	5210	Advanced Sales Management Concepts
MKT	5220	Sales Accounts, Design and Organizational Architecture
MKT	5230	Sales Management Environment: People, Culture, and Change
PIM	5010	Project Management

### **Sport Revenue Generation**

SPT	5100	Sport Sponsorship Design and Strategies
SPT	5200	Sport Ticketing, Concessions and Merchandise Management
SPT	5300	Sport Event and Fundraising Strategies and Techniques
SPT	5400	Sport Revenue Generation and Emerging Technologies
MKT	5210	Advanced Sales Management Concepts

### **Supply Chain Management**

SCM	5830	Supply Chain Management
LOG	5010	International Transport and Logistics
SCM	5840	Supply Chain Infrastructure and Information Technology
SCM	5850	Managing Customer and Supplier Relations
SCM	5870	Supply Chain Capstone

### **MBA FOUNDATION COURSES**

For students who did not complete the required foundation courses at the undergraduate level and score the grade of "C" or higher, these courses (or their equivalents) must be taken before or during the program and prior to the corresponding graduate course. These courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order to receive financial aid.

ACTP	5001	– Introductory Accounting
QNTP	5002	– Introductory Statistics
ECNP	5003	– Introductory Economics
MKTP	5005	– Introductory Marketing
FINP	5008	– Business Finance

Foundation course for HRM concentration:

HRMP	5200	– Introductory Human Resource Management
------	------	--

### **\*Internship Course Option MGT 5107 (0 Credit)**

Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HSBE Academic Advisor to discuss eligibility requirements and application.

### **Management Concentration Internship Option – Day Students MGT 5108 (4 credit)**

Students have the option to enroll in an Internship in place of INB 5807. Students interested in this option must speak to their Academic Advisor at least 1 term prior to registration. This course is subject to approval by the Office of Career Development.

# MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

## Program Objectives and Philosophy

The mission of the MIBA program is to accelerate the global careers of current and potential managers and entrepreneurs in international business enterprise. The program aims to foster decision-making abilities by providing in-depth theoretical and practical knowledge of the global environment, country and supranational institutions; and by leading students to analyze the dynamics of multinational and entrepreneurial companies conducting business and trading internationally; and by leading students to communicate and demonstrate integrity in managing people operating across borders. The MIBA aims to provide in-depth and broad coverage of the arena for international business in a global economy.

The MIBA program's international faculty combines broad conceptual knowledge with hands-on experience to deliver a global program examining complex issues relating to world trade and foreign investment decisions by the multinational enterprise and international entrepreneurs. The program places emphasis on strategic thinking, leading to the successful formulation and implementation of corporate strategies. With a core focus on the impact of globalization on decision-making, the program educates students to become effective leaders of international business.

The program attracts an international student body from around the world, creating a learning environment in which individual experiences are shared. Students are exposed to a multitude of national business practices and develop intercultural communication skills. The program prepares students for a successful career in a challenging, global business arena.

## Program Learning Goals

1. Apply decision-making strategies to international business situations.
2. Demonstrate integrity in decision-making in international settings.
3. Apply business concepts to international settings requiring knowledge of country institutional context.
4. Communicate effectively to lead and manage people in international cross-cultural settings.
5. Manage business resources and markets in international settings.
6. Analyze industry value chains to determine performance options for international operations.
7. Determine optimal business solutions by applying appropriate quantitative and analytical techniques.

Each course builds on preceding courses in the curriculum; please check for the requirements for each class.

Curriculum			Credits
INB	5804	Navigating Learning Technologies	0
INB	5807	Foundations of Global Business	3
INB	5821	Cross Cultural Business Communication	3
MKT	5833	Global Marketing	3
INB	5812	International Business Law	3
QNT	5040	Business Modeling	3
FIN	5805	Financial Decisions for International Managers	3
INB	5822	Globalization and Emerging Markets	3
INB	5827	Import/Export Principles and Practices	3
ACT	5809	Accounting for Multinational Companies	3
FIN	5815	International Finance	3
INB	5818	New International Ventures	3
SCM	5831	Global Information Technology and Supply Chain Management	3
INB	5839	Global Strategy	3
MGT	5107	Master's Internship ** (Optional)	0

### International Business Experience\*

Select from 1 of the 2 options:

1<sup>st</sup> option (2-semester sequence):

INB	5845	Preparing for International Travel Study	1
INB	5846	International Field Seminar**	3

2<sup>nd</sup> option:

INB	5848	Strategic International Career Decisions**	4
-----	------	--	---

**Total Curriculum Requirements: 43 credits**

\*See [www.huizenga.nova.edu/ibe](http://www.huizenga.nova.edu/ibe) for more information.

\*\*This course is not financial aid eligible when taken by itself.

## Foundation Courses

For students who did not complete the required foundation courses at the undergraduate level and score the grade of "C" or higher, these courses (or their equivalents) must be taken before or during the program. Foundation courses must be taken prior to the corresponding graduate course. These courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order to receive financial aid.

ACTP	5001	– Introductory Accounting
QNTP	5002	– Introductory Statistics
ECNP	5003	– Introductory Economics
MKTP	5005	– Introductory Marketing
FINP	5008	– Business Finance

INB 5804 – is required for all MIBA students. This 3 week course must be taken in the first term. Failure to pass INB 5804 after the 2<sup>nd</sup> attempt 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.

Students are eligible for the International Business Experience courses (INB 5845/5846 and INB 5848) after completion of 18 credit hours of academic studies (including INB 5807, INB 5812, INB 5821, MKT 5833, QNT 5040, and INB 5822). Students may enroll in INB 5845 concurrently with completion of these courses. Participation in INB 5845/5846 is limited based upon space availability.

**Internship Course Option MGT 5107 (0 Credit)**

Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HSBE Academic Advisor to discuss eligibility requirements and application.

Master's certificates – see Table of Contents

# MASTER OF PUBLIC ADMINISTRATION

## Program Mission

The MPA program mission is to provide accessible public administration education for a diverse student population to enhance and advance their careers. The program emphasizes learning outcomes in areas that public administration highly values like leadership, management, best practices, ethics, contribution to the field, and communication. The program prepares graduates for positions as leaders, managers, and analysts for governmental and community public sector organizations.

## 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 using leadership, management, strategic, decision-making, and continuous improvement concepts, methods and models.
2. Contribute to the (simulated) policy process.
3. Apply public administration values, principles and best practices to public sector organizations.
4. Apply ethical and diversity frameworks to organizational challenges and opportunities in public sector organizations.
5. Analyze public service organizations using financial/economic, statistical and technological models.
6. Contribute to the field through public administration projects.
7. Communicate effectively (interpersonally, in writing and verbally) in the public sector organizational context.

Curriculum		Credits
PUB 5450	Public Administration Theory and Application	3
PUB 5451	Managing Information and Technology in the Public Sector*	3
PUB 5461	Administrative Law and Ethics in the Public Sector	3
PUB 5462	Leadership in the Public Sector	3
PUB 5463	Emergency Management in the Public Sector	3
PUB 5465	Public Sector Human Resources	3
PUB 5472	Public Finance	3
PUB 5473	Public Budgeting	3
PUB 5477	Public Sector Statistics	3
PUB 5480	Public Policy and Program Formulation and Implementation	3
PUB 5481	Evaluation of Public Policies and Programs	3
PUB 5499	Strategic Planning in the Changing Public Environment	3
PUB 5402	M.P.A. Integrative Capstone**	4
MGT 5107	Master's Internship (Optional)	0

**Total Curriculum Requirements: 40 credits**

## Foundation Workshops

For students who did not complete the required foundation courses at the undergraduate level and score a minimum grade of "C", these workshops (or their equivalents) must be taken. These workshops are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the workshops below in order to receive financial aid.

PUBP 5001 – Fund Accounting Workshop\* - this workshop must be taken concurrently with PUB 5473

PUBP 5002 – Statistics Workshop\* – this workshop must be taken prior to PUB 5477

PUBP 5003 – American Government Workshop\* - this workshop must be taken concurrently with PUB 5450

\* This course offered online only

\*\* This course is not financial aid eligible when taken by itself.

## Internship Course Option MGT 5107 (0 Credit)

Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HSBE Academic Advisor to discuss eligibility requirements and application.

Master's certificates – see Table of Contents

# MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

## Program Objectives

The Master of Science in Human Resource Management program presents perspectives on individual and group behavior and gives students insight into group dynamics and approaches for better management and motivation of employees. Whether it involves organizational restructuring, implementing a more effective communications system, solving intergroup conflicts, complying with legal aspects relating to employment, or training personnel to avoid skills obsolescence, the program provides insight into these strategic management issues.

## Program Philosophy

The overriding goal of the program is to prepare human resource and training managers and those in support services with the knowledge to enhance their organizations' effectiveness through the proper management of human resources. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives.

## Program Learning Goals

1. Identify and use innovative HR strategies and techniques, such as coaching approaches, leadership models, and financial management metrics to improve workplace productivity and morale.
2. Research and apply the consultation and client management skills required of HR to serve as a trusted advisor providing management advisory assistance, problem resolution, and the appreciative inquiry model.
3. Design strategic and tactical HR talent management plans to attract, develop, and retain high potential and high performing employees. Topics include compensation and benefits, conflict resolution, staffing management, succession planning, and employee and labor relations.
4. Create relevant career and professional development plans to align employee and organizational goals to retain and cultivate a high-performing workforce. This includes the use of various training techniques, HR technology, work/life balance, and the analysis and synthesis of business applications.
5. Research, review, and apply the applicable statute and common law, executive order, and ethical implications regulating employment relationships. Relate corporate social responsibility to the HR function.
6. Investigate HR challenges confronted by multi-national companies, including global diversity, hiring/firing restrictions, compensation, immigration/work authorization, and talent mobility.

## Curriculum

		<b>Credits</b>
HRM 5030	Managing Human Resources	3
HRM 5240	Advanced Organizational Development	3
HRM 5260	Employee Relations: Principles, Problems, and Cases	3
HRM 5300	Career Development	3
HRM 5340	Measuring Human Resources	3
HRM 5355	Strategic Human Resource Management	3
HRM 5360	Human Resource Development	3
HRM 5365	Talent Management	3
HRM 5375	Total Compensation	3
HRM 5385	Organization Consultation	3
ISM 5014	Enterprise Information Systems	3
MKT 5017	Delivering Superior Customer Value	3
MGT 5020	Managing Organizational Behavior	3
HRM 5302	Human Resource Capstone and Certification Prep*	4
Or		
HRM 5303	Human Resource Capstone Workshop	4
MGT 5107	Master's Internship (Optional)	0

**Total Curriculum Requirements: 43 credits**

## Foundation Courses

For students who did not complete the required foundation course at the undergraduate level and score the grade of "C" or higher, this course (or their equivalent) must be taken before or during the program. Foundation course must be taken prior to the corresponding graduate course. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with the course below in order to receive financial aid.

HRMP 5200 – Introductory Human Resource Management

## Internship Course Option MGT 5107 (0 Credit)

Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HSBE Academic Advisor to discuss eligibility requirements and application.

\*MBA HRM and MS HRM students have the option to take either HRM 5302 or HRM 5303.

Master's certificates – see Table of Contents

# MASTER OF SCIENCE IN LEADERSHIP

## Program Objectives and Philosophy

The leadership phenomenon has evolved. No longer is leadership looked upon as a fad, it has developed into the foundation that holds companies together and propels them to achieve greater levels of success. Leadership training is needed in all industries and at all levels. The Master of Science in Leadership (M.S.L.) program provides the training managers need to unleash their leadership abilities.

This curriculum covers theoretical and practical application skills necessary for today's leaders. The program focuses on the role of management and leadership functions of an organization in a growing global arena. Students will build leadership knowledge and competencies influenced by a management philosophy called "value-driven management." The program will address the traditional as well as the more contemporary insights into leadership. Students will build a framework for both leadership reflection and action.

## Program Learning Goals

1. Analyze the role of behavioral science in the development of leadership theory.
2. Build a framework for aligning leaders, followers, situations, and experiences for achieving organizational goals.
3. Apply leadership theories and models and personal leadership insights to the management of teams, projects and organizational change for improved performance.
4. Compare and contrast leadership styles and analyze which are appropriate for the various situations and readiness levels of followers.
5. Evaluate leadership strategies such as coaching, mentoring, negotiation, and team leadership for accomplishing organizational goals.
6. Evaluate current leadership literature to apply to organizational scenarios.

## Curriculum Credits

HRM 5030	Managing Human Resources	3
LED 5380	Team Building	3
LED 5630	Leadership Theory and Practice	3
LED 5640	Coaching and Influencing Skill	3
LED 5651	Cross-Cultural Leadership	3
LED 5655	Leading Negotiation and Conflict Resolution	3
LED 5660	Situational Leadership® Theory and Practice	3
LED 5680	Leading Change for Innovation and Alignment	3
LED 5691	Strategic Leadership	3
LED 5695	Leadership Skills Practicum*	4
MGT 5012	21st Century Management Practices	3
MGT 5015	Legal, Ethical, and Social Values of Business	3
MGT 5020	Managing Organizational Behavior	3
MGT 5107	Master's Internship (Optional)	0

**Total Curriculum Requirements: 40 credits**

\*This one-week course is only offered on the ground in the spring term. This course is not financial aid eligible when taken by itself.

## Internship Course Option MGT 5107 (0 Credit)

Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HSBE Academic Advisor to discuss eligibility requirements and application.

Master's certificates – see Table of Contents

Students interested in continuing in a certificate program upon completion of their Leadership degree should contact their academic advisors. Students within the Master of Leadership Degree must have all the coursework listed above completed prior to enrolling in any certificate program.

# MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

## Program Objectives

The Master of Science in Real Estate Development program prepares graduates for key industry leadership positions involving the complex issues of land stewardship and managed growth in a high-risk, increasingly complex, multifunctional, tightly regulated, capital intensive, and highly technical industry. The course of study is rigorous, balanced, and provides an in-depth immersion into the industry through the study of all phases of the real estate development process. The program's comprehensive curriculum includes cash flow analysis, site selection, financing alternatives, control and disposition, negotiations, operations, development law, accounting, market analysis, urban land economics, planning and design, entitlements and environmental remediation, and public policy. It includes the study of the development and sustainability of the built and natural environment through public policies and private initiatives.

## Program Philosophy

Today, real estate development is a high-risk, capital intensive, increasingly complex, heavily regulated, multidisciplinary endeavor whose activities are increasingly being commoditized and integrated into mainstream capital markets. Real estate development is a multi-billion dollar business that plays a key role in the US economy, and real estate assets represent the single most important class of tangible wealth held by households and corporations in this country.

## Program Learning Goals

1. Demonstrate an understanding of the entire real estate development process, including financial analysis, computing and information systems such as Excel, ARGUS, GIS, and CAD, planning and design principles, construction and project management techniques, investment analysis, marketing, land economics, accounting, and real estate law.
2. Demonstrate an understanding of the techniques of cash flow analysis, site selection, financing alternatives, control and disposition, negotiations, operations, entitlements and environmental remediation, asset management, and public policy.
3. Apply relevant environmental, economic, and design principles to specific development situations.
4. Identify specific issues related to developing the built environment and describe solutions to these issues them.
5. Explain how diversity, ethical decision making, leadership, social responsibility, globalization, and multicultural considerations affect organizations and their environment.
6. Describe appropriate strategies and tactics for long-term development operations.

Curriculum		Credits
REE	5875 Quantitative Tools for Real Estate Development	1
REE	5890 Real Estate Accounting	3
REE	5892 Market & Feasibility Analysis for Real Estate	2
REE	5878 Real Estate Development: Process I	3
REE	5879 Real Estate Development: Process II	3
REE	5880 Real Estate Finance	3
REE	5881 Real Estate Law and Ethics	3
REE	5882 Land Use Planning & Project Design	3
REE	5894 Real Estate Capital Markets	3
REE	5884 Land Use Regulation: Entitlements & Permitting in a Growth-Managed Environment	3
REE	5885 Building Design & Construction Principles	3
REE	5896 Property Analysis Due Diligence3	3
REE	5887 Real Estate Investments	3
REE	5897 Real Estate Management **	2
REE	5898 Real Estate Development Strategy *	2
REE	5899 Real Estate Development Field Seminar	0
MGT	5107 Master's Internship	0

**Total Curriculum Requirements: 40 credits**

\* This course is not financial aid eligible when taken by itself.

\*\* A Lab fee of \$550 is required for the ARGUS certification course component. This course is not financial aid eligible when taken by itself.

REE 5899 is a one-week course offered in the fall term only. The course is not financial aid eligible when taken by itself.

## Foundation Courses

The following courses must be completed either prior to acceptance or before the corresponding graduate course in the subject. These courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order to receive financial aid.

ACTP	5001 – Introductory Accounting
QNTF	5002 – Introductory Statistics

## Internship Course Option MGT 5107 (0 Credit)

Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HSBE Academic Advisor to discuss eligibility requirements and application.

Master's certificates – see Table of Contents

# MASTER OF TAXATION

## Program Objectives

The Master of Taxation program is designed to enable students and practitioners, through a flexible learning format, to realize their fullest potential in federal and state taxation practices through the rigorous examination of tax policies and principles as implemented in statutes, interpreted by the judiciary and enforced by tax agencies.

## 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 foundation necessary to become a successful tax preparer and adviser.

## Program Learning Goals

1. Obtain, organize, and synthesize often extensive and complex tax and other information provided in order to determine the relevant facts.
2. Identify the tax issues presented in light of the relevant facts.
3. Interpret and understand the applicable and appropriate primary and secondary tax law that applies to the relevant facts and tax issues presented.
4. Think critically in analyzing and applying the tax law to the relevant facts.
5. Make, within and in light of rapidly and ever-changing legal and ethical constraints, recommendations as to how to solve real-world tax problems.
6. Effectively communicate verbally and in writing with, clients and other stakeholders, the applicable tax law and position recommended in a particular situation.

## Curriculum

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

### Required Courses

	<b>credits</b>
ACTP 5711 Internet Technology* (online students only)	0
TXX 5761 Taxation of Individuals	3
TXX 5762 Taxation of Corporations & Partnerships	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 5772 Special Topics in Taxation	3

### Elective Courses

	<b>credits</b>
TXX 5764 Taxation of Pensions and Profit-Sharing Plans	3
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 Taxation of Limited Liability Companies and Sub-Chapter S Corporations	3
TXX 5773 State and Local Taxation	3
TXX 5774 Fiduciary Income Taxation	3
TXX 5775 Taxation of Distressed Entities	3
TXX 5776 Comparative International Taxation	3
MGT 5107 Master's Internship	0

**Total Curriculum Requirements: 40 credits**

Note: If the equivalent of TXX 5761 and TXX 5762 were taken in the undergraduate program, six hours of additional electives will be substituted with permission of the program director. In addition, TXX 5761 and TXX 5762 or their equivalent must be taken prior to any other course. TXX 5772 may only be taken after completion of all core courses or with permission from the Department Chair.

Courses are listed in alphabetical order by subject. Students should work with their academic advisor to build their course sequencing.

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

### Foundation Courses

An undergraduate degree in a business discipline, or an undergraduate degree and principles of accounting. In addition, a basic understanding of elementary statistics, data processing, and math are required.

### \*\*\*Internship Course Option MGT 5107 (0 Credit)

Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HSBE Academic Advisor to discuss eligibility requirements and application.

Master's certificates – see Table of Contents

## CERTIFICATES

Students may elect to focus their non-degree seeking studies in a number of certificate areas. Certificates require that four or five courses be taken within a specific content area. A notation of a certificate area is indicated on a student's transcript and a certificate is awarded to the student. Certificate courses may be taken while completing graduate degree courses or afterwards. Students may apply their certificate courses toward the completion of a Master's degree contingent upon degree requirements. Grades earned in certificate courses calculate into a student's Graduate GPA unless the student has his or her degree conferred prior to taking the courses. In addition, certificate courses that calculate into the students GPA are subject to all Academic Standards requirements (see Table of Contents for Academic Standards). Not all certificate courses taken after the student's degree is conferred are financial aid eligible. Students must consult their Academic Advisor and the Office of Financial Aid for details. Students cannot use courses for which credit has been given within their major towards a certificate. Students pursuing a degree are not eligible to get a certificate if those courses are part of their degree. MS LDR students must complete their degree requirements prior to pursuing a certificate. Below are the certificates currently available. Most certificates are available online. Students should consult with their academic advisor prior to pursuing a certificate.

### Business Intelligence / Analytics

MMIS 630	Database Management and Applications
MMIS 642	Database Warehousing
MMIS 643	Data Mining
MMIS 692	Capstone Project in Business Intelligence

*Students choose 1 of the following 2 courses:*

QNT 5040	Business Modeling
MMIS 671	Decision Support Systems

### Entrepreneurship

MKT 5955	Internet Marketing and Social Networking
ENT 5960	Entrepreneurship / Venture Creation
ENT 5981	Entrepreneurship Capstone
FIN 5970	Entrepreneurship / Finance

### Finance

FIN 5530	Money Markets and Monetary Institutions
FIN 5535	Futures and Options
FIN 5560	Advanced Financial Policy
FIN 5620	Investment Principles and Policies
FIN 5502	Finance Capstone

### Global Management

INB 5807	Foundations of Global Business
MKT 5833	Global Marketing
INB 5821	Cross Cultural Business Communication
INB 5822	Globalization and Emerging Markets
INB 5849	Global Strategy

### Human Resource Development

HRM 5030	Managing Human Resources (required)
HRM 5240	Advanced Organizational Development (required)

*Students choose 2 of the following 3 courses:*

HRM 5300	Career Development
HRM 5360	Human Resource Development
HRM 5385	Organization Consultation

### Human Resource Management

HRM 5030	Managing Human Resources
HRM 5260	Employee Relations: Principles, Problems & Cases
HRM 5365	Talent Management
HRM 5375	Total Compensation
HRM 5302	Human Resource Capstone and Certification Prep

### Leadership

LED 5630	Leadership Theory and Practice
LED 5651	Cross Cultural Leadership
LED 5660	Situational Leadership®
LED 5680	Leading Change for Innovation and Alignment
LED 5695	Leadership Skills Practicum

### Management

HRM 5030	Managing Human Resources
MGT 5012	21st Century Management
MGT 5090	Entrepreneurial and Strategic Thinking
MKT 5017	Delivering Superior Customer Value

*Students choose 1 of the following 3 courses:*

INB 5807	Foundations of Global Business
INB 5821	Cross Cultural Business Communication
LED 5630	Leadership Theory and Practice

**Marketing**

MKT	5070	Managerial Marketing (required)
<i>Students choose 4 of the following 7 courses:</i>		
MKT	5017	Delivering Superior Customer Value
MKT	5833	Global Marketing
MKT	5210	Advanced Sales Management Concepts
MKT	5570	Marketing Research
MKT	5575	Brand Management
MKT	5580	Services Marketing
MKT	5585	Social Media Marketing

**Sales Management**

LED	5630	Leadership Theory and Practice
MKT	5210	Advanced Sales Management Concepts
MKT	5220	Sales Accounts, Design and Organizational Architecture
MKT	5230	Sales Management Environment: People, Culture, and Change
PIM	5010	Project Management

**Sport Revenue Generation**

SPT	5100	Sport Sponsorship Design and Strategies
SPT	5200	Sport Ticketing, Concessions and Merchandise Management
SPT	5300	Sport Event and Fundraising Strategies and Techniques
SPT	5400	Sport Revenue Generation and Emerging Technologies
MKT	5210	Advanced Sales Management Concepts

**Supply Chain Management**

SCM	5830	Supply Chain Management
LOG	5010	International Transport and Logistics
SCM	5840	Supply Chain Infrastructure and Information Technology
SCM	5850	Managing Customer and Supplier Relations
SCM	5870	Supply Chain Capstone

# Master's Course Descriptions

*Course Descriptions and Foundation Requirements Subject to Change.*

## **ACT 5060 Accounting for Decision Makers**

Students will learn to reconsider accounting information for managerial decision making, and will then take this information and transform it into financial guidelines for deciding among capital ventures, product and service offerings, funding options, and budgets. Prerequisite: ACTP 5001, FINP 5008, and QNT 5040.

## **ACT 5713 Accounting Theory**

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. Prerequisite: ACT 5741.

## **ACT 5715 Emerging Auditing Technologies**

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.

## **ACT 5717 Forensic Accounting**

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.

## **ACT 5721 Accounting Professional Ethics**

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: Completion of all program prerequisite courses.

## **ACT 5725 Financial Statement Analysis**

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: ACT 5741.

## **ACT 5731 Accounting Information and Control Systems**

Focuses on the design, implementation, and evolution of accounting information systems with emphasis on the internal control implications of EDP systems. Prerequisite: Completion of all program prerequisite courses.

## **ACT 5733 Advanced Managerial Accounting I**

An advanced-level discussion of variance analysis, cost allocation, transfer pricing, and the use of modeling to solve business problems. Prerequisites: ACTP 5001 and ACTP 5004.

## **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: Completion of all program prerequisite courses.

## **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 Financial Accounting and Reporting Review**

This course is a comprehensive review of accounting and reporting topics including topics from intermediate, advanced, and cost accounting courses. The course is an intensive review designed to facilitate the successful completion of the FAR section of the CPA exam. Prerequisite: Completion of all program prerequisite courses.

## **ACT 5742 Business Environment and Concepts Review**

This course is a comprehensive review of finance, economics, IT, and managerial topics tested on the BEC section of the CPA exam. The course is an intensive review designed to facilitate the successful completion of the BEC section of the CPA exam. Prerequisite: Completion of all program prerequisite courses.

## **ACT 5743 Auditing CPA Review**

This course is an intensive review of all auditing topics. The course covers topics typically covered in basic and advanced auditing classes. The course is an intensive review designed to facilitate the successful completion of the auditing section on the CPA exam. Prerequisite: Completion of all program prerequisite courses.

**ACT 5744 Regulation CPA Review**

The course covers topics found in business law and taxation courses. The course is an intensive review designed to facilitate the successful completion of the Regulation section of the CPA exam. Prerequisite: Completion of all program prerequisite courses, ACT 5782 and TXX 5762.

**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: Completion of all program prerequisite courses.

**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. Prerequisites: ACTP 5001, ACTP 5004, ACTP 5006, ACTP 5007, ACTP 5008, and ACTP 5009.

**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.

**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.

**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.

**ACT 5809 Accounting for Multinational Companies**

This course examines the international dimension of financial reporting and analysis. It provides students with an in-depth look at the multinational enterprise and the preparation and presentation of financial statements in different nations. Topics covered include international corporate taxation, transfer pricing, foreign currency translation, financial disclosure, and international accounting harmonization. Prerequisite: ACTP 5001, FINP 5008, and FIN 5805.

**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 program 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. Prerequisites: 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 5009 Advanced Accounting**

Advanced Accounting: A continuation and expansion of Intermediate Accounting II. Accounting principles for consolidations and combinations, accounting for branches, accounting for liquidations, accounting for nonprofit organizations, and other selected topics. 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 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 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 course in utilizing the Internet for classroom purposes, research, (including the use of the library), and other skills needed to successfully complete the online graduate accounting program. Required for any student taking a course online 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.

**ECN 5050 Economic Thinking**

Economic Thinking is a methodology that focuses on the role of incentives in the marketplace. The course reviews the components of markets, how markets function, factors that influence consumer and producer behavior, market structures, market power and the appropriate role of government in the marketplace. The second part of the course focuses on the measures of economic activity used to assess the impact of inflation, unemployment, economic growth, and exchange rates on the national and local economy. Prerequisites: GMPF 5003 or ECNP 5003 or ECON 2020 or ECN 2020.

**ECNP 5003 Introductory Economics**

This course is designed to provide the students with a solid foundation in the basic concepts of economics. The course will introduce students to the analytical approaches and methods used in the economics by applying them to examine current economic issues.

The discussion will begin with an overview. The structure will follow a traditional entry level course in economics. Much of the discussion will consider markets and how they determine what is produced and how it is allocated. Also, attention will be devoted to evaluating market outcomes and thinking about remedies to problems that markets cannot solve. Also considered will be how aggregate economic activities are measured, and the role of fiscal and monetary policies in determination of national income. 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.

**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 5980 Entrepreneurship/Strategic Management**

Strategic planning, operations management, inventory management, selling and sales management using the case-study method, and guest speakers. Student teams will be assigned consulting work at selected businesses in the community. Prerequisite: FIN 5970.

**ENT 5981 Entrepreneurship Capstone**

Lean process improvement, operations management, inventory control, and change management using the case-study method, and guest speakers. Student teams will be assigned lean consulting work at selected businesses in the community. Prerequisite: FIN 5970.

**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 5080 Applying Managerial Finance**

Students will learn the basic concepts and analytical techniques needed to understand, identify, and solve financial decision-making problems. Topics covered in this course include time value of money, financial statement analysis, risk and return, corporate valuation, capital budgeting, and using Excel for financial analysis. Prerequisites: ECN 5050 and QNT 5040.

### **FIN 5502 Finance Capstone**

The finance capstone course uses case studies to integrate coursework, knowledge, skills and experiential learning to enable the student to demonstrate a broad mastery of financial policies as applied to real management problems within today's multinational enterprises. It covers a broad range of topics from corporate financial management and financial institutions to investments and international finance. Additionally, the course examines international parity conditions, arbitrage, interest rate and currency derivative products, financial and operating hedges, and capital budgeting in international environment. Prerequisites: FIN 5530, FIN 5535, FIN 5560, and FIN 5620. Student must be in good academic standing to register for this class.

### **FIN 5530 Money Markets and Monetary Institutions**

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 5080 or FIN 5805.

### **FIN 5535 Futures and Options**

This course examines the structure and functions of the futures and options markets. The course covers the structure of options and futures markets with an emphasis on American markets such as the CME and CBOE. Additional topics include arbitrage restrictions, option pricing, hedging with futures, options on futures, exotics, trading strategies, and an introduction to corporate securities as options on the underlying cash flows. Prerequisite: FIN 5620.

### **FIN 5560 Advanced Financial Policy**

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. Prerequisite: FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5620 Investment Principles and Policies**

This course will deal with a thorough analysis of the theory and application of investments in relation to business cycles, institutional behavior and risk and return opportunities in the economics setting. The course is presented from the investor's viewpoint and incorporates applied and empirical methodologies. The course covers investment strategies and policies. Prerequisite: Completion of FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5805 Financial Decisions for International Managers**

Students will learn the basic concepts and analytical techniques needed to understand, identify, and solve financial decision-making problems. Topics covered in this course include time value of money, financial statement analysis, risk and return, corporate valuation, capital budgeting, and using Excel for financial analysis. Prerequisites: ACTP 5001, FINP 5008, and QNT 5040.

### **FIN 5815 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 5805.

### **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 5008 or equivalent and ENT 5960.

### **FINP 5008 Business Finance**

A survey of the essentials of finance and its environment. Financial management as it applies to organizations, ratio analysis, leverage, working capital management, capital budgeting, capital structure, and other concepts as they apply to business organizations. Course satisfies program prerequisite of finance 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.

### **HRM 5030 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 5240 Advanced Organizational Development**

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. Prerequisites: ISM 5014, and HRM 5260, and HRM 5300, and HRM 5340, and HRM 5360, and HRM 5365, and HRM 5381 or HRM 5030, and MGT 5012 or MGT 5020, and MKT 5017.

### **HRM 5260 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 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: HRMP 5200, and HRM 5030 or HRM 5381.

### **HRM 5302 Human Resource Capstone and Certification Preparation**

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 the HRCI certification exams. Considerable time is spent simulating the exam experience. Prerequisites: HRM 5260, HRM 5365 and HRM 5375.

### **HRM 5303 Human Resource Capstone Course**

As the final course in the HRM curriculum, this course provides a unique learning experience by integrating and applying human resource theories and concepts that link HR processes to support business strategies. Students analyze case studies, identify problems and their causes, and propose solutions both orally and in writing. The course is also designed to broaden the student's exposure to the classical and contemporary literature of human resource management. Prerequisites: HRM 5240 and student must have proof of current PHR or SPHR certification.

### **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. Prerequisite: HRMP 5200 and HRM 5030 or HRM 5381.

### **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 HRM 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: HRMP 5200 and HRM 5030 or HRM 5381.

### **HRM 5360 Human Resource Development**

This course views managing human resources as a strategic organization asset that supports competitive advantage and major strategic objectives. It positions HRM 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: HRMP 5200 and HRM 5030 or HRM 5381.

### **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 planning. Prerequisite: HRMP 5200 and HRM 5030 or HRM 5381.

### **HRM 5375 Total Compensation**

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 planning. Prerequisite: HRMP 5200 and HRM 5030 or HRM 5381.

### **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. Organizations will be treated as learning systems. Individual consulting styles will be analyzed. Prerequisite: HRMP 5200 and HRM 5030 or HRM 5381.

### **HRMP 5200 Introductory Human Resource Management**

A survey course to acquaint students with the major policies and procedures dealing with the Human Resources activities in most organizations. The course is designed to provide an overview of several major functions in human resources. Topics include staffing, recruitment, performance evaluation, development, compensation, labor relations, and safety. Techniques for improving the legal impact will be integrated throughout the course. Some consideration to international HRM will also be given. 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.

### **INB 5804 Navigating Learning Technologies**

Navigating Learning Technologies is required for all MBA students. The course introduces students to NSU and the Huizenga School in three modules, The Learning Environment, Navigating Blackboard, and NSU Library Resources. Students receive information for successful achievement of academic goals and the use of technologies required in the master's program. All modules are offered online. 0 credit, P/F course.

### **INB 5807 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, and monetary systems. Attention is also devoted to country and analysis, political risk and contemporary issues such as off-shoring, corporate social responsibility and sustainability. Prerequisite: ECNP 5003 or equivalent.

### **INB 5812 International Business Law**

This course is a study of the international political, bureaucratic, and legal structures regulating and governing international trade and commerce, including multilateral and bilateral arrangements and organizations. Planning for the removal of trade barriers, methods of international contracting, and doing business abroad in the context of international legal environment will be a primary course focus. The definition and role of business ethics in national contexts is considered. Prerequisites: INB 5804 (may be taken concurrently).

### **INB 5818 New International Ventures**

New International Ventures focuses on developing students' abilities to prepare to start a new international business. Students develop a specific business idea, and then examine the market feasibility for the new venture, and the operating conditions of the international destination. 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 ability of students to start a new business internationally using the business plan model. Prerequisites: INB 5807, INB 5812, INB 5821, FIN 5805, MKT 5833, QNT 5040.

### **INB 5821 Cross Cultural Business Communication**

This course provides the theoretical and experiential framework for examining the meaning of culture in global business. By focusing on the analysis of national and organizational cultures, it aims to increase the student's awareness of cultural values and communication differences and similarities. This course facilitates student learning about diversity in a professional and ethical manner, by providing knowledge, sensitivity, and respect for the values of others, but equally important, with knowledge of and respect for their own values. Additionally, the course provides students practical means of managing cultural differences and negotiating across cultures. The course is interdisciplinary, drawing from studies of communication, anthropology, and sociology.

### **INB 5822 Globalization and 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 and INB 5821.

### **INB 5827 Import/Export Principles and 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 5812 and INB 5807.

### **INB 5839 Global Strategy**

Multinational firms compete globally for markets and resources and develop global strategy to guide them. This course focuses on understanding how firm's create competitive advantage in the global arena, and how firms can implement strategy, and covers the concepts of strategic management from a global perspective. The course uses an international corporate simulation, which requires students to develop a strategy to lead their own company and implement the strategy through tactics for operations, management, marketing, finance, logistics, and manufacturing. The simulation is an interactive competition between firms and includes random environmental factors which play a moderating role by impacting the performance of individual firms. Students are measured by a 9 dimensional scorecard estimating their performance in each area and their preparation for the future. Prerequisites: INB 5807, INB 5812, INB 5821, ACT 5809, FIN 5805, MKT 5833, QNT 5040, INB 5827.

### **INB 5845 Preparing for International Travel Study**

A companion course required of all students pursuing INB 5846. Prerequisites: INB 5807, INB 5812, INB 5821, MKT 5833, QNT 5040, INB 5822 (prerequisites may be taken concurrently with this course.) Student must be in good academic standing.

### **INB 5846 International Field Seminar**

Designed as an optional capstone course for the M.I.B.A. program, the international seminar develops graduate students' understanding and knowledge of international business in a foreign nation. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the course is offered in a center of foreign business. The increasing interlocking of national interests presents additional challenges and opportunities for business organizations. Corporations of all sizes face a range of challenges and decisions, which are affected by changes in free trade possibilities and common-market bloc agreements. The weeklong series of seminars, held at a host educational institution, covers a broad range of topics, linked by a common focus on international strategy. Students must complete the seminar exam and a written report on return to USA. Prerequisites: INB 5845 and student must be in good academic standing.

### **INB 5848 Strategic International Career Decisions**

Strategic International Career Decisions [SICD] focuses on accelerating your global career. Students engage for the week in self-exploration through discussion and exercises devoted to planning out professional career development. A range of outstanding speakers share their highly relevant and realistic experiences. Students focus on the best options for them in a supportive group setting and develop confidence for career advancement. SICD can be taken around the mid-point of the MIBA program. Prerequisites: INB 5807, INB 5812, INB 5821, MKT 5833, QNT 5040, INB 5822. Student must be in good academic standing.

### **INB 5849 Global Strategy**

Multinational firms compete globally for markets and resources and develop global strategy to guide them. This course focuses on understanding how firm's create competitive advantage in the global arena, and how firms can implement strategy, and covers the concepts of strategic management from a global perspective. The course uses an international corporate simulation which requires students to develop a strategy to lead their own company and implement the strategy through tactics for operations, management, marketing, finance, logistics, and manufacturing. The simulation is an interactive competition between firms and includes random environmental factors which play a moderating role by impacting the performance of individual firms. Students are measured by a 9 dimensional scorecard estimating their performance in each area and their preparation for the future. Prerequisites: INB 5807, INB 5821, INB 5822, and MKT 5833.

### **ISM 5014 Enterprise Information Systems**

Information and communication technologies are essential tools in today's global business environment. They are also important to the development of innovative business models. This course explores the use of these technologies both to build innovative systems to gain competitive advantage and also to optimize operations for competitive advantage, particularly through the use of enterprise systems. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed. Prerequisites: For Day MBA students only, ISM 5103 is required.

### **ISM 5103 Computer Technology Skills**

This course is designed to enhance students' competence with business-related software as well as the Internet. Functional exercises are done utilizing spreadsheets, databases, Microsoft Word, PowerPoint, and Web page development. This course is a mandatory requirement for the day M.B.A. program.

### **LED 5380 Team Building**

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. Prerequisites: MGT 5020 or GMP 5020.

### **LED 5630 Leadership Theory and Practice**

Leadership Theory & Practice: This is the introductory leadership course in the MS in Leadership program delivered by the H. Wayne Huizenga School of Business and Entrepreneurship and the Fischler School of Education and Human Services. The course examines leadership as a process with a tri-fold focus: the leader, the followers, and the situation. Students will have the opportunity to explore several leadership theories and build their own leadership skills. An additional focus will be on leadership development in organizational and private life.

### **LED 5640 Coaching and Influencing Skill**

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 level. Prerequisites: MGT 5020 or GMP 5020 and LED 5630 or GMP 5630.

### **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 5020 or GMP 5020 and LED 5630 or GMP 5630.

### **LED 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 5020 and LED 5630.

### **LED 5660 Situational Leadership: Theory and Practice**

This course provides a behavioral science background for the development of current leadership theory. Beginning with organizational research in the early 20th century, the course reviews the landmark theories and research that have paved the way for our current understanding of such concepts as motivation, management and leadership. The course will also emphasize the theory and practice of the Situational Leadership Model by Hersey and Blanchard which emerged from the earlier behavioral science theories. Students will have the opportunity to evaluate their

own leadership style through self-and-peer-assessment and improve their ability to adjust their style to match the needs of those they attempt to influence. Prerequisites: MGT 5020 or GMP 5020 and LED 5630 or GMP 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 5020 or GMP 5020 and LED 5630 or GMP 5630.

### **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 5020 or GMP 5020 and LED 5630 or GMP 5630.

### **LED 5695 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 during the Spring term. Pre-work and post-work will be required. This course is not financial aid eligible when taken by itself. Prerequisites: LED 5660 and good academic standing.

### **LOG 5010 International Transport and Logistics**

Today's business world operates in a global environment; and to be successful, companies must develop new strategies that go beyond traditional geographical boundaries. It is common to see a product designed in the United States, manufactured in China, and sold in France. Differentials in wage-rates, expanding markets, improved transportation and communications have all worked to break down the barriers of space and time. This course examines in depth, logistics and transport management 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. Prerequisite: SCM 5830.

### **MGT 5012 21st Century Management Practices**

Students will gain an understanding of leading state-of-the-art business theories and will be able to apply them to real-world situations. They will learn to understand and challenge the ideas of 20th century management thinkers, and to practice developing and challenging their own theoretical and applied models and paradigms.

### **MGT 5015 Legal, Ethical, and Social Values of Business**

Students will gain an understanding of the meaning and importance of the law, ethics, personal morality, and corporate social responsibility. The students will be able to differentiate among the values of legality, morality, ethics, and corporate social responsibility. They will become more cognizant of the legal, ethical, moral, and social responsibility ramifications to business decision-making; and will learn how to apply these values in a modern business context. The students will be able to analyze business decisions from legal, ethical, and social responsibility perspectives.

### **MGT 5020 Managing Organizational Behavior**

Managing Organizational Behavior: Students will gain a working knowledge of how to manage personal, interpersonal, and group processes by developing their interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders. Students will learn to manage individual and group behaviors in improving organizational productivity and performance. Through experiential learning, students will learn to integrate home, work, and educational observations and experiences and to convert them into proactive practical applications for growth and renewal in these diverse settings.

### **MGT 5090 Entrepreneurial and Strategic Thinking**

Students will gain a well-developed understanding of business enterprises and the entrepreneurial and strategic thinking that drives them in a dynamic, competitive regional, national, and global economy. Students will learn to apply entrepreneurial and strategic management practices (e.g., using case analysis) to organizations of varying sizes. Prerequisites: ACT 5060, ECN 5050, MGT 5020, MKT 5070, and QNT 5040.

### **MGT 5100 Masters Project**

The development and preparation of an independent research project. Prerequisites: Full matriculation, completion of all required courses, and a 3.0 GPA. This class is pass/fail and does not calculate into the student's GPA.

### **MGT 5101 Master's Thesis**

This course consists of the development and preparation of an independent research thesis. Prerequisites: Student must be in good academic standing having fully completed all required courses. This class is pass/fail and does not calculate into the student's GPA.

### **MGT 5107 Master's Internship**

The Huizenga Business School fosters learning through the application of classroom theory in the workplace. Students in the Master's programs have the option of participating in a university sponsored, noncredit Internship. The minimum internship work requirement is 200 hours during one term. Registration for internship is done through the HSBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. ACADEMIC REQUIREMENTS: Good academic standing, and completion of at least 18 GPA credit hours in the Master's program. Grading is Pass/Fail.

### **MGT 5108 Master of Business Administration Internship**

The Huizenga School fosters learning through the application of classroom theory in the workplace. Students in the M.B.A. Day Program of the Management concentration, have the option of participating in a university sponsored internship for academic credit as an alternative to the Value Integration Capstone. The minimum internship work requirement is 200 hours during one term. Registration for internship is done through the HSBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. ACADEMIC REQUIREMENTS: good academic standing, and completion of at least 18 GPA credit hours in the M.B.A. program.

### **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 5118 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 term. 5118 is allowed once only and must be for the term immediately following 5108 or 5107. Grading is Pass/Fail.

### **MGT 5940 Entrepreneurship Law**

Legal aspects of Entrepreneurship including contract law, intellectual property law, arbitration, mediation, court proceedings, internet law, buy/sell agreements, and partnership agreements with case studies, and a legal feasibility project. Additionally, this course will examine ethical ramifications of Entrepreneurship within the Value Driven Management model.

### **MKT 5017 Delivering Superior Customer Value**

This course stresses the service aspects of an organization, especially customer service, marketing and organizational responsiveness, and how to create superior customer value. Via an integrated marketing and operations perspective and the use of case analysis, students will understand how to blend the delivery of service and quality, together with pricing strategies to maximize the value proposition. Strategies for optimizing and communicating

customer value, measuring customer orientation, and relationship marketing are also examined.

### **MKT 5070 Managerial Marketing**

Students will gain a working knowledge of marketing management by learning to think strategically and to develop marketing plans aligning marketing initiatives with market opportunities. Students will be able to implement the functional strategies and marketing plans to optimize customer and organizational value. Prerequisite: MKTP 5005 or equivalent.

### **MKT 5210 Advanced Sales Management Concepts**

The course provides a broad overview of the unique opportunities and challenges encountered in the process of managing the sales function. Initially, the course focuses on the distinctiveness and the importance of managing the sales function. From this point, the class begins to assess the aspects of sales management that are critical to the organization's success. The subjects discussed include sales forecasting, strategy, organization, human resources, appraisals and more. Each of the topics is examined through readings, discussions, lectures and specific cases. At the conclusion of the course, the student will have an appreciation for not only the unique challenges of sales management, but also the ways in which managers maximize the long-term productivity and profitability of the sales function. Prerequisite: MKTP 5005 or equivalent.

### **MKT 5220 Sales Accounts, Design and Organizational Architecture**

The organizational architecture (structure) is a significant determinant of organizational performance and success. The sales manager's focus has to be on developing a strategic plan and implementing tactics which enable the firm to perform at a high level. This course focuses on the organizational strategy as it relates to the allocation of its sales resources to specific accounts and develops a focus on those accounts. Emphasis will also be given on topics such as territory planning, conducting account analyses, engaging in call analysis, team selling, key account management and engaging in proposal development. In addition to the critical nature of the firm's organizational design comes the selection of the proper personnel to fill these positions. As such, the manager must identify critical skills, attitudes and behaviors which are required for each position and then implement a staffing plan designed to maintain them. Additionally, once the firm has been structured and staffed, the manager is then charged with maintaining the operation by examining the budgeting, forecasting, compensating and expenditure patterns in the firm. Prerequisite: MKT 5210.

### **MKT 5230 Sales Management Environment: People, Culture, and Change**

The human side of the sales manager's environment is a key determinant of sales success. Managers are often faced with situations in which an existing organizational and sales culture must be assessed. In many cases, change is required and the focus is on both organizational cultural change and on change in people. This class will examine factors affecting culture and organizational changes. Additionally, the course is designed to assist the manager in developing his/her sales force by examining the sales force competencies, behaviors, attitudes and techniques, engaging in performance reviews, coaching, counseling and mentoring, motivating, developing and perhaps reassessing the organizational relationship with individual salespeople. Prerequisite: MKT 5220.

### **MKT 5240 Sales Organizational Architecture**

The organizational architecture (structure) is a significant determinant of organizational performance and success. The sales manager's focus has to be on developing a strategic plan and implementing tactics which enable the firm to perform at a high level. In addition to the critical nature of the firm's organizational design comes the selection of the proper personnel to fill these positions. As such, the manager must identify critical skills, attitudes and behaviors which are required for each position and then implement a staffing plan designed to maintain them. The Sales Organizational Architecture course is designed to help the student develop and implement these strategic and tactical processes. Additionally, once the firm has been structured and staffed, the manager is then charged with maintaining the operation by examining the budgeting, forecasting, compensating and expenditure patterns in the firm. Prerequisite: MKT 5230.

### **MKT 5570 Marketing Research**

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

### **MKT 5575 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 5070.

### **MKT 5580 Services Marketing**

This course is designed to help managers work effectively in service-driven organizations. Students will explore marketing concepts, frameworks and models designed to facilitate analysis of different services and to help in development and implementation of appropriate strategies. During the course students will learn to recognize the nature of different types of services, to dissect service experiences, to evaluate service delivery systems, and to understand the roles played by customers themselves. Students will be exposed to concepts, skills, and strategies for addressing the imperative marketing challenges and opportunities involving services, such as service innovation and self-service technology. Prerequisite: MKT 5070.

### **MKT 5585 Social Media Marketing**

The accelerated growth of social media platforms has ushered in a new era of inbound marketing where today's consumer and B2B buyer are empowered to tune out unwanted marketing messages. Marketers are now challenged with joining online communities of targeted audiences who insist on being courted with talk-worthy content and transparent communications. At the core of this new social business are social networking platforms, content marketing strategies and an enterprise-wide belief that today's consumer will only embrace those they know, like and trust. To this end, this course will familiarize students with the social web and its value in creating an inbound marketing organization for sales nurturing and brand reinforcement. Students will develop marketing plans and evaluate cases that enrich their understanding of how social media contributes to integrated marketing communications (IMC) in an 'invite only' 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 strategies that boosts an organization's market exposure and overall brand appeal. Collectively, these strategies will be integrated with traditional IMC elements as part of an enterprise-wide campaign that micro-targets consumers immersed in social TV, smartphones and viral marketing. In the course of plan development, students will be challenged to measure of the ROI of their social media plans along with the development of a social business infrastructure. Prerequisite: MKT 5070.

### **MKT 5590 Strategic Marketing**

Students will gain a working knowledge of strategic marketing management by learning how to develop market-driven strategy. The underlying logic of market-driven strategy is that the market and the customers that form the market should be the starting point in business strategy. Students will be able to make strategic choices and learn about Strategic Marketing Planning. Emphasis will be placed on the development of distinctive capabilities and the creation of value for customers. Case studies will be the focus of this course and will include cases in all contexts including entrepreneurial organizations. Prerequisite: 15 graduate credits in the MKT discipline, 3 credit hours of which may be taken concurrently with this course.

### **MKT 5833 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. Focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution. Prerequisite: MKTP 5005.

### **MKT 5950 Delivering Superior Customer Value/Entrepreneurship**

Students will learn to apply the customer-value paradigm in creating a market-driven culture that designs and delivers optimum long-term value to customers. They will examine strategies for optimizing and communicating customer value, measuring customer orientation and building customer relationships; and will learn (using case analysis and exercises) how to blend the delivery of service and product quality with pricing strategies to maximize value for the entrepreneurial firm.

### **MKT 5955 Internet Marketing and Social Networking**

Students will gain an entrepreneurial understanding of the processes, tools and planning steps required to develop enterprise-wide internet infrastructures that expand brand recognition, manage customer relationships, and enable e-commerce for online product distribution, supply chain management and in-house communications. Students will get hands-on experience developing websites as well as launching social media marketing, search engine marketing and select e-Commerce initiatives. A primary objective of the course is to acquaint students with the complexity and power of e-commerce and internet marketing so as to appreciate the resource commitment and decision making process for evaluating online vs. traditional infrastructures. The hands-on approach will reinforce this understanding for entrepreneurs that are seeking firsthand knowledge of the skills and resources required to launch e-Commerce and internet marketing initiatives.

### **MKTP 5005 Introductory Marketing**

This is a survey of the essentials of marketing. Covers the nature of marketing and its environment, selecting target markets, marketing research, customer behavior, and forecasting sales. Emphasis on marketing strategy planning. Course satisfies the program prerequisite of marketing 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.

### **OPS 5095 Service Operations Management**

This course focuses on services management in general and service operations in particular. It explores the elements that unite services, that differentiate service processes from non-service processes and that differentiate various types of services from each other. Customers generally participate in the service process, often with direct and uncensored interactions with employees and facilities. The resulting variations in demand present a challenge to the operations manager to use effectively the perishable service capacity. This results because production and consumption occur simultaneously and thus the inability to inventory services. The course covers strategic and tactical issues associated with designing and managing service operations. It provides tools to help assess operations, redesign processes, and establish systems to ensure an excellent customer experience. Student operations service learning experience is reinforced with case studies. Prerequisites: ECN 5050, FINP 5008 or equivalent, and QNT 5040.

### **PIM 5005 Quality Management**

This course builds on an understanding of business statistics to develop a personal understanding of quality management theory and practices. Topics include quality definition, quality management history, quality deployment strategies (lean, six sigma), quality metrics and considerations based on application sector (manufacturing, service, not for profit, government). The student development level for each topic will be consistent with the expectations of the American Society for Quality (ASQ) Green Belt and Black Belt Body of Knowledge certification requirements. Prerequisite: QNTP 5002 or equivalent.

### **PIM 5010 Project Management**

This course develops project management knowledge and skills for the workplace. Topics include customer requirements; interaction with the organization; team facilitation; project planning, execution, control and feedback; implementation and sustainability. Huizenga is certified as a Registered Education Provider (REP) by the Project Management Institute (PMI) to provide training at a level sufficient to enable the student to immediately sit for the Certified Associate in Project Management (CAPM®).

### **PIM 5020 Process Improvement Methods**

This course builds on a foundation of business statistics, supply chain management and project management to develop process improvement knowledge and skills for the workplace. Green Belts are designed to be working members of process improvement teams and initiatives (generally under the supervision of a Black Belt). Topics include: Six Sigma concepts, theories and applications, measurement systems, analysis, process capability, analysis of variance, failure mode and effects analysis, design of experiments and statistical process control (SPC). The student development level for each topic will be consistent with the expectations of the ASQ Green Belt Body of Knowledge. Prerequisite/s: PIM 5005, and QNT 5040.

### **PUB 5402 Master of Public Administration Integrative Capstone**

The M.P.A. capstone workshop 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. They will learn to integrate public values and ethical perspectives in decision-making including the mobilization of support for decision-outcomes and garnering resources for implementation of policy. This course gives students first-hand experience in dealing with political mandates that often come loaded down with special interests that make it hard to reconcile the manager's desire to guard the general public interest with politically driven policy. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself. Pre-requisites: Students must be in good academic standing to participate, PUB 5450, PUB 5451, PUB 5461, PUB 5462, PUB 5463, PUB 5465, PUB 5472, PUB 5473, PUB 5477, PUB 5480, PUB 5481, PUB 5499.

### **PUB 5450 Public Administration in Theory and Application**

This course examines the role of public administration and not-for-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. Finally, attention is given to how public policies are developed and the institutions that governments use to implement those policies. Prerequisites: PUBP 5003 required to be taken concurrently with PUB 5450 for those who did not complete a comparable course at the undergraduate level.

### **PUB 5451 Managing Information and Technology in the Public Sector**

Delivered Online. Students will gain an overview of the key issues and challenges involved with managing projects involving hardware, software, and telecommunications; data warehousing and data mining systems; systems development and implementation; and end-user computing. The emphasis is to assist students with the tools and techniques to be able to manage information as a resource and to use it to help transform public sector organizations and promote innovative best practices.

### **PUB 5461 Administrative Law and Ethics in the Public Sector**

This course introduces students to fundamental legal concepts regarding administrative law and the administrative process. The course also 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.

### **PUB 5462 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. Emphasis is given to assisting practitioners and students with in-depth reflection for self-development in such areas as decision-making, ethics, and emotional intelligence.

### **PUB 5463 Emergency Management in the Public Sector**

This course will explore several major issues, theories, and strategies in contemporary disaster and emergency management. The main objectives of this course are to 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 nongovernmental organizations in emergency management; 4) The role of land use

regulation, the media, crisis communication, insurance and citizen participation; 5) The social and economic costs of disasters; and 6) The management of a natural or man-made disaster.

### **PUB 5465 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.

### **PUB 5472 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.

### **PUB 5473 Public Budgeting**

The budgeting process required to determine how public sector organizations spend money is often characterized as a time-consuming and frustrating process. Yet, it is also the central vehicle for determining the public policy agenda. Budgeting is at once a highly technical, structured, even rational process and simultaneously a politically charged and controversial event. This course explores both sides of this budget equation. Students become familiar with the techniques and practices of budget preparation and documentation including how to develop and present a government budget. In addition, students gain an appreciation of the political and policy implications of budget decisions. Prerequisites: PUBP 5001 required to be taken concurrently with PUB 5473 for those who did not complete a comparable course at the undergraduate level.

### **PUB 5477 Public-Sector Statistical Analysis**

Students gain an overview of the commonly used statistics and research methods in public administration including descriptive statistics, statistical distributions, probability, hypothesis development and testing, correlation, contingency table analysis, and regression. Research design, measurement strategy, data collection, data analysis, and reporting results are discussed. A broad range of quantitative and qualitative methods are covered in order to provide the analytical tools necessary to examine the myriad public sector issues. Prerequisite: PUBP 5002 or equivalent.

### **PUB 5480 Public Policy and Program Formulation and Implementation**

Students develop a working knowledge of public-sector policymaking 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.

### **PUB 5481 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 5480.

### **PUB 5499 Strategic Planning in the Changing Public Environment**

This course emphasizes two broad approaches to strategic planning: explicit planning and adaptive planning. Students develop a working knowledge of how to do planning in the public sector according to these two approaches. In the usual way, students learn about the SWOT method, but then much more is gained by studying how planning is actually carried out according to three adaptive perspectives and other ancillary and explicit approaches including learning theory and contingency theory. Students learn what went wrong in the Katrina disaster and what continues to go wrong. The question is put: Can Americans plan? Finally, students review how local community and economic development planning occurs through resort to charettes and public-private partnerships. Prerequisite: PUB 5450.

### **PUBP 5001 Fund Accounting Workshop**

Fund Accounting Workshop provides an introduction to fund accounting, the method of accounting for revenues, expenses and capital assets that is relied on in the public sector. This includes the reasons for various funds, fund transfers and maintenance of appropriate reserves. Homework exercises contribute to better understanding of public financial statements and budgets covered in the Public Budgeting class. This course required to be taken concurrently with PUB 5473 for those who did not complete a comparable course at the undergraduate level. This course is Pass/ Fail and online only.

### **PUBP 5002 Statistics Workshop**

Statistics Workshop provides a review of the statistical concepts that form the foundation 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, confidence intervals, and tests of statistical significance. This course is a prerequisite for PUB 5477 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**

American Government Workshop covers the essential facts of the government system in the United States and identifies the historical and philosophical roots of the American system. This includes a 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 5450 for those who did not complete a comparable course at the undergraduate level. This course is Pass/ Fail and online only.

### **QNT 5040 Business Modeling**

This course covers the techniques of problem solving, optimization and business modeling using the concepts of statistics and management science in a spreadsheet environment. The course focuses on that practical application of quantitative analytical techniques. Prerequisites: FINP 5008 and QNTP 5002 or equivalents.

### **QNTP 5002 Introductory Statistics**

This course satisfies the prerequisite of statistics for master's degree programs. The concepts of statistical notation, probability are covered as well as the principles of estimation using the central limit theorem. 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.

### **REE 5875 Quantitative Tools for Real Estate Development**

This course provides students with a foundation in the use of two quantitative software programs used extensively in the real estate development industry. Geographic Information Systems (GIS) is a tool for real estate development analysis, including site selection. Students are introduced to fundamental GIS concepts including displaying, downloading, and analyzing geographical data sets. Excel is the most popular current spreadsheet software for real estate financial analysis. Students are expected to have some degree of familiarity with Excel, and possess the knowledge and skills necessary to use the software to perform in-depth analyses of complex pro formas and discounted cash flow studies. Prerequisite: REE 5879.

**REE 5878 Real Estate Development Process**

This course will be taken upon entry into the program and will be followed by REE 5879 in order to provide the student with an understanding of the overall operation of the real estate development process and the industry. Together these courses will serve as an introduction to the remaining courses in the program, each of which will build in-depth upon one or more aspects of this course and REE 5879. 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. Deal-making aspects such as negotiation, structuring, and acquisition strategies also will be included. The course consists of lectures, reading assignments, a group project, and a mid-term test and final exam. Invited lecturers include leading practitioners from the industry.

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

This course will be taken immediately after successful completion of REE 5878 in order to provide the student with an understanding of the overall operation of the real estate development process and the industry. Together these courses will serve as an introduction to the remaining courses in the program, each of which will build in-depth upon one or more aspects of this course and REE 5879. This course focuses on to 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. The course consists of lectures, reading assignments, a group project, and a mid-term test and final exam. Invited lecturers include leading practitioners from the industry. Prerequisite: REE 5878 - The Real Estate Development Process: Part I.

**REE 5880 Real Estate Finance: Markets, Analysis, and Strategies**

This course provides an introduction to real estate investment and financing principles and practices. The class begins with an introduction to time value of money and discounted cash flow techniques. Using these building blocks, investment theory, asset allocation, and the role that real estate plays in a diversified investment portfolio are presented and discussed. Students develop spreadsheet models to forecast cash flows and sales residuals, using current case studies. Equity returns are measured and

evaluated with an emphasis on understanding how returns are impacted by changes in key assumptions. The course reviews leases, expense analyses, market analyses, and the valuation of property. 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 legal instruments involved in mortgage underwriting and lending. The course concludes with an introduction to alternative financing methods, including joint ventures, private placements, and mezzanine structures. Prerequisites: REE 5887.

**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. Prerequisite: REE 5879.

**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. Site visits and guest lecturers from the industry will play major roles in this course. Prerequisite: REE 5879.

**REE 5884 Land Use Regulation: Entitlements and Permitting in a Growth-Managed Environment**

Entitlements and Permitting in a Growth-Managed Environment: 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. Prerequisite: REE 5879.

### **REE 5885 Building Design & Construction Principles**

This course examines the essential principles for quality design and construction, including specifically the architectural and engineering aspects of construction management for the real estate developer. Emphasis is on design, programming, and sustainability issues for different project types. The nature and characteristics of construction materials, equipment, and systems used in modern buildings are examined, as well as how they affect function and feasibility. This course also addresses the various roles and responsibilities of the owner/developer, and the relationships among owners, designers, contractors, suppliers, and developers. In addition, students address the importance of teamwork and communication in the development process. The course also reviews the nature and characteristics of the construction materials, equipment, and systems that are used in modern buildings. Emphasis is placed on how the selection of materials, equipment, and systems can affect both the function and cost of the building. Also included is an examination of building code requirements. Prerequisites: REE 5879.

### **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 foundation in the fundamentals of property analysis, valuation and deal structuring. The main emphases of the course are on theory, concept building, financial modeling and practical application. Prerequisites: ACTP 5001 and QNTP 5002.

### **REE 5888 Real Estate Development Capstone**

Upon completing the classroom requirements, the students will be required to attend the Urban Land Institute - ULI Fall meeting for the four days of discussions, panel sessions, trends analyses, project tours, and meetings. A fifth day will be added onsite

for a comprehensive examination, and possible additional presentations by top practitioners in the industry. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself. Completion of a minimum of 30 credit hours of courses in the Master of Science in Real Estate Development program and a 3.0 GPA. Students need to have completed 12 hours of REE courses to register for this course. Prerequisite: REE 5879.

### **REE 5890 Real Estate Accounting**

This course introduces the unique features real estate transactions their structure, accounting, financial reporting and managerial level financial analysis techniques used for real estate transactions. The course presents real estate accounting from the real estate developer / investor perspective to make decisions about accounting methods for investment properties (commercial and residential), land development and construction projects. Utilizing generally accepted accounting principles, this course presents the foundation for real estate transactional accounting and the review of financial reports used in decision making for acquisition, development and construction; the holding, operating, and (possible) write-down of assets, and sales and transfers using the techniques, principles and practices for estimating fair value, as well as analysis of income and expense statements, balance sheets and credit information for underwriting tenants, leases and performing due diligence for acquisitions and sales. The course presents accounting principles, concept building and practical applications from lectures, discussions, case studies, article reviews and presentations by real estate professionals. Prerequisites: ACTP 5001 and QNTP 5002.

### **REE 5892 Market & Feasibility Analysis for Real Estate**

This course is taken in tandem with REE 5875 Quantitative Tools for Real Estate Development. 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. Students taking this course must take REE 5875 concurrently. Prerequisites: REE 5879.

**REE 5894 Real Estate Capital Markets**

This course introduces the fundamental concepts, principles and practices of the public and private real estate capital markets, advanced concepts and analytical methods and tools essential to attract capital for real estate acquisitions, financing and portfolio investment. The course presents the foundation and frameworks of common sources and structures of capital (debt and equity) to make decisions about financial instruments and advanced negotiating considerations. The market roles of capital providers banks, insurance companies, private equity, hedge funds, governmental, institutional investors, securitized debt and equity including REITs, mortgage backed securities and traded investment funds are introduced, explained and analyzed. The course consists of lectures, discussions, case studies, professional presentations and lab sessions using ARGUS and Excel modeling for income producing properties to access appropriate markets for specific product and development types. Prerequisite: REE 5879.

**REE 5896 Real Estate Due Diligence**

This course provides a foundation for how real estate practitioners analyze information to make informed property, asset and market analysis decisions for commercial investments. The course introduces the components, principles and standards of due diligence used and required by property owners, developers, investors and lenders when permitting, underwriting for acquisitions, dispositions and financing of real estate and building improvements. Pre-requisites: REE 5879.

**REE 5897 Real Estate Management**

This course introduces concepts, principals, techniques, analytical methods and tools used in the management of commercial real estate assets. The course presents three aspects of the commercial real estate management process: (1.) Asset Management; (2.) Lease and Valuation Analysis and (3.) Negotiation. Asset Management presents the fundamental concepts of using analytical methods, techniques and tools for commercial real estate asset and portfolio management. Lease and Valuation Analysis introduces ARGUS management software, its methodology, application for valuation, acquisition and disposition of multi-tenanted commercial properties and multiple asset portfolios and offers certification in the use of the software. Negotiation applies the concepts and techniques of negotiation as a tool and strategy in property management, leases, vendor services and acquisitions and dispositions of assets. The course combines BOMA (Building Owners and Managers Association) property management curricula with lectures, on-line e-module ARGUS training, case studies with Excel, financial analysis and presentations by real estate professionals. Students successfully completing the ARGUS training component will receive certification in

ARGUS. This course is not financial aid qualified when taken by itself. Prerequisite: REE 5879.

**REE 5898 Real Estate Development Strategy**

This course introduces and applies the concept of strategy in real estate development. In this course the student creates a real estate development business proposal, concept or entrepreneurial idea and designs an individual research project based on a development strategy supported by market research and financial analysis to solve the student's proposal and demonstrates their knowledge and skills attained from all previous MSRED courses. The course is taught in a seminar format under the supervision and mentorship of the instructor. The student's final product is an individual research paper and oral presentation to the MSRED program Advisory Board. The final presentation will be recorded and a copy of the final paper placed in a NSU Library This course is not financial aid qualified when taken by itself. Prerequisite: 5879.

**REE 5899 Real Estate Development Field Seminar**

This course complements MSRED classroom requirements by providing the student with first-hand experiences at a national meeting of real estate industry leader's Urban Land Institute (ULI) Fall Meeting. Immersion in a national meeting of diverse real estate industry leaders from across the globe is an extremely powerful method of learning. The ULI Fall Meeting exposes students to real estate's divergent business segments by presenting current challenges and opportunities facing the industry in a setting which facilitates meeting and interacting with thought and practice leaders. This class consists of pre-meetings prior to group travel, lodging, meals, tours and four (4) days of discussions, panel sessions, trends analysis, project tours and meetings at an Urban Land Institute (ULI) Fall Meeting. Length of the course depends upon departure and return dates selected, but is between seven (7) to five (5) days, including two (2) days of partial travel. The ULI Fall Meeting is held at different US cities each year. The course is structured as group travel for all eligible students. Students must attend pre-event organizational meetings; pay in advance for group costs and following the meeting complete a written report. (This is a 0 credit course). This course is not financial aid qualified when taken by itself. Prerequisite: REE 5879.

**SCM 5830 Supply Chain Management**

Supply Chain Fundamentals encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, Supply Chain Management integrates supply and demand management functions within and across companies.

This course covers the concepts, strategies, processes, tools, and technologies applied to managing the end-to-end forward and backward flow of materials, information, and value in a supply chain.

### **SCM 5831 Global Information and Supply Chain Management**

The competitive environment in today's global markets has forced manufacturing and service firms to integrate internal operations, outsource non-critical and even critical activities, establish strategic partnerships with suppliers, and develop integrated systems that link these separate activities into a seamless electronic organization capable of developing products and services, when, where, and how a customer desires. Without new technologies and new organizational forms, building and managing these complex global systems would be impossible. With them, however, the management of these internal and external supply chains is a formidable task. In recognition of this strategic challenge, this course explores the development and management of strategic global supply chains. Prerequisites: INB 5807, INB 5812, INB 5821, MKT 5833.

### **SCM 5840 Supply Chain Infrastructure and Information Technology**

Supply Chain Infrastructure examines the areas of demand planning, product and service design considerations, risk management and operations planning and control to respond to changes in the global marketplace. Successful supply chain management is driven by an understanding of anticipated demand and application of forecasting methods. Product and service design considerations enable effective and efficient supply chain operations. Risk identification, assessment, and mitigation related to supply chain integrity will be examined. Effective planning and control of priorities, capacity and inventory is critical to successful supply chain management. Supply Chain Information Technology addresses how information systems enable collaborative supply chain processes to enhance supply chain performance. Examined are the roles and uses of Information Technology (IT) including IT infrastructure, Enterprise Resource Planning systems (ERP), advanced optimization tools such as warehouse and transportation management systems, tools for data capture such as RFID and bar coding, and a fundamental understanding of electronic and internet-enabled supply chains. Prerequisite: SCM 5850.

### **SCM 5850 Managing Customer and Supplier Relations**

Managing Customer and Supplier Relations examines the creation of alliances and partnerships and working in non-traditional ways with suppliers and customers. Identifying the challenges faced in implementing relationships with customers and/or suppliers is critical to successful SCM. Customer and supplier

relationship management includes an understanding of the philosophy, methodology, and tools for improved demand management, customer service and alignment of resources. Lastly, a thorough understanding of the benefits and challenges of implementing and managing integrated supply chain interactions. Prerequisite: LOG 5010.

### **SCM 5870 Supply Chain Capstone**

This capstone course will integrate the learning from the other supply chain and logistics courses. It will focus on the design of a supply chain, governance issues, the development of appropriate strategies for outsourcing (local and foreign) and off-shoring. Prerequisite: SCM 5840.

### **SPT 5100 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 5200 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 5300 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 5400 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.

#### **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.

#### **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.

#### **TXX 5763 Tax of Estates, Trusts & Gifts**

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

#### **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.

#### **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.

#### **TXX 5767 IRS Practice and Procedure**

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.

#### **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.

#### **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 5762.

#### **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.

#### **TXX 5771 Taxation of Limited Liability Companies and Sub-Chapter S Corporations**

Examines the use of S Corporations versus other forms of business entities. Issues such as eligibility, election, revocation, and termination are discussed. Prerequisite: TXX 5762.

#### **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. Prerequisites: TXX 5762, TXX 5763, TXX 5767, TXX 5769.

#### **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.

**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; basis to beneficiaries; income in respect of a decedent; grantor 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.

**TXX 5775 Taxation of Distressed Entities**

Examines the relationship between tax and bankruptcy law in the bankruptcies of business entities. This course includes the consequences of cancellation and modifications of indebtedness; the priority and discharge of tax claims; and the tax aspects of reorganizations and restructuring of distressed businesses.

**TXX 5776 Comparative International Taxation**

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 taxing 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.

# Doctoral Division

The Huizenga School's doctoral program expounds the knowledge base of those in education and business by strengthening their understanding of the core business areas needed to meet today's challenges. The Huizenga School prepares executives and scholars to assume an increasingly higher level of responsibility in their workplace; to enhance their problem-solving capabilities; and to design, implement, and evaluate research.

Successful doctoral candidates are self-actualizing individuals who are motivated to improve upon their professional accomplishments and invest in themselves. Most Huizenga School doctoral students are academicians or senior-level professionals returning to academia during or after successful careers in business and industry. The Huizenga School's delivery format gives doctoral students the flexibility to plan around the considerable demands of their careers.

The Huizenga School's doctoral program places strong emphasis on research and writing. Students specialize in one or more areas of business as they deem important to their careers. The interdisciplinary program is carefully balanced to ensure the depth and rigor associated with doctoral education. The program is divided into four components: common core courses, specialty courses, competencies, and research (including dissertation.)

## PROGRAM SCHEDULE

The academic year is divided into three terms: fall, winter, and summer.

Fall 2013	August 26 – December 22, 2013
Winter 2014	January 6 – May 4, 2014
Summer 2014	May 12 – August 17, 2014



All core (excluding DOC 6080) and specialization courses are offered in a weekend format, with classes meeting one weekend per month (8 AM-5 PM Saturday and Sunday) for three consecutive months on the main campus in Fort Lauderdale.

Research courses meet in two, two-day sessions (8AM-5PM) on the main campus.

The Seminar in Academic Research (DOC 6080) is held as a three to six-day course in conjunction with professional association meetings.

In addition, most courses require pre- and post-class assignments due several weeks before and after the first and last in-class meetings. Blackboard is often used for these submissions, as well as for general communications before, in between, and after the face-to-face classroom sessions.

Every effort is made to hold classes on scheduled dates. On occasion, at the discretion of the Program Office, meeting dates may be changed or cancelled. When this occurs, students are notified via NSU email or phone.

Students should consult the Huizenga School website for specific doctoral class meeting dates.

# Doctoral Admissions

## ADMISSION INFORMATION

### Admission Requirements

The goal of the admission process is to identify candidates who exhibit high potential for successfully completing the doctoral program. Applicants to the program must have an earned master's or doctoral degree from a regionally-accredited institution or foreign evaluation of equivalency. An academic background in business is preferred. Applicants are evaluated based on: demonstrated academic achievement as evidenced by their graduate GPA in the form of official graduate transcripts, score on the Graduate Management Admission Test (GMAT), professional goals and objectives as presented in their essay, and their professional experience as indicated on their resume or curriculum vitae. Applications are not evaluated until all required documentation has been received.

Applicants to the DBA program are encouraged to apply throughout the calendar year; however, all admissions documents must be submitted before June 1 for courses starting in the fall term (August). Applications may also be reviewed for a winter (January) intake, at the discretion of the admissions committee. Admission to the doctoral programs is competitive, and regrettably, not all those who apply will be offered admission.

To be considered for admission, applicants must submit:

1. A completed doctoral application form with signature page.
2. A \$50 nonrefundable application fee.
3. Official transcripts from all undergraduate and graduate institutions attended. Transcripts must be received directly from each institution. Normally, the minimum acceptable graduate GPA is 3.25.
4. An acceptable official GMAT test score. Typically, accepted applicants have scores exceeding 550. Scores from exams taken more than 5 years prior to application are typically not accepted. Applicants with a previously earned doctoral degree from a regionally accredited institution may not be required to submit a GMAT score.
5. A career essay between 500 to 1000 words in length, discussing professional development goals and objectives. Prospective students are encouraged to discuss potential fields of research, as appropriate.
6. A resume or curriculum vitae with a detailed explanation of previous and current employment

responsibilities that demonstrates minimally seven years of professional-level experience in business, industry, government, military service, education, or consulting.

In addition, applicants may be required to attend an interview before the admissions committee.

All application materials should be sent to:

Nova Southeastern University  
Attn: Enrollment Processing Services  
H. Wayne Huizenga School of Business and Entrepreneurship  
PO Box 299000  
Fort Lauderdale, Florida 33329-9905.

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

The Interim Dean or the doctoral admissions committee reserves the right to request additional information from any applicant.

### Graduates of Non-Regionally Accredited Institutions

Applicants with a master's GPA of 3.25 or higher on a 4.0 scale from non-regionally accredited institutions and a GMAT score of 550 or higher, may be required to submit additional information at the discretion of the Interim Dean or the doctoral admissions committee.

### Graduates of Foreign Institutions

Applicants who have earned a degree from an institution outside the United States must submit an independent academic evaluation from a NACES member company, including a certified English translation of transcripts. In addition to the documents and requirements to be considered for admission, applicants with a master's or doctoral degree from a foreign institution must include a/an:

- Determination that the degree is equivalent to a master's or doctoral degree from a regionally accredited institution in the US. A professional evaluation is required and original documents must be submitted.
- Determination of the graduate GPA on a 4.0 scale. A professional evaluation is required and original documents must be submitted.

- Course by course evaluation. A professional evaluation is required and original documents must be submitted.
- Official Test of English as a Foreign Language (TOEFL) score of 250 or higher on the computer-based test, or a 100 on the Internet format. The TOEFL must have been taken within one year of application. A score of 7.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL.

### **Transfer Policy**

The Huizenga School will consider as transfer credit up to the equivalent of two courses (eight credits) taken at the doctoral level (with grades of not less than B, or a 3.0 on a 4.0 scale) from another regionally accredited institution, provided the courses (a) have not been applied toward another degree, (b) the course content and credits are the equivalent of courses offered in the student's program, and (c) the courses have been taken within the five-year period prior to matriculation. Applications for approval of transfer credit must be made in writing at the time of application. Students may not transfer credits taken after the date of their first matriculation. 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.

### **Non-Degree Seeking Students**

Students submitting applications to the Huizenga School who do not intend to complete a degree program must adhere to identical admission and academic standards as degree-seeking students. Non-degree seeking students are only permitted to complete eight credits at the doctoral level and are required to satisfy all prerequisite requirements.

NSU DBA alumni may return to the Huizenga School as non-degree seeking students in order to complete a 2nd specialty. While they must adhere to identical admission and academic standards as other non-degree seeking students, they are allowed to complete more than eight credits. NSU DBA alumni are allowed to complete all courses leading to a 2nd specialty (additional coursework may be required prior to taking these courses). Grades of "B" or better must be earned in these courses. Alumni may inquire to the Doctoral Academic Advisor regarding receiving an alumni discount. For a complete disclosure of admission, academic, and other requirements, please refer to the Table of Contents for appropriate sections.

Non-degree seeking student status may not be used by international students on an F-1 visa. Non-degree

seeking students are not eligible for federal financial aid.

### **Admissions Appeal Procedure**

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

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

## **FOUNDATION COURSES**

Students may be accepted to the doctoral program prior to completing their foundation course requirements. These students, however, must complete foundation courses prior to enrolling in the corresponding doctoral course. Students may not enroll concurrently in a foundation course and its corresponding doctoral course. Students must complete all foundation course requirements within one year of acceptance to the program with the grade of "B" or better (3.0 on a 4.0 scale). If students intend to complete their foundation course requirements at Nova Southeastern University, they must satisfy any undergraduate level foundation course requirements for the master's level course. Students taking graduate level foundation courses with Nova Southeastern University will not be eligible for federal financial aid unless the foundation courses are taken concurrently with doctoral courses. Students who do not complete their foundation courses within one year of acceptance to the program will not be eligible to take doctoral level courses until their foundation courses are completed. Official transcripts must be submitted during this one-year period.

Students may complete their foundation course requirements by enrolling in master's level courses through NSU or another regionally accredited institution. Any foundation course taken through NSU will appear on the student's transcript, although the grade will not calculate into the student's cumulative doctoral GPA.

## **Master's Level Foundation Course Requirements**

All courses are required except where indicated.

- Accounting (additionally, the Accounting specialty requires sufficient background in field)
- Business Statistics
- Economics
- Finance
- Human Resource Management
- Management
- Marketing
- Organizational Behavior

# Doctoral Enrollment

## OFFICE OF ACADEMIC ADVISING

The Office of Academic Advising houses academic advisors who are available to guide students through their studies at the Huizenga School. Academic advisors provide support to students from acceptance through the graduation process. Registration for each term is accessible online; however, academic advisors are available to counsel students. Advising is strongly recommended, but not mandatory. To reach the doctoral academic advisor, contact the Office of Academic Advising at (800) 672-7223 x 25067, or (954) 262-5067.

## 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>. To access WebSTAR, students must have a WebSTAR Pin, which may be obtained by contacting Pin Help at (954) 262-4850 or (800) 541-6682 ext. 24850 weekdays or via email at [pinhelp@nova.edu](mailto:pinhelp@nova.edu). Once students have accessed Sharklink, they should click on the "Student" tab, then "Course Information" in the "Records and Academics" module, selecting "Registration- Add/Drop" from the drop down menu. 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.

Students must register for all courses within the registration periods. Students cannot attend class sections for which they are not registered. No credit for work will be granted in a course for which a student is not registered.

## DROP AND REFUND POLICY

Students are entitled to a full tuition refund when courses are dropped prior to the first day of the term. In addition, students will receive a full refund of tuition payments and registration fees paid for a cancelled course, seminar, or workshop.

Please visit the HS Portal for specific doctoral drop periods and corresponding refund percentages by term.

Drop periods and percentages to be refunded apply to all courses, including dissertation credits.

In addition, once a term has started, a student who withdraws from a 0-credit competency (ex: DOC 6072 or DOC 6090) will not be eligible for a refund of the fee.

## ATTENDANCE POLICY

Attendance is mandatory at all scheduled class meetings. Students are cautioned that they will jeopardize their grade in a course, as well as their overall performance in the program, should they miss class. Nonattendance/nonparticipation does not constitute a drop or refund request. Excessive course absences may result in an administrative withdrawal with no tuition refund.

## CLASS CANCELLATIONS

All class offerings are subject to cancellation. The university will refund 100% of tuition and fees paid for courses that are cancelled. The university is not liable for travel expenses incurred by students due to class cancellations.

# Doctoral Student Fees and Tuition

## STUDENT FEES

Registration	\$25
Late Registration	\$200
Drop/Add*	\$25
Student Services (per term, 4 or more credits; maximum \$900 per year)	\$300
DOC 6080 Seminar Fee (this is in addition to tuition)	\$50
Comprehensive Examination	\$50
Dissertation Continuation (per term)	\$1940
Reinstatement & Readmission Request	\$500
DOC 6072	\$50
Graduation (excluding cap and gown)	\$100
Transcript	\$10

## TUITION

Doctoral (per credit)	\$970
-----------------------	-------

\* Fee assessed if a student drops or adds a course after the late registration period has ended.

*Tuition and fees are subject to change without notice.*

To avoid confusion on the matter of fees, students are encouraged to contact their academic advisor. The late registration fee is charged anytime a registration is submitted after the closing date of regular registration (excluding first time enrollments). The reinstatement fee is non-refundable and is a charge to reactivate students who have not enrolled in courses for two consecutive terms or longer and who seek readmission to the program. Payment of the reinstatement fee does not guarantee reinstatement.

## 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 the "Pay My Bill" link under the "Student" tab in SharkLink.

Students who do not meet their financial obligations to the university will have an appropriate hold placed on their record. A bursar late fee of \$100 will be charged if a student has a balance remaining after 30 days from the start of the term. All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

# Doctoral Academic Regulations

## ACADEMIC STANDARDS

### GPA Requirement

Students must maintain a cumulative grade point average (GPA) of 3.0, including 2nd specialty courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students who fail to raise the GPA to a 3.0 or higher in their next term while on probation will be suspended from the Huizenga School for one academic year with no appeal. If a student possesses a very low cumulative GPA, which could not be raised to a 3.0 or higher with one term on probation, the student will be suspended immediately without the option of probation. Academic standings are notated on a student's transcript.

### Grade Requirement

Students must not earn more than two grades below a B during the duration of their course of study. Students who earn more than two grades below a B are placed on academic probation for one term. Students must retake course(s) for which a substandard grade was earned within their next registered term. Students who do not earn a B or higher when retaking a course(s) are suspended from the Huizenga School for one academic year with no appeal. Note: a B- (2.7 quality points) is below a B (3.0 quality points.) Academic standings are notated on a student's transcript.

### Academic Progress

Huizenga School 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 Interim Dean may suspend or dismiss the student.

### Academic Standing and Probation

When a student's GPA falls **near** a 3.0 or a grade of "B-" or less is earned, the student is given an academic probation warning. When a student's GPA falls **below** 3.0 or **more than** two grades below a "B" are earned, the student is placed on academic probation. Students may only enter probation status one time while in the doctoral 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 remainder of their degree program. Students who fall below good academic standing for a second time will automatically be suspended with no appeal. Students are not permitted to change their area of specialty while on probation.

### Taking Courses While on Probation

Probation is a serious matter that should not be taken lightly. Students are advised to devote the maximum amount of time to their studies when on probation. Students on probation may only take courses in compliance with the terms of their probation. Students may be required to retake courses in which substandard grades were earned in order to regain good academic standing (a 3.0 GPA and/or less than two grades below a B.) Tuition discounts are not granted when students repeat a course. When a student is on probation and the course begins, a drop or withdraw request with less than 100% refund (in accordance with the refund policy) is treated as an attempt in the course. The student is suspended for one year without appeal for failure to reach academic standards in the first registered term following the onset of probation.

### Process for Readmission

A suspended student may petition for readmission to the Huizenga School after a period of one year from term of suspension. The student must appeal for readmission in writing to the Interim Dean at least 30 days prior to the first day of the term in which they wish to enroll. The petition must include a readmission fee (nonrefundable, see Table of Contents for Student Fees.) and the reasons why the student's academic potential has improved since suspension. A notification letter will be sent to the student indicating readmission status. The student may contact the doctoral academic advisor for information on the appeals process or a pending appeal. Readmission is not guaranteed.

### Continued Probation Upon Readmission

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0 and/or less than two grades below a B.) Readmitted students will automatically be placed on continued probation upon reentry into their program. Students cannot receive any further grades below a B. If the student is unable to achieve and maintain good academic standing in their program during any term following readmission, they will be dismissed

from the school and are ineligible for readmission again.

### **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.

## **ACTIVE STATUS, INACTIVE STATUS, AND REINSTATEMENT**

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 doctoral study if they are enrolled in at least one doctoral course or enrolled in a two-credit course or dissertation unit in a given term. Students who fail to register for and complete any course or dissertation credits for two consecutive terms will be reclassified as inactive.

An inactive student may petition for reinstatement. There is a non-refundable reinstatement fee, which must accompany an official request for reinstatement. Students seeking reinstatement are required to meet all admission, matriculation, and graduation requirements in effect at the time of reinstatement. The university reserves the right to not reinstate 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 seeking reinstatement may be required to retake certain courses. Reinstatement is not guaranteed. A student may request reinstatement once; multiple requests will not be entertained.

## **INCOMPLETE GRADE POLICY**

A student who is passing a course, has completed more than half of the required work, and is unable to complete the 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 at least two weeks 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. Incompletes are not granted for dissertation registrations.

Should the student meet the incomplete policy criteria and the course professor agrees, an incomplete contract would be prepared by the professor. 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 (four months.) The incomplete contract must be submitted to the Doctoral Program Office no later than when the course 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.

The Doctoral Program Office 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 Doctoral Program Office 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.

## **CHANGE OF GRADE POLICY**

The Doctoral Program Office entertains a change of grade only if a 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 one academic term, from the term the course was taken, in which 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 the student grievance procedure for any other course related issues.

## **REPEATING A COURSE**

A student who has earned a grade of B or higher in a course may not repeat the same course for credit. A student may repeat a course in which a grade of B- or lower has been earned but credit toward the degree and the GPA will be granted only once. The transcript will show both the original and repeat grades; however, only the higher grade will be calculated in the student's GPA. Students repeating a course must pay full course tuition and fees (tuition discounts are not granted.)

Failing grades earned by students found guilty of academic misconduct are not excluded from the GPA.

## TIME LIMIT

Students are expected to complete the doctoral program within six years of first matriculation of doctoral coursework. Requests for extensions to this time limit are made to the Doctoral Program Office and are only considered when the student can demonstrate satisfactory progress. If an extension is granted, the student is given a letter of agreement indicating his/her deadline and all remaining requirements. When there is insufficient progress, the student is dismissed from the program for failure to satisfy all program requirements within the time period allowed. Students must maintain their active status in the program by taking courses and participating in program activities. Students who are classified as inactive must follow the process for reinstatement to the program before resuming their studies.

Reinstated students may be required to retake course work that is more than four years old as a condition of their reinstatement to the program. All reinstated students will be subject to the specific course and degree requirements in effect at the time of their reinstatement to the program, as well as any specific requirements imposed as a condition for reinstatement. The signing of a letter of agreement regarding additional requirements and deadlines may be required.

The four-year period of validity of course work is also applicable to transfer credits at the time of admission to the program. Once accepted, transfer credits will age in the same fashion as credits taken at NSU dating from acceptance by NSU and placement on the student's transcript.

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.

## COMPREHENSIVE EXAMINATION

Students seeking the doctoral degree are required to pass the comprehensive examination. The exam may be taken only after the successful completion of all coursework. Students should take the exam within three years of taking all specialty courses. If it is more than three years, students may be required to audit said course(s) prior to sitting for the exam. Students are permitted to take the comprehensive exam twice. The exam must be passed in its entirety prior to a student's dissertation proposal submission to the Chair of the Doctoral Program. Any exception to this policy requires approval by the doctoral curriculum committee. Students who fail to pass the

comprehensive exam on the second attempt will be dismissed from the program. Detailed comprehensive examination information is located in the doctoral module of the HS Portal.

## PUBLICATION REQUIREMENT

Considered part of the competency component of the doctoral program, the publication requirement [DOC 6096] is designed to demonstrate the research, writing, and presentation abilities that have been acquired and/or refined through doctoral studies. Doctoral students are required to publish in their area of specialization. The following accomplishments satisfy the Huizenga School's publication requirement:

1. An article published in an academic journal or similar publication,
2. An article published in the proceedings of a national professional conference, such as the Academy of Management, where rigorous criteria must be met,
3. A report or monograph published by a professional organization, corporation, or public agency where rigorous criteria for selection can be demonstrated,
4. Other written materials may be submitted for consideration. Such materials will be judged on their academic content,
5. In any case, the student must be the primary or sole author of the publication,
6. One of the criteria for meeting rigorous criteria for publication is double blind review by qualified academic reviewers. Reviewers selected by a journal or by conference chairpersons are qualified academic reviewers,
7. The submitted publication must have been accepted after the student is first registered in the DBA program at the Huizenga School and before the date of the student's graduation,
8. The submitted document should be academically based,
9. The target audience should be academic peers.

The student's status as a doctoral candidate of Huizenga School's DBA program should be noted in the documentation of the article, if possible. Publications, along with supporting documentation, should be submitted to the Doctoral Program Office for review by the Chair of the Doctoral Program.

## DISSERTATION

The dissertation, considered part of the research component, is the culmination of the doctoral program. The dissertation demonstrates the student's ability to design and implement a major piece of research that has both theoretical and practical significance. In part, the dissertation teaches the student the strengths and limitations of research; it also demonstrates the student's ability to link theory

to analysis, and strategy to operations in the real world.

An academic committee of three persons with earned Doctoral degrees assists the student in the dissertation process. The dissertation chairperson **MUST** be a full-time faculty member at the Huizenga School. Any exception to this policy must be approved by the Chair of the Doctoral Program. Students are provided with dissertation guidelines that describe in detail the philosophy and the scope of the dissertation. The Research Methodology course (QNT 6001, including CITI training) is the starting point for the research component, and provides the guide by which dissertation research will be conducted and presented. Students should take this course during their first term in the program. The courses in Research Methodology (QNT 6001), Quantitative Methods (QNT 6007), Qualitative Methods (QNT 6008), and Special Topics in Research Techniques (QNT 6009) are designed to train students in statistical techniques and methods that are used in dissertation research.

The dissertation process is divided into its component parts to facilitate student progress. First, the student identifies his or her research area and with guidance from his/her dissertation chair develops a concept paper, which is reviewed by the Department Chair and Chair of the Doctoral Program. Students and their dissertation chairs are required to maintain active CITI certification (valid for 3 years). Recertification is required if the proposal is not approved within 3 years of initially completing CITI training. A formal dissertation proposal is then written which becomes the blueprint for the dissertation. The proposal must be approved by the dissertation committee and the Chair of the Doctoral Program, as well as orally presented. As noted above, students must pass the comprehensive examination in its entirety, prior to proposal submission. Upon proposal approval, the student must seek IRB approval. Submission to the IRB is conducted through the Doctoral Program Office. IRB approval must be granted **prior to** data collection. Data collection, analysis, interpretation, assessment, and evaluation are conducted in accordance with the plan described in the proposal. The summary and conclusions flow naturally from this point. All dissertation components must be presented in accordance with the most recent APA Style Manual and Huizenga School dissertation guidelines.

## Dissertation Registration Guidelines

Students whose concept paper and committee chair has been approved should then register for DOC 6011 Literature Review. Students must then register for dissertation units every term until their final draft is approved. If a student is working on any portion of the dissertation with any faculty member or dissertation committee member, the student must be registered for dissertation units. Students who are not registered for dissertation units are ineligible for service from dissertation committee members and risk inactive status.

After a student's proposal is approved by his/her dissertation committee, the student must register for DOC 6012 Seminar in Research Presentation and orally present his/her proposal.

If a student does not have an approved dissertation draft by the completion of DOC 6094, he/she must register for DOC 6097 (Dissertation Continuation) each term until the draft is approved by the Chair of the Doctoral Program. The tuition for DOC 6097 is equal to two credit hours.

Students are required to register for dissertation credits during the normal registration period for a term. Students who register for dissertation credits after the end of normal registration in a term must pay the late registration fee.

It should be noted that committee members may take longer to provide feedback during the summer months. Students should plan accordingly.

## DOC 6012 SEMINAR IN RESEARCH PRESENTATION

Upon completing the dissertation proposal, a student must receive approval from his/her dissertation committee. Once this is completed, the student will register for DOC 6012 and orally defend the proposal. Successful completion of the defense is required prior to proposal submission to the Chair of the Doctoral Program. Additional information and guidelines outlining the conduct of the oral defense can be found in the doctoral module of the HS Portal.

# Doctoral Graduation

## GRADUATION REQUIREMENTS

To be eligible for graduation, students must fulfill the following requirements:

1. Gain full admission as a degree-seeking candidate
2. Complete all curriculum and program requirements (including foundation courses)
3. Achieve a cumulative GPA of 3.0 or higher
4. Pass the comprehensive examination
5. Satisfy the publication requirement
6. Complete and receive approval of dissertation (including an oral defense) by all required parties
7. Complete all dissertation-related internal and external administrative processes. This includes the submission of clean dissertation copies to the Doctoral Program Office for binding as well as the submission of the dissertation to ProQuest for publication and copyrighting
8. Payment of all tuition and fees
9. Complete the Application for Degree form and pay the conferral fee
10. Fulfill all obligations to the library, the student's program, and the bursar's office

Successful completion of a Huizenga School doctoral degree culminates in the awarding of a diploma, validating the student's successful fulfillment of all graduation requirements. The diploma indicates the student has earned a doctoral degree; it does not indicate the area of specialty. The academic transcript, the official record of academic achievement at NSU, indicates degree earned and area of specialty.

## COMMENCEMENT AND DEGREE CONFERRAL

The Huizenga School holds an annual graduation ceremony in Broward County, Florida. Doctoral students who have satisfied all degree requirements by March are eligible to participate in the graduation ceremony. Students are not required to attend the ceremony in order to receive their degree.

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. Applications for degree conferral are processed only after all grades are posted and all

dissertation-related internal/external administrative processes are completed. Applications for 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 is received 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 mailing address students have on record.

Please note: Students should contact their academic advisor upon registering for their last term to ensure all requirements have been met. Students should also check WebSTAR to ensure their mailing address and all other contact information is current.

## GRADUATION WITH HONORS

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. 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 comprised of those persons of high scholarship and good moral character who are enrolled in subject matter areas including business, management, and administration.

Students who have graduated from the doctoral program are invited to join Sigma Beta Delta. Graduates are notified by email typically in April of each year, with their invitation to join. Those students who decide to join are invited to attend a special inductee ceremony typically held the same day as summer graduation. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at [sigmabetadelta@huizenga.nova.edu](mailto:sigmabetadelta@huizenga.nova.edu).

*Students found to be in violation of the NSU code of student conduct and academic responsibility (including behavioral or academic misconduct) are ineligible to become members of any honor society affiliated with the H. Wayne Huizenga School of Business and Entrepreneurship.*

# Doctoral Degree Program

## DOCTOR OF BUSINESS ADMINISTRATION

### Program Objective and Philosophy

The Doctor of Business Administration program will change the way students think about their business and education. Students use knowledge gained from this program to enhance their careers in business and higher education through an in-depth study of business and research subjects. Doctoral candidates not only learn the most advanced decision-making techniques, but also develop the research and writing skills needed for advanced positions in the academic and business environments. This program transforms managers, administrators, and instructors into leaders, executives, and professors. The lives of students who complete this program are forever changed.

### Program Learning Goals

1. Students should demonstrate a high proficiency in oral and written communication in the chosen field of study.
2. Students should critically comprehend and evaluate extant theory in the chosen research field of study.
3. Students should design and execute scholarly research using qualitative and/or quantitative methods.
4. Students should contribute to research field of study through publication or presentation.
5. Students should use concepts and theories effectively in the classroom.

*All courses are 4 credits except where noted.*

### Component One: Common Core - 30 credits

(26 credits for the Finance and Accounting specialties)

DOC	6080	Seminar in Academic Research (2 cr.)
ECN	6040	Emerging Issues in Economics
FIN	6130	Emerging Issues in Financial Decision Making *
INB	6110	Emerging Issues in International Business
MGT	6020	Emerging Issues in Organizational Behavior and Human Resources Management
MGT	6140	Emerging Issues in Strategic Decision Making **
MKT	6120	Emerging Issues in Marketing
OPS	6050	Emerging Issues in Operations Management

### Component Two: Specialty

#### Accounting - 16 credits

ACT	6710	Seminar in Financial Accounting
ACT	6730	Seminar in Managerial Accounting **
ACT	6760	Seminar in Accounting Information Systems and Auditing
ACT	6770	Current Issues in Accounting Research

#### Finance - 16 credits

FIN	6500	Seminar in Corporate Finance *
FIN	6510	Seminar in International Finance
FIN	6540	Seminar in Investments
FIN	6580	Seminar in Special Topics in Finance

#### Human Resource Management - 12 credits

*Select three courses:*

HRM	6315	Seminar in Strategic Planning in Human Resource Management
HRM	6325	Seminar in Employee Relations and Services
HRM	6330	Seminar in Performance and Reward Systems
HRM	6335	Seminar in Special Topics in Human Resource Management

#### Management - 12 credits

MGT	6010	Seminar in the History of Management Thought
MGT	6015	Seminar in the Sociological and Psychological Principles of Management
MGT	6100	Advanced Leadership Studies

#### Marketing - 12 credits

MKT	6810	Seminar in Marketing Theory
MKT	6830	Seminar in Research Analysis for Marketing Decisions

*Select one of the following courses:*

MKT	6420	Seminar in International Marketing
MKT	6890	Seminar in Special Topics in Marketing

### Component Three: Competencies - 2 credits

*All competencies are zero credit except where noted.*

DOC 6072 Online Communications and  
Internet Competency

DOC 6073 Orientation

DOC 6090 Comprehensive Examination

DOC 6096 Publication Requirement

*Select one of the following courses:*

DOC 6098 Seminar in Teaching Methods  
(2 cr.)

DOC 6099 Seminar in Consultancy Practice  
(2 cr.)

### Component Four: Research - 12 credits

*All research courses are 3 credits.*

QNT 6001 Research Methodology

QNT 6007 Quantitative Methods

QNT 6008 Qualitative Methods

QNT 6009 Special Topics in Research  
Techniques

### Dissertation – 12 credits

*All dissertation courses are 2 credits.*

DOC 6011 Literature Review

DOC 6012 Seminar in Research Presentation

DOC 6091 Dissertation I

DOC 6092 Dissertation II

DOC 6093 Dissertation III

DOC 6094 Dissertation IV

\* Finance specialty candidates replace FIN 6130 with  
FIN 6500

\*\* Accounting specialty candidates replace MGT 6140  
with ACT 6730

# Doctoral Course Descriptions

*Course Descriptions and Foundation Requirements Subject to Change. Refer to WebSTAR for updates.*

## **ACT 6710 Seminar in Financial Accounting**

This course examines the discipline of financial accounting by tracing the historical backgrounds and evolution of current financial accounting theory and practice, reviewing key parts of the related literature, and discussing future directions of financial accounting research. Current financial reporting issues and areas of controversy are studied with an emphasis on the relationship between accounting practice and research. Student skills in research topics selection and refinement, literature selection and review, and research project structuring are advanced. Current issues and development in accounting education are discussed as an integral part of the course. Prerequisite: Graduate level accounting.

## **ACT 6730 Seminar in Managerial Accounting**

This course addresses the major issues in the area of managerial accounting by reviewing the historical and current literature, analyzing appropriate case studies, and discussing related issues in human resource, behavioral, and social responsibility-accounting. Ethical concerns are also examined. Student research skills are enhanced through the exploration of potential research topics in the managerial accounting discipline. Prerequisite: Graduate level accounting.

## **ACT 6760 Seminar in Accounting Information Systems & Auditing**

This seminar provides an overview of the development, implementation, and evolution of accounting information systems (AIS). Topics discussed include the impact of technology, control issues, and behavioral aspects of the AIS process. The relationship between the AIS and the internal and external information flows that facilitate resource allocation decisions is emphasized. In addition to AIS auditability concerns, other attributes of internal and external auditing, such as professional ethics, evidence gathering and evaluation, risk assessment, and reporting options are examined. Relevant theoretical and applied research are integrated into topical coverage throughout the course. Prerequisite: Graduate level accounting.

## **ACT 6770 Current Issues in Accounting Research**

This course will focus on current issues in accounting research. The topics include, but are not limited to accounting ethics, accounting history and international accounting. The course content will concentrate on recent research in the chosen area. Prerequisite: Graduate level accounting, QNT 6001, QNT 6007, and QNT 6009.

## **DOC 6011 Literature Review**

Literature Review: All dissertations rely heavily on a sound review of the underlying theory to the research problem being investigated. This course will introduce students to the methods of writing a literature review and will be customized to their own research problem. Prerequisites: QNT 6007, QNT 6008.

## **DOC 6012 Seminar in Research Presentation**

Seminar in Research Presentation: Student will present chapters 1-3 of their dissertation. Prerequisite: Approved proposal and DOC 6011.

## **DOC 6072 Online Communications and Internet Competency**

This course includes both facility on a microcomputer of the student's choice and the use of the Nova Southeastern University campus-based computer system. Students who complete NSU's master's-level computer competency course will be exempt from this course.

## **DOC 6073 Orientation**

An introduction to the doctoral programs, the school, and the university in the form of a one-day orientation session. Topics include an introduction to the doctoral programs office staff and their functions, a discussion of program policies and procedures, a demonstration of computer and technology resources available to students, a tour of main campus library facilities, and tutorials on the use of the NSU distance library services. Prerequisite: DOC 6072.

## **DOC 6080 Seminar in Academic Research**

A required two-credit workshop held every year in conjunction with the Society for Human Resource Management annual conference for D.B.A./HRM students; the American Accounting Association annual meeting for the D.B.A./ACC students; the Financial Management Association annual meeting for the D.B.A./FIN students; and the American Marketing Association (Marketing Educators Conference) for the D.B.A./MKT students. The annual Academy of Management meeting in August is the workshop site for D.B.A. students. Consult the schedule of classes for dates and locations for individual workshops. Although NSU's programs are not sponsored by these associations, it is felt that participation in these professional group meetings will expose students to contemporary thoughts and research in their areas of interest. You are also encouraged to submit papers or participate as discussant at these meetings.

**DOC 6090 Comprehensive Examination**

Students must successfully pass the comprehensive examination as part of their degree requirements. Students should contact the Program Office for details. Prerequisite: Completion of all coursework.

**DOC 6091 Dissertation I**

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

**DOC 6092 Dissertation II**

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

**DOC 6093 Dissertation III**

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

**DOC 6094 Dissertation IV**

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

**DOC 6096 Publication Requirement**

The publication requirement of the doctoral programs is designed to demonstrate the research, writing, and presentation abilities acquired and/or refined through doctoral studies. The publication should make a contribution to the students' area of specialty.

**DOC 6097 Dissertation Continuation**

Students enroll in this course after enrolling in Dissertation I-IV and have not received final dissertation approval from committee.

**DOC 6098 Seminar in Teaching Methods**

This course provides participants with additional knowledge required to understand teacher characteristics and teaching styles, learner characteristics and learner styles, theories of motivation and their application to the classroom, and strategies for making course content relevant to students, to apply appropriate principles in planning and presenting curricula; to tap into institutional learning resource, and to use effective, practical learning/study tools in the classroom to maximize learning outcomes.

**DOC 6099 Seminar Consultancy Practice**

Seminar in Consultancy Practice: This course will help participants understand management consultancy from the client and consultant perspectives. Use of key consulting tools and techniques, role of the consultant, and project

planning, monitoring, and management will be discussed.

**ECN 6040 Emerging Issues in Economics**

This course is designed to familiarize doctoral students with economic techniques applicable to both public and private business decision making, and to impart the skills necessary for their utilization. An economic focus will be provided for the application of quantitative analyses. Applications such as supply and demand functions, elasticities, pricing strategies for both public and private goods, human capital and market structures will be examined. Fiscal policy and monetary policy, international trade and globalization, inflation, unemployment and other current macroeconomic issues will be discussed. The focus of the course will be on case analysis and the preparation by each student of a research paper, which applies one of these techniques to the solution of a work-related economic issue. Prerequisite: Graduate level economics.

**FIN 6130 Emerging Issues in Financial Decision Making**

This course has the objective of introducing doctoral students to theoretical foundation and empirical research related to modern corporate finance. This course includes discussion on capital structure, agency theory, dividend policy, corporate control, pricing of corporate liabilities, common stock, corporate bonds, mergers and acquisitions, capital budgeting, and other corporate finance topics. Prerequisites: Graduate level accounting, economics, and finance.

**FIN 6500 Seminar in Corporate Finance**

Financial Management covers a variety of topics in corporate finance from a theoretical perspective: unanimity, agency theory, management compensation, capital structure, dividends, application of Option Pricing Theory to the pricing of corporate liabilities, common stock, corporate bonds, mergers and acquisitions, leasing, capital budgeting, and international corporate finance. The course offers a rigorous theoretical treatment of the major subject areas in corporate finance. The student will gain an understanding of the classic work in each subject area, as well as some of the most recent advances in corporate finance. Since much of the material covered in the course is not found in textbooks, the student must become familiar with the major journals in finance. Prerequisites: Graduate level finance, accounting, and economics.

**FIN 6510 Seminar in International Finance**

This course is designed to 1) extend the student's knowledge of corporate finance and investment to the international arena, and 2) direct the student's effort to publish in a refereed journal. The current academic research will be covered in the areas of foreign exchange market efficiency, international corporate diversification, foreign direct investment, multi-

nationalization and firm value, multinational capital structure, and international corporate governance. It is imperative that students read all the research papers before the first class. Prerequisite: FIN 6500 or FIN 6130

#### **FIN 6540 Seminar in Investments**

This course is designed to 1) extend the student's knowledge of finance to the areas of investments, asset pricing and related research methods, and 2) direct the student's effort to publish in a refereed journal. The current academic research will be covered in the areas of portfolio theory, CAPM, APT, Fama-French three-factor model, option pricing, efficient market hypotheses, term structure models and real options. Related databases and methods will also be covered. It is imperative that students read all reading materials before the first class. Prerequisite: FIN 6500 or FIN 6130.

#### **FIN 6580 Seminar in Special Topics in Finance**

This doctoral seminar examines topics of current interest among researchers and practitioners in the field of Finance. The course is taught alternately by various full-time Finance faculty, and the topics change from year to year to reflect trends and developments in the discipline. It is centered around readings from recent articles and recently-published books on the selected topic. This course is intended as the capstone of the DBA specialization in Finance. Prerequisites: FIN 6510 and FIN 6540.

#### **HRM 6315 Seminar in Strategic Planning in Human Resource Management**

This course will emphasize decision-making processes in the development and maintenance of various program elements in human resource management. Decision analysis will also be considered. Traditional and current issues-oriented programming will be addressed. Program elements that may be included are human resource planning, recruitment and selection, performance and promotion systems, incentives and awards, compensation and benefits, and human resource information systems (HRIS). Prerequisite: MGT 6020.

#### **HRM 6325 Seminar in Employee Relations and Services**

This course will focus on assessing, designing, implementing, managing, and evaluating various functions related to Employee Relations and Services. It provides in depth coverage of HR/OB research and measurement issues. Specific topics included in this course are: legal updates of EEO, AA, anti-discrimination legislation, current research on staffing (selection and placement) and employment practices (including interviewing, assessment and hiring) in the context of legal, ethical and financial constraints. The potential for dissertation research deriving from related areas is considered. Global/international HRM

implications are also assessed. Prerequisite: MGT 6020.

#### **HRM 6330 Seminar in Performance and Reward Systems**

This course focuses on performance appraisal, compensation, benefits, and incentive systems. In the area of performance appraisal, topics to be studied include systems, methods, rater errors, and interviewing. Other topics to be explored include pay plans, compensation administration, flexible benefits, health plans, individual and group incentives, employee motivation, and HRIS. Prerequisite: MGT 6020.

#### **HRM 6335 Seminar in Special Topics in Human Resource Management**

This course will address in-depth contemporary human resource philosophies, policies and practices that focus on unique areas of talent management in a variety of organizational settings. It will accomplish this through positive organization scholarship. Students will be assigned special readings which may change each time the course is offered. Students will be expected to conduct a field study in positive organization scholarship. Prerequisite: MGT 6020.

#### **INB 6110 Emerging Issues in International Business**

This course covers major theoretical underpinnings for the study of International Business (IB). Drawing on the research streams relating to the Multinational Enterprise (MNE), international trade, foreign direct investment, and the impact of globalization, this course aims to provide a solid framework for all doctoral students and for the doctoral concentration in IB. Major topics of the framework to be covered include MNEs, trade and FDI theory, and the role of global institutions. The MNE operates within a global political, economic, and social environment and in this course we consider emerging issues in IB, such as cross-cultural links, labor and environmental standards, MNE corporate responsibility, intellectual property rights, developmental aid and economic development, outsourcing/offshoring, and risk management. Students are encouraged to focus on developing their research interests in the international arena. Bear in mind that all functional disciplines (marketing, finance, HR, management, operations, law, accounting, and economics) have streams of research which focus on international dimensions. The course will both accommodate and expand your own interest in a functional discipline.

#### **MGT 6010 Seminar in History of Management Thought**

The focus of the course is on a critical and analytical review of the history of management theory. Students are encouraged to compare and contrast management theories and to examine them in the critical light of practical experience. In addition,

through the preparation of literature research papers, students give attention to the development of dissertation-supporting literature-review skills. There are no prerequisites for this course.

### **MGT 6015 Seminar in the Sociological & Psychological Principles of Management**

This course focuses on the micro and macro approaches to management as they evolved from psychology, sociology and anthropology over the last century. Special attention is given to Organizational Theory and the study of groups, organizations, networks and populations of organizations. Prerequisites: MGT 6010 or MGT 6020.

### **MGT 6020 Emerging Issues in Organizational Behavior & Human Resource Management**

A seminar in the theories and practices of organizational behavior and the techniques of applied management. Focus on individual and group behavior in organizations. Discussion of traditional behavioral theories, organizational dynamics, current trends, and future directions in behavioral sciences and human resource management fields to include concepts of team-building practices and high-performance perception and values. Responsibilities of human resource management and skills of applied management practices in the organization to include survey research and employee motivation, leadership, workplace trends, and personnel planning. Cases and experiential exercises will enhance the transfer of learning. Prerequisites: Graduate level organizational behavior.

### **MGT 6100 Advanced Leadership Studies**

This course for the doctoral program focuses on the theoretical and practical use of Situational Leadership. Students will spend one full week with the expert staff from the Center for Leadership Studies. The course provides students with theory and application from the individual and organizational perspective to conduct doctoral research and/or participate in leadership activities. The intent of this specialty course is to integrate Leadership and OB theory with the doctoral program core and align dissertation research potential with program requirements. The workplace is analyzed for its adaptation to manage change, define its culture, utilize group dynamics and team building, integrate Leadership practices and theories, and create leadership potential.

### **MGT 6140 Emerging Issues in Strategic Decision Making**

This is the capstone course in the doctoral program. Students from the various specialty programs bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this

course, the interacting and diverse interests of stakeholders - key executives, customers, buyers, owners, and other interested parties - will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. Prerequisites: Completion of all other coursework in common core and specialty areas.

### **MKT 6120 Emerging Issues in Marketing**

The course is designed to help D.B.A. candidates develop both an appreciation for the intellectual growth of marketing as an academic discipline and a set of skills related to the practice of marketing management. Students will be exposed to the role of marketing in a modern organization and, through the use of case, lecture, and market modeling assignments, will develop skills in planning and executing marketing programs. Students will examine the intellectual underpinnings of marketing as a discipline by examining the development of marketing theories from both a historical as well as philosophical basis. In doing so, they will also be exposed to the basic issues involved with doing scientific research in the social sciences. Prerequisite: Graduate level marketing.

### **MKT 6420 Seminar in International Marketing**

This course is designed to develop an understanding of the problems and opportunities present in the international business environment and the challenges involved in the development and implementation of the international corporate/marketing strategy. It includes an analysis of the environment of international markets, theories and models, market research methodology, and the market mix. Prerequisite: MKT 6120.

### **MKT 6810 Seminar in Marketing Theory**

This course is designed to prepare D.B.A. candidates in marketing for the dissertation by providing them with the skills to develop theory within a marketing context. The students will be exposed to a structured theory development procedure and will complete a theory development paper. In addition, students will read and critique works in the field. Prerequisite: MKT 6120.

### **MKT 6830 Seminar in Research Analysis for Marketing Decisions**

The course is designed to help D.B.A. candidates master their understanding of the total process of generating and transforming data into information relevant to identification and analysis of issues in the field of marketing. Emphases are placed on research designs exploratory, descriptive, and causal; methodologies in measurement and scaling, sampling, and inferential statistics; techniques of data

analysis parametric, nonparametric, simple, and multivariate. Students will gain experience in analyzing real-life marketing research data using either VAX or PC-based SPSS software. Prerequisite: MKT 6120.

### **MKT 6890 Seminar in Special Topics in Marketing**

This doctoral seminar examines various topics in the marketing discipline. The topics may include, but are not limited to, segmentation, brand equity, international marketing, buyer behavior, marketing communications, etc. and change year to year with each offering of the course. The course content will concentrate on recent research in the chosen area. Prerequisite: MKT 6120.

### **OPS 6050 Emerging Issues in Operations Management**

This course covers both manufacturing and service industries and deals with a multitude of activities needed to produce or process goods and services in the private and public sectors. The course emphasizes the production and operations activities of businesses and public agencies. The operations management function is to provide acceptable service to clients and customers and provides the underlying theme for case analysis and discussion. Prerequisite: Graduate level statistics/quantitative methods.

### **QNT 6001 Research Methodology**

This course introduces students to the concepts and philosophies underlying academic research and the scientific method. The process, assumptions, strengths and weaknesses of the scientific method are explored together with alternative paradigms. Students will be in a position to define their research problem on completion of this course.

### **QNT 6007 Quantitative Methods**

After a synopsis of the various statistical metrics (mean, variance etc.), students will be introduced to a battery of inferential statistical tests. The emphasis will be on the appropriate selection, application and interpretation of both parametric and non-parametric hypothesis tests. Prerequisites: Undergraduate level statistics/quantitative methods and CSA (QNT) 6001.

### **QNT 6008 Qualitative Methods**

The five major qualitative research approaches will be examined in more detail in this course. The process, application and interpretation of biography, ethnography, grounded theory, case studies and phenomenology will be studied. Prerequisite: QNT 6001.

### **QNT 6009 Special Topics in Research Techniques**

This course will cover advanced topics in quantitative and/or qualitative research methods. The specific topics covered will depend on the student's specialty area. Prerequisites: QNT 6007 and QNT 6008.

# 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  
Assistant Professor  
Ph.D., Florida Atlantic University  
M.P.A., Ohio University, Athens

Ryan Atkins  
Assistant Professor  
Ph.D., Queen's University Belfast  
M.M.M., Pennsylvania State University

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

H. Young Baek  
Associate Professor / Chair, Finance / Economics  
Ph.D., University of South Carolina  
M.I.B.S., University of South Carolina

F. Barry Barnes  
Professor / Chair, Leadership / Human Resource  
Management / Global  
Ph.D., University of Kansas  
M.B.A., University of Missouri-Kansas City

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

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

Michelle Bertolini  
Assistant Professor  
L.L.M., Thomas Jefferson School of Law  
J.D., Stetson University College of Law

John Carroll  
Assistant 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

Barbara R. Dastoor  
Professor  
Ph.D., University of Texas at Dallas  
M.A., University of Mississippi

Jack De Jong  
Assistant Professor  
Ph.D., University of Hawaii  
M.B.A., University of Chicago

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

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

Maureen P. Dougherty  
Assistant Professor  
LL.M., New York University  
J.D., Seton Hall University

Andrew Felo  
Associate Professor  
Ph.D., Binghamton University  
M.S., Binghamton University

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

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

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

Jane W. Gibson  
Professor  
D.B.A., Nova Southeastern University  
M.S., Nova Southeastern University

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

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

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

Thomas E. Griffin  
Professor  
D.B.A., Nova Southeastern University  
M.B.A., Clemson University

Dena Hale  
Associate Professor  
Ph.D., Southern Illinois University  
M.B.A., Southern Illinois 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  
Assistant Professor  
Ph.D., Florida International University  
M.B.A., Florida International University

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

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

Joung W. Kim  
Associate Professor / Chair, Accounting and Taxation  
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

Barri Litt  
Assistant 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  
Assistant Professor  
Ph.D., University of Kentucky  
M.S.F., Boston College  
M.B.A., Middle Tennessee State University

Timothy O. McCartney  
Professor  
Endowed Professor of Leadership and Organizational  
Behavior  
Ph.D., University of Strasbourg  
M.S., St. Cloud State College

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  
Assistant Professor  
Ph.D., University of California at Berkeley  
M.A., University of California at Berkeley

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

Ordean G. Olson  
Associate Professor  
D.B.A., U.S. International University  
M.B.A., U.S. International 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 /  
Real Estate  
Ph.D., Florida Atlantic University  
M.P.A., Georgia Southern University

Randolph A. Pohlman  
Professor, Dean Emeritus  
Ph.D., Oklahoma State University  
M.S., Kansas State University

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

John F. Riggs  
Assistant Professor  
D.B.A., Kennesaw State University  
M.B.A., Kennesaw State University

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

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

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

Tamara S. Terry  
Assistant Professor, Chief Financial Officer,  
Assistant Dean of Operations  
D.B.A., Nova Southeastern University  
M.B.A., Marymount University of Virginia

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

Thomas Tworoger  
Professor / Chair, Entrepreneurship /  
Decision Sciences / Sports  
D.B.A., Nova Southeastern University  
M.B.A., Nova Southeastern University

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

Suri Weisfeld-Spolter  
Associate Professor  
Ph.D., Zicklin School of Business, Baruch College  
M.S., Zicklin School of Business, Baruch College

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

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

# Huizenga School

## BOARD OF GOVERNORS

Ronald H. Abraham  
Associated Financial  
Consultants, Inc.

Martin J. Alexander  
Holland & Knight

Joseph C. Amatur\*  
Amatur Group, Ltd.

Ronald G. Assaf\*  
NSU Board of Trustee

Marta T. Batmasian  
Batmasian Investments Ltd., Inc.

John P. Bauer  
Basic Food International, Inc.

Mitchell W. Berger\*  
Berger Singerman

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.

Sherry L. Friedlander  
A Child is Missing Alert

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

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

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

Norman D. Tripp  
Tripp Scott

Thomas M. Tworoger  
NSU Entrepreneur Professor

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

Tom Welch  
R.I.C. Executive Search

35 Members  
\*6 Honorary Members

# NSU & Huizenga School

## AFFILIATIONS AND MEMBERSHIPS

AACSB International, The Association to Advance  
Collegiate Schools of Business  
[www.aacsb.edu](http://www.aacsb.edu)

American Council on Education  
[www.acenet.edu](http://www.acenet.edu)

Association of American Colleges and Universities  
[www.aacu.org](http://www.aacu.org)

Association of Governing Boards of Universities and  
Colleges  
[www.agb.org](http://www.agb.org)

College Board  
[www.collegeboard.com](http://www.collegeboard.com)

Conference of Southern Graduate Schools  
[www.csgs.org](http://www.csgs.org)

Council of Graduate Schools  
[www.cgsnet.org](http://www.cgsnet.org)

Florida Association of Colleges and Universities  
[www.facufloida.com](http://www.facufloida.com)

Foundation for Independent Higher Education  
[www.fihe.org](http://www.fihe.org)

Hispanic Association of Colleges and Universities  
[www.hacu.net](http://www.hacu.net)

Independent Colleges and Universities of Florida  
[www.icuf.org](http://www.icuf.org)

National Association of Independent Colleges &  
Universities  
[www.naicu.edu](http://www.naicu.edu)

National Association of Schools of Public Affairs and  
Administration  
[www.naspaa.org](http://www.naspaa.org)

Southern Association of College and University  
Business Officers  
[www.sacubo.org](http://www.sacubo.org)

Southern Regional Education Board's Electronic  
Campus  
[www.electroniccampus.org](http://www.electroniccampus.org)

University Continuing Education Association  
[www.ucea.edu](http://www.ucea.edu)

# Nova Southeastern University

## BOARDS OF TRUSTEES

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

W. Tinsley Ellis, J.D., Secretary  
Attorney, Ellis, Spencer & Butler

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

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

Mitchell W. Berger, J.D.,  
Berger Singerman Law Firm.

Keith A. Brown  
President & CEO, Chimera, Inc.

Rick Case  
President & CEO, Rick Case Acura

R. Douglas Donn  
Chairman, Community Bank

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

Silvia M. Flores, M.D.  
Internist, Fort Lauderdale

Mike Jackson  
Chairman & CEO, AutoNation, Inc.

Royal F. Jonas, J.D.  
Attorney, Jonas & Jonas

Milton L. Jones, Jr.  
CEO, Regal Trace, Ltd.

Alan B. Levan  
Chairman, BBX Capital

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

Thomas E. Lynch  
President, Plastridge Insurance Agency, Inc.

Albert J. Miniaci  
Alfred and Rose Miniaci Foundation  
Paramount Coffee Service

Samuel F. Morrison  
Former Director, Broward County Library System

Martin R. Press, J.D.  
Attorney, Gunster, Yoakley & Stewart

David H. Rush  
President, Rush Holdings, Inc.

Paul M. Sallarulo  
President, Alumni Association  
President, Nexera Medical

E. Clay Shaw, Jr.  
Former Congressman

Franklin L. Smith, Ed.D.  
Vice President, Urban Initiatives Edusoft, Inc.

J. Kenneth Tate  
CEO, Tate Capital Real Estate Solutions, LLC & TKO  
Apparel, Inc.

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

Michael Zager  
Emerald Planning Group

### Ex Officio

Susanne Hurowitz  
Chair, University School  
Headmaster's Advisory Board

Melanie G. May, J.D.  
Chair, Shepard Broad Law Center Board of  
Governors  
Judge, Florida 4th District Court of Appeal, Broward  
County

George I. Platt, J.D.  
Chair, Farquhar College Board of Advisors  
Managing Partner, LSN Partners

Tony Segreto  
Chair, NSU Athletics Advisory Council

### Trustee Emeritus

H. Wayne Huizenga, 2000 - 2013

# Nova Southeastern University

## ADMINISTRATION

George L. Hanbury II, Ph.D.  
President and Chief Operating Officer

Frederick Lippman, R.Ph., Ed.D.  
Chancellor, Health Professions Division

Irving Rosenbaum, D.P.A.  
Vice Chancellor and Provost of the Health  
Professions Division

---

Joel S. Berman, J.D.  
Vice President for Legal Affairs

Tom L. West ---  
Vice President / CIO Innovation and Information  
Technology

Stephanie G. Brown, Ed.D.  
Associate Vice President of Student Financial  
Services and Registration

Larry A. Calderon, Ed.D.  
Vice President for Community and Governmental  
Affairs

Ronald J. Chenail, Ph.D.  
Vice President for Institutional Effectiveness

Marc Crocquet, M.B.A.  
Associate Vice President for Business Services

David C. Dawson, B.B.A.  
Executive Director of University Relations

Frank DePiano, Ph.D.  
Provost and Vice President for Academic Affairs

Joanna Ferchland – Parella, M.B.A.  
Vice President for Institutional Advancement

Alyson Silva  
Vice President for Financial Operations

Robert Pietrykowski  
Vice President, Human Resources

Ronald D. Midei, CPA  
Director for Internal Auditing

Robert S. Oller, D.O.  
CEO of NSU Health Clinics

Lydia M. Acosta.  
Vice President for Information Services and University  
Librarian

Pete Witschen,  
Vice President for Facilities Management

Jay M. Tischenkel, R.Ph.  
Director of Health Professions Division for Institutional  
Advancement

Brad A. Williams, Ed.D.  
Assistant Vice President of Student Affairs

# 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](http://www.nova.edu/cwis/bursar)  
(954) 262-5200

### Campus ID Card

[www.nova.edu/nsucard](http://www.nova.edu/nsucard)  
(954) 262-8929

### Campus Recreation

[www.rec.nova.edu](http://www.rec.nova.edu)  
(954) 262-7301

### Career Services

[www.nova.edu/career](http://www.nova.edu/career)  
(954) 262-7200

### Financial Aid

[www.nova.edu/cwis/finaid](http://www.nova.edu/cwis/finaid)  
(954) 262-3380

### International Students (OIS)

[www.nova.edu/cwis/registrar/iss](http://www.nova.edu/cwis/registrar/iss)  
(954) 262-7242

### Libraries

[www.nova.edu/library](http://www.nova.edu/library)  
(954) 262-4600

### Public Safety

[www.nova.edu/cwis/pubsafety](http://www.nova.edu/cwis/pubsafety)  
(954) 262-8999

### Registrar

[www.nova.edu/cwis/registrar](http://www.nova.edu/cwis/registrar)  
(954) 262-7200

### Residential Life & Housing

[www.nova.edu/reslife](http://www.nova.edu/reslife)  
(954) 262-7052

### Student Counseling

[www.nova.edu/studentcounseling](http://www.nova.edu/studentcounseling)  
(954) 262-7050

### Student Disability Services

[www.nova.edu/disabilityservices](http://www.nova.edu/disabilityservices)  
(954) 262-7189

### Student Employment

[www.nova.edu/cwis/finaid/stuemploy.html](http://www.nova.edu/cwis/finaid/stuemploy.html)  
(954) 262-7419

### Student Medical Center

[www.nova.edu/smc](http://www.nova.edu/smc)  
(954) 262-1262

### University Center

[www.nova.edu/ucenter](http://www.nova.edu/ucenter)  
(954) 262-7301

### Veterans Affairs

[www.nova.edu/cwis/finaid/veterans](http://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.