

School of Business and Entrepreneurship



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1999-2000

School of Business and Entrepreneurship

1999-2000 Catalog

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Policies and programs set forth herein become effective September 1999. 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.

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 admits students of any race, color, sex, age, nondisqualifying disability, religion or creed, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school, and does not discriminate in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

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 404-679-4501) to award bachelor's, master's, educational specialist, and doctoral degrees.

Nova Southeastern University through its School of Business and Entrepreneurship has the following degree programs accredited by the International Assembly for Collegiate Business Education:

Doctor of Business Administration Degree with career option specialities in: (1) accounting, (2) finance, (3) health services administration, (4) human resource management, (5) information technology management, (6) international management, (7) management, and (8) marketing

Doctor of International Business Administration Degree

Doctor of Public Administration Degree

Master of Accounting Degree

Master of Business Administration Degree with specializations in (1) accounting, (2) entrepreneurship, (3) finance, (4) health services administration, (5) human resource management, (6) international business, (7) management information systems, (8) marketing, (9) medical management, and (10) public administration

Master of International Business Administration Degree

Master of Public Administration Degree

Master of Science in Health Services Administration Degree

Master of Science in Human Resource Management Degree

President's Message



As a student of Nova Southeastern University, you are a member of a very select group. Every day, as you move forward in your education, you are building the skills that will advance both your individual community and our society as a whole. Such practical, collaborative thinking is the essence of NSU. It is the reason our institution is here today, and it is the reason our courses and delivery systems have always been reality based.

As president of NSU, I welcome you to our family, whether you are a full-time student on our 232-acre main campus or a part-time student attending programs at any of our convenient locations spanning the globe.

Most importantly, I thank you for playing your part as an ambassador for NSU—both today as a leader among your peers and tomorrow as a member of our growing network of international alumni. I know that as a result of your association with Nova Southeastern University, you, too, will make a significant difference in the world.

Ray Ferrero, Jr.
President
Nova Southeastern University

Dean's Message



Nova Southeastern University's 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, we are pioneering the development of an integrated approach to leading and managing that will place our graduates at the forefront of management application and theory.

The School of Business and Entrepreneurship is focused on the creation of value for you and the organization for which you work. This theory-based, intuitive, and pragmatic approach finally brings it all together to create leaders and managers who will have a holistic approach to life and work. Nova Southeastern University's value-driven management 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 U.S. 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 at the cutting edge of management education that gets results for you and your organization in the 21st century, then the School of Business and Entrepreneurship is for you. Our professors bring a mix of research and practical business experience to the classroom. Our flexible delivery systems and high quality meet the needs of working professionals, full-time students, and organizations.

The School of Business and Entrepreneurship at Nova Southeastern University is committed to serving as your partner in the business world, preparing you to be strong competitors 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 the foundation of knowledge, skills, and experience on which you can build your future.

Randolph A. Pohlman, Ph.D.
Dean
School of Business and Entrepreneurship

Mission Statement

Nova Southeastern University is a dynamic, not-for-profit independent institution dedicated to providing high-quality educational programs of distinction from preschool through the professional and doctoral levels, as well as service to the community. Nova Southeastern University prepares students for lifelong learning and leadership roles in business and the professions. It offers academic programs at times convenient to students, employing innovative delivery systems and rich learning resources on campus and at distant sites. The university fosters inquiry, research, and creative professional activity by uniting faculty and students in acquiring and applying knowledge in clinical, community, and professional settings.

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School of Business and Entrepreneurship

The School of Business and Entrepreneurship (SBE) is moving into the future with an outstanding faculty and curricula that define management education for the next millennium. The School of Business and Entrepreneurship, long recognized as a leader in field-based education, is uniquely poised to combine the solid academic training of its faculty with the experience it has gained in responding to the evolving needs of global business.

Because of its long history of delivering programs in places and at times convenient to the working professional, the field-based network reaches out to each community it serves. As a result, the SBE is sought by many of the world's most prestigious companies to provide management education for their employees. In addition, SBE alumni can be found in upper management positions at top companies such as American Express; Westinghouse Savannah River Company; GTE; SunTrust Bank; West Point Stevens Stores, Inc.; Hyundai Electronics; and many others.

The SBE faculty is a rich source of expertise in every area of study. With master's and doctoral programs located in more than 40 locations throughout the U.S., Canada, and the world, the faculty brings a vital global perspective to the classroom. Contributors to both the academic and business worlds, their expertise makes them sought after as consultants in industry, government, and the nonprofit sector. As an SBE student, whether you are taking classes in Germany, Jamaica, Seattle, Los Angeles, any of the other field-based cluster sites, or online you will profit immensely from our faculty's real-world experience. The vast consulting our professors do enriches every course they teach.

Although heralded as a pioneer in field-based education, the SBE enjoys having its home campus based in the dynamic, wide-reaching, beautiful city of Fort Lauderdale. Located in the center of South Florida, between West Palm Beach and Miami, Fort Lauderdale is a world-class city and a major tourist attraction. Fort Lauderdale is also a city that compels millions of people to live, work, and raise their families here. The SBE campus, located 10 miles east of the main campus proximal to downtown business, serves as a rich resource for the Fort Lauderdale business community.

The SBE campus is dynamic, housing major centers, institutes, and programs dealing with business and public administration. Executive and management education programs, as well as seminars and customized training programs are available for those recognizing specific personal or organizational needs. Coming from Asia, Europe, Central and South America, Canada, and within the U.S., professionals travel to the SBE campus in Fort Lauderdale to attend various workshops, institutes, seminars, and customized training programs.

Although culturally and geographically diverse, SBE students form a dynamic community whose diversity enriches the curricula, faculty members, and the entire SBE experience. The typical SBE student possesses a spirit of drive and entrepreneurship that makes the school unique among its competitors. Whether you are a traditional-age student pursuing an accelerated one-year M.B.A., a working professional attending classes in an 18-month/alternate-weekend format or online utilizing Internet-based learning technology, a busy executive desiring continuing education units, or a corporation seeking customized programs for your employees, the School of Business and Entrepreneurship offers an unparalleled value for your professional and educational needs.

MASTER'S DIVISION

Programs

- Master of Accounting
- Master of Business Administration
- Master of Business Administration in Health Services Administration (pending accreditation review)
- Virtual Master of Business Administration (online)
- Master of International Business Administration
- Master of Public Administration
with concentrations in:
 - City Management
 - Coastal Zone Management
 - Cultural Resource Management
 - Dispute Resolution
 - Human Resource Management
 - International Administration Management
 - Nonprofit Management
- Master of Science in Health Services Administration
- Master of Science in Human Resource Management
- Master of Taxation (pending accreditation review)

Concurrent or Post-Degree Specializations

- Accounting
- English Language for Business
- Entrepreneurship
- Finance
- General International Business
- Health Services Administration
- Human Resource Development
- Human Resource Management
- International Business
- International Economics
- International Logistics
- International Management
- International Strategy
- Management Information Systems
- Marketing
- Medical Management

- Portuguese Language for Business
- Public Administration
- Spanish Language for Business

DOCTORAL DIVISION

Programs

- Doctor of Business Administration
Career Option Specialties:
 - Accounting
 - Finance
 - Health Services Administration
 - Human Resource Management
 - Information Technology Management
 - International Management Management
 - Marketing
- Doctor of International Business Administration
- Doctor of Public Administration

INSTITUTES

Institutes housed within the school specialize in delivering nondegree programs, symposia, seminars, and forums for professionals.

Institute for Entrepreneurship and Executive Education

The Institute for Entrepreneurship and Executive Education collaborates with companies and individuals, assisting them to become more competitive in an increasingly global environment. The institute offers customized programs for businesses seeking to change and transform the way they do business. Companies are drawn to the institute's entrepreneurial and market-driven perspective and flexible location and scheduling. The institute offers a 13-week Executive Development Program and various one-, two-, and three-day seminar programs focusing on such topics as marketing management, leadership, sales management and negotiation, reengineering, and coaching skills. This dynamic institute draws its clientele from an international marketplace with domestic, global, and international companies participating in its programming.

Institute for Financial Studies

The institute provides instruction in financial disciplines to financial professionals who seek professional designations or continuing education credits, or who wish to expand their body of knowledge.

The predominant educational program of the institute is the Certified Financial Planner (CFP) Program. The program is registered with the Certified Financial Planner Board of Standards and meets all requirements set forth by the board. Additionally, the institute offers seminars and workshops in areas of financial interest, such as personal financial planning.

Memberships

- Florida Association of Colleges and Universities (FACU)
- Independent Colleges and Universities of Florida (ICUF)
- American Council on Education (ACE)
- College Entrance Examination Board (CEEB)
- Council of Graduate Schools of the United States (COGS)
- Commission on Recognition of Postsecondary Accreditation (CORPA)
- International Association for Management Education (AACSB)
- National Association of Schools of Public Affairs and Administration (NASPAA)
- International Assembly for Collegiate Business Education (IACBE)

Nova Southeastern University's programs leading to professional degrees in management at the graduate level have been recognized by the National Management Association (NMA), a nationwide professional management development organization with sponsorship by and membership in the nation's leading business and industrial corporations.

General Information on Graduate Programs

ACCEPTANCE PROCEDURE

Students are admitted to the programs under one of four classifications. First is full acceptance. This status is equivalent to fully matriculated or degree-candidacy status and is awarded when all admission requirements are satisfied. Second is provisional acceptance. This status is given to students who have not yet satisfied all the admission requirements but have given evidence that all criteria can be met. Third is special-student acceptance. This status is reserved for non-degree-seeking students. Students may take up to six or eight credits at the master's or doctoral level, respectively, as a special student. Fourth is conditional acceptance. This status is reserved for students who fall below the minimum quantitative admission criteria but have demonstrated a pattern of professional achievement, including the ability to assume increased responsibility during their careers. Students are admitted under conditional status at the discretion of the program director. Enrollment and satisfactory completion of courses do not guarantee admission to any program.

Students will be notified in writing of the status under which they may enroll in classes. Upon completion of all admission requirements and, when applicable, fulfillment of conditional matriculation requirements, notification of full acceptance will be given in writing. Failure to meet any full-admission requirements may, at the discretion of the appropriate program director, result in suspension of the privilege to enroll in classes.

I-20

The I-20 may be issued only upon completion of all admission requirements. In addition, students must be enrolled in six credits per term 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 the east campus in Fort Lauderdale, Florida. For further information, contact the international student advisor, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, telephone (954) 262-7240 or toll free 800-541-6682, ext. 7240.

FOUNDATION COURSE SATISFACTION

Those students who must complete program foundation courses as a condition for receiving degree candidacy status may enter their program of study on a provisional or conditional basis; however, they may not enroll for any graduate program course that has a specific knowledge prerequisite associated with it until such prerequisite courses are completed. Concurrent enrollment in a foundation course and other graduate courses is permitted, provided such enrollment is not in courses dependent on specific knowledge prerequisites. For example, a student may enroll in an accounting foundation course while taking graduate courses in human resources, economics, or marketing since the accounting foundation course does not serve as a prerequisite for any of the other courses. Foundation courses must be satisfied prior to admission to degree candidacy in the program. (See the "Foundation Course Satisfaction" sections for specific foundation course work requirements.)

Students have three options for satisfying a program foundation or prerequisite course: (1) they may take the required course through Nova Southeastern University's undergraduate center or another accredited institution with prior course approval in writing from the School of Business and Entrepreneurship; (2) they may successfully complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP, LOMA, DANTES, or USAFI; or (3) they may successfully complete online prerequisite courses offered by the School of Business and Entrepreneurship. Not all prerequisite courses for master's and/or doctoral programs are available online.

TRANSFER POLICY

The university will accept as transfer credit up to the equivalent of two courses (six semester credits or eight quarter 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, provided the courses have not been applied toward another degree, the course content and credits are the equivalent of courses offered in the student's program, and the courses have been taken within the five-year period prior to matriculation. Applications for approval of transfer credit must be made in writing to the program office at the time of application. Students may not transfer credits taken after the date of their first matriculation in any SBE graduate program. Credits earned at Nova Southeastern University are transferable only at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

ADMISSIONS APPEAL PROCEDURE

Any student who is denied admission has the right to appeal the decision, in writing, to the associate dean of academic affairs. The student will be notified by the associate dean when a decision has been reached. Please direct all correspondence to:

Nova Southeastern University
School of Business and Entrepreneurship
Associate Dean of Academic Affairs
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315-3025

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
C-		1.7
F	Failing	0.0
P	Pass	0.0

I	Incomplete	Given when more than half of all course work has been completed. Must be requested from the instructor. An incomplete grade contract must be executed and signed by the student, instructor, and program director. Students have one term to complete an incomplete course.
IF	Incomplete Failure	Given when students fail to satisfy an incomplete contract within the designated time frame or when an incomplete contract has not been signed.
IW	Incomplete Withdrawal	Given when students notify their advisor of their desire to withdraw from a course in which a grade of incomplete has been assigned prior to the date specified in the incomplete contract.
W	Withdrawal	Given after the first weekend of class at the request of the student for any reason or by the instructor when outstanding work is not submitted by the student and the student has not requested an incomplete.
WU	University Withdrawal	Given for nonperformance or when a student has been dismissed from the university.

ACADEMIC STANDARDS

Students are required to maintain a cumulative grade point average (GPA) of 3.0 for the duration of their course of study. Students who fail to maintain a 3.0 will be placed on academic probation and must raise their GPA within one term to remain in good standing. Students whose GPA remains less than 3.0 for two consecutive terms or whose academic record includes more than two grades of less than B will be dismissed from the program. In addition to maintaining the appropriate GPA, students must demonstrate continuing academic progress.

Students who earned below B in any course may retake the course to earn a higher grade. Only the higher grade will be calculated in the GPA; however, the original grade will remain on a student's transcripts as a matter of information.

A student who is passing a course, has completed more than half of the required work, and is unable to finish because of exceptional circumstances must request a written incomplete grade contract from the instructor and receive a grade of I. The I is not used in computing a student's grade point average, but will revert to a grade of IF should the student fail to complete the course requirements within one term, or less than one term if specified in the incomplete grade contract. An IF will calculate into the GPA as an F.

ACADEMIC PROBATION AND REINSTATEMENT POLICIES

Students are required to maintain a cumulative grade point average (GPA) of 3.0 (including prerequisites at the doctoral level) for the duration of their course of study. Any student who fails to maintain a GPA of 3.0 will be placed on academic probation for one term. If probation is not removed at the end of the term, the student may be suspended from the program. For veterans and other persons eligible for Veterans' Administration (VA) benefits, failure to remove probation by the end of six months will result in the loss of eligibility for VA benefits.

A student may petition for reinstatement in the program after a period of one year, explaining the reasons why academic potential has improved. At that time the student will speak with an advisor, and the reinstatement petition will be considered. Reinstated students are subject to all current program policies and degree

requirements and will be required to retake courses in which substandard grades were earned in order to regain good academic standing (i.e., a GPA of 3.0). Retaking courses does not remove the previous course entry on the student's official transcripts, but the highest grade earned in the course will be computed as part of the GPA, thus enabling the student to improve her or his GPA.

GRADUATION REQUIREMENTS

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

1. Satisfaction of all admission requirements
2. Completion of all program foundation courses
3. Maintenance of a minimum 3.0 cumulative GPA for course work taken (including prerequisite courses, at the doctoral level)
4. Completion of all required course work, seminars, and workshops
5. Satisfactory completion of either the master's project, master's thesis, co-op, International Field Seminar, Strategic International Decisions, or Value Integration course (master's level)
6. Successful completion of comprehensive examination (doctoral level)
7. Satisfaction of program publication requirement (doctoral level excluding public administration program)
8. Completion and successful defense of dissertation (doctoral level)
9. Payment of all tuition and fees

Successful completion of an SBE graduate degree culminates in the awarding of a diploma, validating the student's successful fulfillment of all degree requirements.

DEGREE RECOGNITION

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

STUDENT GRIEVANCE PROCEDURE

The purpose of this procedure is to promote the orderly resolution of student complaints concerning actions of the School of Business and Entrepreneurship. Students and faculty are encouraged to resolve disputes informally prior to 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 within 30 days to the associate dean of academic affairs. The written grievance will contain a concise statement of all relevant facts and the relief sought.
- B. Upon receipt of a written grievance, the associate dean of academic affairs shall request proof supporting the grievance and request a response with supporting evidence from the party/department the complaint is against. An administrative review panel appointed by the associate dean of academic affairs 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 advised in writing as to whether the grievance has been dismissed or whether additional action will be taken.

1. If the administrative review panel decides that further inquiry should be made, then the associate dean of academic affairs may invoke one of the following procedures:
 - a. Informal Resolution Procedure: The associate dean of academic affairs may informally meet with all parties and try to resolve the issue(s) raised.
 - b. Formal Resolution Procedure: If the associate dean of academic affairs is unable to informally resolve the issue, then a grievance committee will be convened to make a final determination on the issue(s).
2. The grievance committee shall consist of three persons. One shall be a member of the full-time faculty of the School of Business and Entrepreneurship. One shall be an administrator in the School of Business and Entrepreneurship. One shall be either an alumna or alumnus or a currently enrolled student of the program in which the student filing the grievance is enrolled.
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. 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.
 - c. In the case of grade appeal or other appeals dealing directly with 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.
 - d. The committee may not address sanctions which are wholly within the academic probation or student misconduct policies of the School of Business and Entrepreneurship.
 - e. The committee shall render its decision in writing to all parties involved.
 - f. The committee shall be obliged to render a decision within 14 calendar days following the close of the hearing.
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.*

**Arizona residents enrolled in programs delivered in part in the state of Arizona: If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Postsecondary Education. The student must contact the state board for further details.*

PLAGIARISM AND OTHER FORMS OF MISCONDUCT

Webster's defines plagiarism as the stealing or passing off of ideas or words of another as one's own; use, without crediting the source; committing literary theft; presenting as new and original an idea or product derived from an existing source. NSU students sign a statement verifying the authenticity of authorship with each written assignment. Plagiarism is not acceptable, so care must be taken to credit any sources used in preparing term papers, theses, or dissertations. Additionally, the submission of written assignments and papers for one course, originally submitted and receiving a grade for another course, is unacceptable. Study the *APA Style Manual*; it explains how to credit sources.

Collaboration on examinations or assignments that are expected to be individual work is another form of unacceptable conduct. Also unacceptable is behavior that is flagrantly disruptive to the effective conduct of the program; behavior that is clearly unprofessional, unethical, or that reflects adversely on the NSU program or the professional community; or behavior that violates the general understanding of proper conduct for graduate students. Violations may result in suspension or dismissal from the program.

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 program director. The allegations should contain all pertinent facts, evidence, and witnesses.
- Step 2: The program director will notify the accused student, in a timely manner, in writing that an inquiry will be undertaken and will specify the nature of the allegation.
- Step 3: The program director will appoint a committee consisting of a faculty member, 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 may, in a timely manner, 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 program director, who will either dismiss the case or will impose an appropriate penalty. The program director'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 dean in a timely manner the decision of the committee and/or the penalty imposed by the 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 program director.

- Step 9: The associate dean of academic affairs will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.
- Step 10: The decision of the associate dean of academic affairs will be 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 School of Business and Entrepreneurship will not guarantee a student the right to continue attending classes pending the outcome of further legal processes.

ADVISING

All required paperwork for admission to the programs may be processed through the mail. Advising is strongly recommended but not mandatory. During the advising process, prospective students are told which requirements for acceptance are lacking, and a tentative schedule for the entire program is prepared. Thereafter, registration for each new term is routine and may be submitted through the mail. As long as there are no changes in the original proposed schedule, it is not necessary to see an advisor, but one is assigned to each student upon acceptance. An advisor may be seen anytime by appointment. During the registration period for each term, advisors are available on a full-time basis. Students must obtain course syllabi online through the SBE Web site and purchase books at the time of registration in order to be prepared for their first classes. An advisor must be seen if courses are taken in a sequence different from the required one. Please call the Office of Enrollment Management, toll free 800-672-7223, ext. 5100 for an appointment with a graduate admission representative or additional information.

STUDENT FEES

Application Fee	\$ 50
Interrupted Studies Fee	\$ 50
Registration Fee (per term, master's)	\$ 20
Registration Fee (per term, doctoral)	\$ 25
Late Registration Fee I (master's)	\$ 15
Late Registration Fee II (master's)	\$ 50
Late Registration Fee III (master's)	\$100
Late Registration Fee (doctoral)	\$ 25
Reinstatement Request Fee (master's)	\$ 50
Reinstatement Request Fee (doctoral)	\$100
Graduation Fee (excluding cap and gown)	\$ 65
Student Activity Fee (per term, on-campus students only)	\$ 10
Online Prerequisite Courses (master's)	\$500
Online Prerequisite Courses (doctoral)	\$750
Tuition: Online V.M.B.A. (per credit)	\$489
Tuition: M.P.A. and M.S./HSA Foundation Courses	\$270
Tuition: M.Acc. Foundation Courses (per credit)	\$425

Tuition: M.B.A., M.S./HRM, M.S./HSA, M.I.B.A., M.Acc., M.B.A./HSA, M.Tax (per credit)	\$425
Tuition: M.P.A. (per credit).....	\$270
Capstone Workshop.....	\$ 150
Tuition: Doctoral (per credit).....	\$ 550
Online Communications and Internet Competency (CSA 6072)	\$ 50
Seminar/Workshop Fees (in addition to tuition)	
Business and Public Policy Seminar	\$ 150
Professional Studies Workshop	\$ 50
Dissertation Continuation Fee (per term).....	\$1,100
Comprehensive Examination Fee	\$ 50

Tuition and fees are subject to change without notice.

To avoid confusion on the matter of fees, students are invited to discuss the matter with an advisor in the Office of Enrollment Management. The late registration fee is charged anytime payment is received by the school after the closing date for regular registration. The interrupted studies fee is charged to students who do not register for course work for two terms and are therefore removed from the active student roll. The reinstatement fee is a charge to reactivate students who have not enrolled in courses for one year or longer and who seek readmission to the program. Payment of the reinstatement fee does not guarantee reinstatement.

The seminar and workshop fees are assessed to defray nonacademic 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.

Student fees are due and payable at the beginning of each term. Students not registered for a course are unable to participate and will be asked to not return to that course. In the event that extreme circumstances necessitate the deferment of partial tuition, the student must contact the advisor to make individual arrangements. The Office of Enrollment Management will assist students in any manner possible to facilitate the processing of financial aid materials.

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: accepted for admission 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 the university’s policy on satisfactory progress for financial aid recipients.

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

Nova Southeastern University
Office of Student Financial Aid
3301 College Avenue, Horvitz Administration Building
Fort Lauderdale, Florida 33314-7796
(954) 262-3380
Miami-Dade County: (305) 940-6447, ext. 7410
Toll free: 800-522-3243

VETERANS' BENEFITS INFORMATION

All degree programs described in this catalog 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 33314-7796 or telephone (954) 262-7241, toll free 800-541-6682, ext. 7241.

Satisfactory Progress

Students receiving veterans' benefits are required to maintain satisfactory progress at all times while they are enrolled at Nova Southeastern University. The Nova Southeastern University VA representative has a duty to report to the Veterans Administration the unsatisfactory progress of any student receiving veterans' educational benefits.

In this regard, it is the responsibility of the student to report to the VA representative any and all changes in his or her enrollment status, as those changes may affect the receipt and/or amount of benefits. It must be noted that if a student receives and accepts benefits to which he or she is not entitled, that person may be subject to liability for repayment in addition to possible criminal penalties.

Nonpunitive Grades

The law prohibits the payment of veterans' benefits for a course from which a student withdraws, a course in which a student receives an incomplete grade (see "Grading System"), or a course a student completes but for which the student receives a grade that is not used in computing requirements for graduation. At Nova Southeastern University, these grades include: I-Incomplete, NG-No Grade, AU-Audit, IW-Incomplete Withdrawal, and W-Withdrawal. If a student receives one or more of these grades and veterans' benefits have already been paid, the student will be required to make repayment to the Veterans Administration.

In keeping with Nova Southeastern University policy, the student will have a prescribed time within which a grade of I must be removed and a satisfactory grade entered in its place to receive credit. The student should consult the program catalog to determine the specific amount of time allowed to make up an I grade. If the I grade is not removed within that time, the grade will be reported to the Veterans Administration regional office with the possible consequences described above.

Veterans' Course Withdrawal (Drop/Add)

Each time a veteran withdraws from or adds a course, he or she must notify the Nova Southeastern University VA representative. Changing the number of credits will, in many cases, affect a student's educational benefits. In order to avoid an overpayment (which will have to be repaid), it is in the student's best interest to make proper notification.

Attendance

Any student attending Nova Southeastern University while receiving veterans' benefits is required to attend classes regularly. In the event a student is administratively withdrawn from a program because of poor attendance, the Veterans Administration regional office will be notified, and the student's benefits will be terminated. In addition, the student will be liable for any overpayment resulting from unsatisfactory attendance.

Transcripts/Credit for Prior Training

Regulations require Nova Southeastern University to evaluate a student's prior credit received at other institutions in order to determine if transfer credit will be given. In this regard, it is in the student's best interest to promptly provide the program office with all transcripts of work previously completed. This will ensure that prior credit is evaluated quickly, which will avoid delay in processing veterans' benefits.

NON-DEGREE-SEEKING STUDENTS

Students submitting applications to the SBE 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 the greater of two classes (or six credits) at the master's level, or two classes (or eight credits) at the doctoral level. For a complete disclosure of admission, academic, and other requirements, please refer to the table of contents for appropriate sections.

FACULTY

The full-time faculty of the School of Business and Entrepreneurship is augmented by outstanding national lecturers. National lecturers are selected based on qualifications in teaching, research, publication, and consulting. The core of the full-time faculty maintains offices at the east campus, 3100 SW 9th Avenue, in Fort Lauderdale, Florida. Criteria for the selection of full-time faculty members include teaching effectiveness, field experience, research and publication, and the programmatic needs of the school. Some of our faculty members have worked with the school's programs since their inception, providing experience and continuity to the programs. (For a listing of full-time and adjunct faculty members, see "School of Business and Entrepreneurship Faculty and Administration.") The SBE reserves the right to utilize additional full-time and adjunct faculty members not listed in this catalog. Those interested in knowing about the faculty may contact the master's and doctoral program offices; resumes for all faculty members are available.

CLASS CANCELLATIONS

Classes offered on or off campus with insufficient enrollments are subject to cancellation.

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 the university staff. Accordingly, students are not authorized to use NSU letterhead, or other logos that imply university endorsement, without written authorization from the program office.

TELECOMMUNICATIONS THROUGH THE SBE ONLINE ACADEMIC COMPUTING SYSTEM

Students are required to use the NSU SBE online academic computing system and are encouraged to use other electronic resources during their course work. Students, faculty members, and administrators are linked

electronically through the SBE online academic computing system. The system offers opportunities for electronic mail, as well as access to many library facilities and discussion groups through the Internet system. Students are currently provided NSU SBE online academic computing system accounts at no direct cost.

Thanks to teleconferencing and electronic mail, students and faculty members need not limit their intellectual interaction to the classroom. The learning environment truly becomes boundless in a temporal and spatial sense. The computer and its sophisticated operating systems are employed as part of the medium of education. The ability to manipulate and process data and other information files, disseminate findings widely to affected peers, and collaborate through interactive computer systems have become invaluable tools for the problem solver and decision maker at the highest levels of American business and government.

The School of Business and Entrepreneurship can provide detailed information and assistance in the use of the UNIX system and in the selection of your own PC, should you not yet own one.

CREDENTIAL FILE SERVICES

Nova Southeastern University operates a credential file service for its graduates. To utilize this service, graduates may request additional information and the required application material from Credentials, Nova Southeastern University Alumni Office, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796.

PLACEMENT OFFICE

Nova Southeastern University operates a placement office for NSU graduates. In order to utilize the placement service, students must submit an updated resume to the Career Resource Center upon graduation. This service is available to its graduates as a lifetime benefit of Nova Southeastern University. The placement office also requires the completion of separate paperwork for membership in the National Alumni Association. Please note that attainment of a degree does not guarantee job placement. For further information, contact the Career Resource Center at (954) 262-7201.

HOUSING/FOOD SERVICE

Located on the main campus, the Davie Living Complex (three buildings of 90 one- and two-bedroom unfurnished apartments) is available for graduate and married students. In addition, there is a five-story building of 90 furnished apartments available for undergraduate and other students. Apartments are leased on an annual basis. Monthly rental includes utilities and central air-conditioning. Rates are furnished when accommodations are offered. A full-service cafeteria is located in the Rosenthal Student Center. Various meal plans can be purchased.

Students are invited to obtain further information from: Housing Office, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796. Housing is limited by program and availability. Applications for housing for the fall term should be submitted prior to May 31.

PARKING

Student parking is available free of charge on the main, North Miami Beach, and east campuses. Special permits are required and are available through the registrar's office. For information, contact the registrar's office at (954) 262-7200 or toll free 800-541-6682, ext. 7200.

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 business administration, international business, public administration, or any of the other master's offerings, 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.

Building on its reputation for flexible program scheduling, the SBE offers master's programs in different formats to meet the needs of its customers. One-year day students pursue their studies on the SBE campus by attending on weekdays and participating in optional internships that will allow them to put their newly acquired knowledge to work solving real business problems. Working professionals pursue their programs utilizing the 18-month/weekend delivery format or online utilizing advanced Internet-based technologies. Depending on the needs of companies and other clients, the SBE will provide other delivery modalities that are customized for their specific needs.

The master's programs serve more than 1,500 students in on-campus and field-based cluster locations throughout Florida and the United States, Canada, Panama, and the Caribbean. Nova Southeastern University takes the talents of its campus-based and national faculty to working professionals, giving students the opportunity to upgrade managerial skills while increasing overall organizational effectiveness and value as a result of advanced management and skills education.

PROGRAM(S) SCHEDULE, LENGTH, AND CAPSTONE COURSE OPTIONS

Master's Programs: Program Schedule

The program schedule consists of four terms per year, commencing in October, January, April, and July. Students attending the east campus in Fort Lauderdale in a weekend format may join their program in any term. Students attending one of the SBE's cluster sites typically begin their program in the first two terms as new cohorts are formed. Typically, weekend programs may be completed utilizing an alternate weekend, Friday night/Saturday format.

One-year day M.B.A. students may enter the program in the October or January terms only. One-year day M.B.A. students may elect to join the program in April or July; however, they may be required to enroll in weekend classes. Typically, daytime classes are held on a Monday/Wednesday, and Tuesday/Thursday rotation.

Scheduling for online courses varies by instructor. Please consult the *Schedule of Classes* for specific meeting times.

Master's Programs: Program Length

Students pursuing the weekend or online M.B.A. typically complete their program in 18 months. One-year day M.B.A. students may complete their program in one year, but are not required to do so. All other master's programs offered in a weekend format are typically completed in 18 months; however, some programs may be completed in a shorter time frame.

MASTER'S ADMISSION REQUIREMENTS

The goal of the admission process is to identify candidates who exhibit high potential for success in the business environment. Applicants are evaluated on the basis of demonstrated academic achievement as evidenced by their undergraduate GPA in the form of official undergraduate transcripts, official score on the

Graduate Management Admission Test (GMAT)** or Graduate Record Examination (GRE)** if applicable, and their professional experience as described in the application.

Admission requirements for applicants wishing to matriculate in any master's program offered by the School of Business and Entrepreneurship are listed below. The SBE considers applicants on both quantitative and qualitative data. As a result, admission to the programs is competitive and regrettably not all those that meet the quantitative standards below will be offered admission.

1. Submit a graduate admission application form, completely filled out, with a nonrefundable application fee.
2. Provide official transcripts in English of previous college work, received directly from each institution attended. If transcripts were issued under a previous name, please attach a note to your application indicating this. Unofficial transcripts may be initially submitted to attain provisional acceptance. Transcripts and all information concerning admission to the program should be sent to: Nova Southeastern University, Office of Enrollment Management, School of Business and Entrepreneurship, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.
3. Own or have unrestricted access to a personal computer and modem that can be used to complete course work, and have a fundamental understanding of computers. Candidates applying to the Master of Science in Human Resource Management, Master of Business Administration, Master of Business Administration in Health Services Administration, and Master of International Business Administration Programs must have unrestricted access to a PC with these minimum features: Pentium 133, Microsoft Office 97 software suite, Microsoft Access 97, virus software, Windows 95, 28.8 baud modem, sound card and speakers, microphone, and an Internet service provider. Students may satisfy this requirement by using computer laboratories on NSU's main and east campuses.

Provisional acceptance may be granted for 45 days by submitting copies of college transcripts showing the degree conferred (official transcripts must be received within 45 days of application) and/or the examinee copy of the score report from the GMAT, GRE, or TOEFL (official score report must be received within 45 days of application). Students with provisional acceptance may register for one term. Registration for future terms is contingent upon receipt of the above documents.

In addition to items 1, 2, and 3 above, the following criteria apply. The program director reserves the right to request additional information from the applicant.

Graduates of Regionally Accredited Institutions

Applicants with an undergraduate degree from a regionally accredited institution will be considered for admission with:

- A GPA of 2.5 or greater overall (or in the last 60 hours) on a 4.0 scale, or
- A GMAT score of 450 or greater** (or GRE score of 1,000 or greater**)

Corporate Sponsorship

Applicants possessing an undergraduate degree from a regionally accredited institution may be considered for admission through corporate sponsorship. Corporate sponsorship means the applicant has been identified as

eligible for reimbursement and is recommended for management-level development through the SBE's master's programs by the sponsoring company. A letter on company stationery verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate human resources official, must accompany the application.

Graduates of Non-Regionally Accredited Institutions

Applicants with an undergraduate GPA of 2.5 or greater on a 4.0 scale from non-regionally accredited institutions **and** a GMAT score of 450** or greater (or GRE score of 1,000** or greater) will be considered for admission.

Graduates of Foreign Institutions

Applicants with undergraduate degrees from a foreign institution may be considered for admission with:

- Determination that the degree is equivalent to a U.S. baccalaureate degree (a professional evaluation may be required and original documents must be submitted), and
- Determination that the GPA is 2.5 or greater on a 4.0 scale (a professional evaluation may be required and original documents must be submitted), or
- GMAT score of 450 or greater** (or a GRE score of 1,000 or greater**)

For applicants whose degree program was conducted in a language other than English, the following also must be submitted:

- A Test of English as a Foreign Language (TOEFL) official score of 550 or greater on the written test, or 213 or greater on the computer test, or equivalent as outlined below.

While an official TOEFL score of at least 550 (or equivalent computer test score) is required to be considered for admission, applicants scoring from 500 to 549 (or equivalent computer test score) will be asked to retake the TOEFL or enroll in the Intensive English course. Offered in the fall and winter terms on the main campus only, the course is designed to increase the student's understanding of written and spoken English. At the end of the course, students are required to pass the comprehensive examination.

Students who pass the comprehensive examination are not required to retake the TOEFL. The TOEFL may be waived at the discretion of the appropriate program director for applicants satisfying a personal interview requirement or who have successfully completed university degree programs conducted in English.

Applicants with a master's degree from a regionally accredited institution or a foreign degree that is equivalent (a professional evaluation may be required and original documents must be submitted) will be considered for admission on the basis of an official transcript showing the degree conferred.

DEGREE-SPECIFIC TEST REQUIREMENTS

Information regarding the GMAT or GRE can be obtained from Educational Testing Service P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08541-6000 (GRE).

Master of Business Administration—GMAT

Master of Business Administration/Health Services Administration—GMAT

Master of Accounting—GMAT

Master of International Business Administration—GMAT
Master of Public Administration—GMAT or GRE
Master of Science in Human Resource Management—GMAT or GRE
Master of Science in Health Services Administration—GMAT or GRE
Master of Taxation—GMAT

Test scores that date more than five years prior to the date of program application are not valid.

**Instructions will be provided upon receipt of application.*

***Applicants who are required to submit a GMAT or GRE score should refer to the listing at the end of the master's admission section titled "Degree-specific test requirements." The GRE score is based on the sum of the verbal and quantitative section scores.*

FOUNDATION COURSE SATISFACTION

Specific degree-related foundation course work must be satisfied before a student can receive full matriculant status or may pursue appropriate graduate-level courses in that discipline. Each student receives a detailed listing of foundation course requirements at the time he or she receives provisional acceptance to his or her program. Satisfactory completion of foundation courses requires grades of C or better.

M.B.A. — financial accounting, economics, marketing, principles of finance, business statistics

M.B.A./HSA — financial accounting, economics, marketing, principles of finance, business statistics

M.I.B.A. — marketing, economics, principles of finance, principles of management, principles of accounting

M.P.A. — American government, economics, public budgeting/accounting, statistics

M.S./HRM — human resource management, psychology, business statistics

M.S./HSA — financial accounting, principles of finance, statistics (all prerequisites are built into the program)

M.Acc. and M.Tax — (a) a concentration in accounting at the undergraduate level or the following undergraduate course sequences: principles of accounting, intermediate accounting I and II, cost accounting, advanced accounting*, basic financial statement auditing**; (b) a 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. Call the program office for details, 800-672-7223, ext. 5132.*

***Required as a prerequisite for graduate auditing courses.*

ACTIVE STATUS, INTERRUPTED STUDIES, AND REINSTATEMENT

Students are considered actively engaged in graduate study if they are enrolled in one or more graduate or foundation courses at Nova Southeastern University in a given term. Students who interrupt their studies for two to four terms (six to 12 months) are considered inactive. Students reentering the program during this period are charged an administrative fee (the interrupted studies fee of \$50) and must submit a reactivation

application to reactivate their status. All current requirements for the degree program in which they are reactivated will be in effect.

Students who remain inactive for one year, that is, four consecutive registration periods, will be considered dropped from the program. Students are given a total of five years from the time of admission to complete their master's degree and therefore may seek reinstatement anytime prior to the lapse of that total time period. An administrative fee (the reinstatement fee of \$50) is charged. The student's record at Nova Southeastern University is evaluated. The student will be required to meet the standards for admission, matriculation, and graduation currently in effect at the time of reinstatement. Students must submit their application for reinstatement with the reinstatement fee, which is nonrefundable and which does not guarantee reinstatement. Denials of reinstatement occur primarily in cases where the student left the program while on academic probation and where the administration believes the student will not be able to overcome his or her academic deficiencies.

ATTENDANCE POLICY

Students must attend classes on a regular basis. Students must clear any anticipated absences with instructors (or the program office, if an instructor is not available) in advance. Additional work may be required by an instructor for any absence. Excessive absences will result in a failing grade. Instructors are required to take attendance at each class session.

WITHDRAWAL AND REFUND POLICY (excluding Virtual M.B.A. Program, see page 20)

Students are entitled to a refund of all payments (not including registration/application fee; not to exceed \$100) if the registration agreement is cancelled by the student within 10 days of signing the registration agreement or when payment is required.

In addition, students will receive a full refund of tuition payments and registration fee paid if they do not meet minimum admission requirements, or for a cancelled course, seminar, or workshop, or for a cluster that does not begin.

After the first day of instruction, students who inform the Office of Enrollment Management of their intention to withdraw are entitled to a tuition refund based on the following schedule: during the first 70 percent of a course, seminar, workshop, or Summer Institute, a withdrawing student is entitled to a refund for the percentage of time not attended (the minimum refund would be 40 percent).

Refunds are made within 30 days after the effective date of withdrawal. No refund is issued when more than 70 percent of a course has been attended.

Example: Student attended two classes (six clock hours) of a 10-class (30 clock hours) course, for which the charge was \$1,275.

Based on number of classes:

$10 - 2 = 8$ classes not attended

$8 / 10 = 80$ percent of the term not completed

$80 \text{ percent} \times \$1,275 = \$1,020$ refunded

Based on clock hours:

$30 - 6 = 24$ hours not received

$24 / 30 = 80$ percent clock hours not completed

80 percent x \$1,275 = \$1,020 refunded

This policy is designed to meet or exceed refund requirements of various states, including California, South Carolina, Washington, Indiana, Arizona, and Florida.

WITHDRAWAL, ADD, REFUND, AND LATE REGISTRATION POLICY FOR VIRTUAL M.B.A. ONLY

Withdrawal

Students are entitled to a refund of all payments (not including registration/application fee; not to exceed \$100) if the registration agreement is cancelled by the student before the first day of class. Students completing online courses who wish to withdraw must complete the withdrawal form located on the SBE Web site: <http://vmba.sbe.nova.edu>. Phone calls or emails will not suffice.

After the first day of instruction, students who inform the Office of Enrollment Management of their intention to withdraw are entitled to a tuition refund based on the following schedule: during the first 70 percent of a course, a withdrawing student is entitled to a refund for the percentage of days not attended (the minimum refund would be 40 percent). Students should contact their advisor for exact refund amounts.

Example: Student attended two classes (six clock hours) of a 10-class (30 clock hours) course, for which the charge was \$1,275.

Based on number of classes:

$10 - 2 = 8$ classes not attended

$8 / 10 = 80$ percent of the term not completed

80 percent x \$1,275 = \$1,020 refunded

Based on clock hours:

$30 - 6 = 24$ hours not received

$24 / 30 = 80$ percent clock hours not completed

80 percent x \$1,275 = \$1,020 refunded

**Note: Withdrawal and drop policy for Web dates are based on business days, Monday through Friday.*

Prerequisite Courses

If students withdraw or drop a prerequisite course after the eighth day of the term, a W will appear on their transcripts. Students are not entitled to a refund after the 21st day from the beginning of the prerequisite course. If students wish to withdraw or drop from a course, they must contact their advisor. Neglecting to do so will result in a failing grade for the course.

Core Courses

Students are not entitled to a refund after the 35th day from the beginning of the core course. If students wish to withdraw or drop from a course, they must contact their advisor. Neglecting to do so will result in a failing grade for the course.

Add

Enrolled students may add any online course throughout the normal registration dates.

Late Registration Policy

Students may register after the registration deadline with a \$50 late fee added. No registrations will be accepted after classes begin.

Students who are receiving financial aid are advised to register in advance for their financial aid to be processed. This time frame is usually a minimum of two weeks before classes begin.

FAMILY TUITION PLAN

The department offers special tuition consideration when two or more members of an immediate family are enrolled in any of the programs at the master's level in the school. A 50 percent discount is applied to the full tuition rate for the registration with the lowest number of classes.

This does not apply to students receiving corporate tuition reimbursement. The SBE reserves the right to require proof of financial support.

TIME LIMIT

The time limit for all master's programs is five years. Students taking longer than five years to complete the program of study may be required to retake courses at the discretion of the program director. A reinstatement fee of \$50 per year is charged beginning one year after the completion of the last course work. Students may petition the program office for an extension of the time limit, which is granted only rarely and for extenuating circumstances. 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.

SECOND MASTER'S DEGREES

Students who have completed a master's degree through the SBE and who wish to pursue a second master's degree through the SBE must notify the Office of Enrollment Management in writing and complete a reactivation application. Upon receipt, prior course work will be evaluated to determine which, if any, courses can be credited toward both degrees. Applicants will be notified in writing of what courses must be completed to attain the second degree. A minimum of 21 credits must be completed for all second degrees, although more may be required.

JOINT DEGREES

The School of Business and Entrepreneurship, in collaboration with the Shepard Broad Law Center, offers joint JD/M.P.A., JD/M.B.A., and JD/M.Acc. Programs. Students must be accepted to and complete the first year of law school prior to applying to the joint program(s) at the School of Business and Entrepreneurship. For additional information, please contact the Office of Enrollment Management at 800-672-7223, ext 5100.

SPECIALIZATIONS

Students may elect to concentrate their studies in a number of specialization areas. Specializations require that three or four additional courses be taken within a specific content area. A notation of a specialization area is indicated on a student's transcript and a certificate of specialization is awarded to students completing specializations.

Additionally, the SBE offers five certificates of specialization in international business. Students are admitted to these on the same basis as acceptance to the M.I.B.A. degree (see admission requirements). Students may study for a certificate of specialization, and may then continue to take subsequent courses to eventually fulfill the requirements of the M.I.B.A. degree, with the addition of GMP 5014 and a capstone course.

Below are the specializations currently available. Following, separate specializations in international business are outlined, which may be pursued by those enrolled in other SBE graduate degree programs.

Accounting*

GMP 5713	Accounting Theory
GMP 5725	Financial Statement Analysis
GMP 5733	Advanced Managerial Accounting

Entrepreneurship

GMP 5725	Financial Statement Analysis
GMP 5920	Managing Innovation and Entrepreneurship
GMP 5940	Managing the Consulting Process

Finance*

GMP 5530	Money Market and Monetary Institutions
GMP 5560	Advanced Financial Policy
GMP 5620	Investment Principles and Policies

Health Services Administration*

GMP 5426	Integrated Health Systems Analysis
GMP 5440	Health Policy Development
GMP 5447	Principles of Managed Care

Human Resource Development*

GMP 5320	Management Communications
GMP 5360	Human Resource Development
GMP 5385	Organization Consultation

Human Resource Management*

GMP 5300	Career Development
GMP 5365	Seminar in Hiring and Developing Employees
GMP 5375	Employee Health and Reward Systems

Management Information Systems**

MMIS 620	Management Information Systems
MMIS 630	Databases in MIS
MMIS 653	Telecommunications and Computer Networking

Marketing

GMP 5550	Sales Management
GMP 5574	Customer Service Management
GMP 5833	International Marketing

Medical Management

GMP 5420†	Ethical and Legal Issues in Health Services
GMP 5426	Integrated Health Systems Analysis
GMP 5440	Health Policy Development
GMP 5447	Principles of Managed Care
GMP 5475††	Strategic Management of Health Care Organizations

Public Administration

Please consult the program director to plan an appropriate schedule.

* *Requires specific prerequisite course work. See “Foundation Course Satisfaction.”*

** *Courses taken in School of Computer and Information Sciences. Requires MMIS 501, Introduction to Java Programming.*

† *Taken in place of GMP 5015, Legal, Ethical, and Social Values of Business, from M.B.A. curriculum.*

†† *Taken in place of GMP 5090, Entrepreneurial and Strategic Thinking, from M.B.A. curriculum.*

International Business Specializations

International Logistics

GMP 5812	International Legal Environment
GMP 5827	Import/Export Management
GMP 5830	International Supply Chain Management

International Management

GMP 5821	Comparative International Management
GMP 5824	International Human Resource Management
GMP 5833	International Marketing

International Economics

GMP 5806	Political Economy and World Trade
GMP 5809	International Accounting
GMP 5815	International Finance

International Strategy

GMP 5818	New International Ventures
GMP 5839	International Competitiveness
GMP 5840	International Mergers and Acquisitions

General International Business

GMP 5815	International Finance
GMP 5821	Comparative International Management
GMP 5833	International Marketing

English Language for Business

GMPF 5857	English Language for Business
GMPF 5858	English Language for Business II
GMPF 5859	English Language for Business III

Portuguese Language for Business

GMPF 5854	Portuguese Language for Business
GMPF 5855	Portuguese Language for Business II
GMPF 5856	Portuguese Language for Business III

Spanish Language for Business

GMPF 5850	Spanish Language for Business
GMPF 5851	Spanish Language for Business II
GMPF 5852	Spanish Language for Business III

Cooperative Education Exchange Program (Internship)

The Cooperative Education Exchange Program (CEEP) is an educational program that operates as a three-way partnership between the employer, student, and university. The three work together for mutual benefit and with a common goal—the development of productive and proven professionals.

The CEEP enables students to merge academic knowledge with practical, hands-on work experience in a position directly related to their academic training. The CEEP is an opportunity for students to acquire a measure of practical and professional-level experience within an educational framework. Students also enhance their learning experience as they actively apply what they have learned within the corporate environment. Additionally, a co-op assignment assists students in realistically planning for post-education careers and demonstrates the students' professional potential to prospective employers. Students use their skills, ingenuity, and academic knowledge in career-related work, which better prepares them for the competitive employment market.

Master's Degree Offerings

MASTER OF BUSINESS ADMINISTRATION

- One-Year Day Program
- Weekend Program
- Virtual Program (online)

Program Objectives

The principal objective of this unique curriculum is to substantially change the way you think and work. It will provide insights into your behavior and that of your constituents, focusing on continuous personal and professional improvement while adding value to your organization.

You will be immersed in new and innovative approaches and ideas to meet the challenges of continuous change. The M.B.A. curriculum will dare you to shift the way you approach decision making. The SBE 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 SBE 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.

Curriculum	Credits
GMP 5012 21st Century Management Practices	3
GMP 5014 Information Technology Applications in Management Decisions*	3
GMP 5015 Legal, Ethical, and Social Values of Business	3
GMP 5017 Delivering Superior Customer Value	3
GMP 5020 Managing Organizational Behavior	3
GMP 5030 Managing Human Resources	3
GMP 5040 Quantitative Thinking.....	3
GMP 5050 Economic Thinking	3
GMP 5060 Accounting for Decision Makers	3
GMP 5070 Managerial Marketing.....	3
GMP 5080 Applying Managerial Finance	3
GMP 5090 Entrepreneurial and Strategic Thinking.....	3
GMP 5095 Operations and Systems Management.....	3
GMP 5100 Master's Project	4
or	
GMP 5101 Master's Thesis	4
or	
GMP 5102 Value Integration Workshop	4
Total	43
GMP 5105 M.B.A. Cooperative Education Exchange Program†	2

**GMP 5014 is an Internet-based course that requires unrestricted access to a PC with these minimum features: Pentium 133, Microsoft Office 97 software suite, Microsoft Access 97, virus software, Windows 95, 28.8 baud modem, sound card and speakers, microphone, and an Internet service provider. Students can complete this course by using the computer laboratory at NSU.*

†Option for One-Year Day Program—in addition to 43 credits outlined above.

Specializations (See page 21)

VIRTUAL M.B.A. (V.M.B.A.) PROGRAM

Program Delivery

The Virtual Master of Business Administration Program (V.M.B.A.) uses innovative emerging Internet technology, redefining the concept of a classroom and of distance education. The V.M.B.A. supports the university mission of offering academic programs at times convenient to students, employing innovative delivery systems and rich learning resources on campus and at distant sites. The program has adopted all the rigors of our other M.B.A. programs, including identical learning outcomes, virtually the same syllabi and textbook requirements, identical distance library resources, and the same faculty pool. The V.M.B.A. Program curriculum and admission requirements are identical to the other M.B.A. programs except for the delivery method, which utilizes both synchronous and asynchronous communication. The SBE requires all M.B.A. students to have unrestricted access to a personal computer; the V.M.B.A. Program requires students to have a personal computer with these minimum features: Pentium 133, Microsoft Office 97, Microsoft Access 97, virus software, Windows 95, modem speed 28.8, sound card and speakers, microphone, and an Internet service provider.

Curriculum

The V.M.B.A. Program curriculum is the same as that of the other master of business administration programs (see page 25). In the V.M.B.A. Program, all classes are offered online with the exception of GMP 5102 (Value Integration), which must be completed on the east campus (or students may take GMP 5100 [Master's Project], or GMP 5101 [Master's Thesis] as an online option).

MASTER OF BUSINESS ADMINISTRATION IN HEALTH SERVICES ADMINISTRATION*

Program Objectives

The Master of Business Administration in Health Services Administration Program provides a comprehensive base of business and health services administration skills, knowledge, and abilities. Specific objectives include learning to apply fundamental as well as sophisticated business concepts within the context of the health care industry and to manage within a multidimensional working environment.

Program Philosophy

Given rapid changes in the health care industry in respect to management, organization, and finance, there is a growing need for health services clinicians, managers, and executives to possess specific business and health services administration skills. These skills are in general business administration with a specific orientation toward health services administration. The Master of Business Administration in Health Services Administration

Program's philosophy is to provide the requisite breadth and depth of education that will enable the graduate to succeed in the many various and evolving organizational modalities within the health services industry.

**subject to accreditation review*

Curriculum	Credits
GMP 5012 21st Century Management Practices	3
GMP 5014 Information Technology Applications in Management Decisions*	3
GMP 5420 Ethical and Legal Issues in Health Services	3
GMP 5017 Delivering Superior Customer Value	3
GMP 5020 Managing Organizational Behavior	3
GMP 5030 Managing Human Resources	3
GMP 5040 Quantitative Thinking	3
GMP 5443 Economics of Health Services	3
GMP 5060 Accounting for Decision Makers	3
GMP 5070 Managerial Marketing	3
GMP 5081 Health Care Finance and Budgeting	3
GMP 5440 Health Policy Development	3
GMP 5475 Strategic Management of Health Care Organizations	3
GMP 5100 Master's Project	4
<i>or</i>	
GMP 5101 Master's Thesis	4
<i>or</i>	
GMP 5102 Values Integration Workshop	4
Total	43
GMP 5105 M.B.A. Cooperative Education Exchange Program (optional)	2

**GMP 5014 is an Internet-based course that requires unrestricted access to a PC with these minimum features: Pentium 133, Microsoft Office 97 software suite, Microsoft Access 97, virus software, Windows 95, 28.8 baud modem, sound card and speakers, microphone, and an Internet service provider. Students can complete this course by using the computer laboratory at NSU.*

Specializations (See page 21)

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives and Philosophy

The Master of International Business Administration degree (M.I.B.A.) offers exciting, unique, and concentrated coverage of highly relevant international topics in a curriculum designed for global managers and entrepreneurs. The program assists you in leading your organization to meet the growing demand for highly trained managers in the international arena. The M.I.B.A. can help you achieve your personal goals for success in the international business world, while greatly enhancing your value in the corporate workplace.

The M.I.B.A. Program's international faculty combines broad conceptual knowledge with hands-on experience to deliver a global program examining complex issues of the political, economic, legal, and

sociocultural climate for world trade and foreign investment. 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's international student body is drawn from around the world, creating a learning environment in which individual experiences provide insight on a multitude of national business practices. The certificate of specialization in a language for business completes the international package by graduating flexible, bilingual, or multilingual students prepared for success in a challenging, global business arena.

Curriculum

The curriculum is offered in the following sequence; students are expected to complete core courses before continuing with the required courses.

Core Courses	Credits
GMP 5014 Information Technology Applications in Management Decisions*	3
GMP 5806 Political Economy and World Trade.....	3
GMP 5809 International Accounting.....	3
GMP 5821 Comparative International Management.....	3
GMP 5833 International Marketing	3
 First Required Courses	
GMP 5812 International Legal Environment	3
GMP 5815 International Finance	3
GMP 5824 International Human Resource Management.....	3
GMP 5827 Import/Export Management.....	3
 Second Required Courses	
GMP 5818 New International Ventures.....	3
GMP 5830 International Supply Chain Management	3
GMP 5839 International Competitiveness.....	3
GMP 5840 International Mergers and Acquisitions.....	3
 Capstone (take one)	
GMP 5109 M.I.B.A. Cooperative Education Exchange Program**	4
or	
GMP 5847 International Field Seminar***	4
or	
GMP 5848 Strategic International Decisions	4
or	
GMP 5860 Master's Thesis	4
Total	43

* GMP 5014 is an Internet-based course that requires unrestricted access to a PC with these minimum features: Pentium 133, Microsoft Office 97 software suite, Microsoft Access 97, virus software, Windows 95, 28.8 baud

modem, sound card and speakers, microphone, and an Internet service provider. Students can complete this course by using the computer laboratory at NSU.

** Students may elect to complete both the Co-op (GMP 5109) and International Field Seminar (GMP 5847) courses, substituting one in lieu of a required course, solely at the discretion of the program director.

*** Students may enroll in GMP 5847 at any time after completion of the core courses.

Specializations (See page 21)

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

Program Objectives

The Master of Science in Human Resource Management Program presents new perspectives on individual and group behavior, and gives you insight into group dynamics and approaches for better management and motivation of employees. Whether it involves organization restructuring, implementing a more effective communications system, solving intergroup conflicts, complying with affirmative action requirements, or training personnel to avoid skills obsolescence, the program provides insight into these contemporary management issues.

Program Philosophy

The overriding goal of the program is to prepare personnel and training managers and those in support services 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. Additionally, students will participate in a learning environment that models human-resource thinking by concentrating personal attention on their own professional development, while using their work environment for immediate implementation.

Curriculum	Credits
GMP 5012 21st Century Management Practices	3
GMP 5014 Information Technology Applications in Management Decisions*	3
GMP 5017 Delivering Superior Customer Value	3
GMP 5040 Quantitative Thinking.....	3
GMP 5240 Advanced Organizational Development	3
GMP 5260 Labor Relations: Principles, Problems, and Cases.....	3
GMP 5300 Career Development.....	3
GMP 5320 Management Communications.....	3
GMP 5360 Human Resource Development	3
GMP 5365 Seminar in Hiring and Developing Employees	3
GMP 5375 Employee Health and Reward Systems	3
GMP 5380 Special Topics in Human Resource Management	3
GMP 5385 Organization Consultation	3
GMP 5100 Master's Project.....	4
or	
GMP 5102 Value Integration Workshop	4
Total	43

**GMP 5014 is an Internet-based course that requires unrestricted access to a PC with these minimum features: Pentium 133, Microsoft Office 97 software suite, Microsoft Access 97, virus software, Windows 95, 28.8 baud modem, sound card and speakers, microphone, and an Internet service provider. Students can complete this course by using the computer laboratory at NSU.*

Specializations (See page 21)

MASTER OF ACCOUNTING

Program Objectives

The Master of Accounting Program is an innovative curriculum featuring learning and delivery systems designed for adult working professionals in the field of accounting, as well as entry-level students interested in developing a career in accounting. The program curriculum is designed to provide students with greater depth and breadth in professional courses in accounting than is possible in other programs. In addition, it is intended to prepare students to enter or further careers as professional accountants in financial institutions, government, industry, nonprofit organizations, and public practice. The program includes courses utilizing modern computer applications in accounting procedures and general business.

Program Philosophy

The Master of Accounting Program emphasizes concepts, skills, and methodology vital to the accounting profession for those students interested in public, corporate, or institutional accounting. The curriculum includes courses that provide a managerial perspective to the accounting profession, knowledge that is increasingly vital to all types of organizations. The overriding goal of the program is to provide the appropriate skills that successful accountants need as preparers of financial reports and as decision makers.

Curriculum

The Master of Accounting Program advises all on-campus students to register for their elective courses after they have completed their required courses. However, at off-campus clusters, students should start with those courses currently being offered. Generally, a complete curriculum profile is announced at least one year in advance, showing the intended rotation of all courses.

Required Courses	Credits
GMP 5713 Accounting Theory.....	3
GMP 5725 Financial Statement Analysis.....	3
GMP 5731 Accounting Information and Control Systems.....	3
GMP 5733 Advanced Managerial Accounting.....	3
 Elective Courses (Select eight from the following)	
GMP 5715 Emerging Auditing Technologies.....	3
GMP 5716 Governmental Auditing	3
GMP 5717 Auditing for Fraud.....	3
GMP 5735 Controllership	3
GMP 5736 Internal and Operational Auditing.....	3
GMP 5737 Budgeting and Profit Control	3
GMP 5751 EDP Auditing	3

GMP 5753	Fund Accounting	3
GMP 5756	International Accounting.....	3
	<i>or</i>	
GMP 5809	International Accounting	3
GMP 5761	Taxation of Individuals	3
GMP 5762	Taxation of Corporations and Partnerships.....	3
GMP 5763	Taxation of Estates, Trusts, and Gifts.....	3
GMP 5764	Taxation of Pensions, Profit-Sharing Plans, and Tax-Exempt Organizations	3
GMP 5765	Tax Policy	3
GMP 5766	International Taxation.....	3
GMP 5767	State of Florida Taxes/IRS Practices and Procedures	3
GMP 5769	Tax Planning and Research	3
GMP 5781	Business Law I.....	3
GMP 5782	Business Law II	3
GMP 5015*	The Legal, Ethical, and Social Values of Business	3
GMP 5020*	Managing Organizational Behavior	3
GMP 5040*	Quantitative Thinking.....	3
GMP 5080*	Applying Managerial Finance	3
	Total	36

*A maximum of two nonaccounting courses may be included in the Master of Accounting Program.

Students intending to qualify for the CPA exam should work closely with their advisor and/or the program director to ensure their program will satisfy Florida requirements (see page 32).

Specializations (See page 21)

MASTER OF TAXATION*

Program Objectives and Philosophy

The Master of Taxation Program is designed to develop an understanding of the essential elements of the Internal Revenue Code and Regulations. 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 core courses provide a foundation in accounting beyond that gained in undergraduate programs. The taxation courses examine, in-depth, particular aspects of the Tax Code and Regulations. Together, the core accounting and taxation courses provide the student with the foundation necessary to become a successful tax preparer and advisor in public and private accounting.

Curriculum	Credits
Core Courses	
GMP 5713 Accounting Theory.....	3
GMP 5725 Financial Statement Analysis.....	3
GMP 5731 Accounting Information and Control Systems.....	3
GMP 5733 Advanced Managerial Accounting.....	3

Taxation Courses

GMP 5761	Taxation of Individuals	3
GMP 5762	Taxation of Corporations.....	3
GMP 5763	Taxation of Estates, Trusts, and Gifts.....	3
GMP 5764	Taxation of Pensions, Profit-Sharing Plans, and Tax-Exempt Organizations	3
GMP 5765	Tax Policy	3
GMP 5766	International Taxation.....	3
GMP 5767	State of Florida Taxes/IRS Practices and Procedures.....	3
GMP 5769	Tax Planning and Research.....	3
Total		36

Note: If the equivalent of GMP 5761 and GMP 5762 were taken in the undergraduate program, six hours of additional electives will be substituted with permission of the program director.

**Subject to accreditation review*

Specializations (See page 21)

CPA Educational Requirements (Florida)

Listed below are the Florida educational requirements that an applicant needs to qualify as a candidate for the certified public accountant's (CPA) examination.

The state of Florida requires that "the accounting education program consist of 36 semester hours of upper-division accounting courses including coverage of tax courses, auditing, financial, and cost-accounting courses." The accounting education program is in addition to the business education program consisting of 39 semester hours of upper-division general business courses with some exceptions. Students are urged to contact the state board to keep informed of current requirements.

Florida Board of Accountancy
2610 NW 43rd Street, Suite 1A
Gainesville, Florida 32606
(352) 955-2165

CMA Requirements

Admission to the Certified Management Accounting (CMA) Program requires that the applicant be of good moral character, agree to abide by the Standards of Ethical Conduct for Management Accountants, be employed or expect to be employed in management accounting, and meet one of the following measures of educational attainment:

1. Hold a baccalaureate degree in any field of study from a regionally accredited college or university. Degrees from foreign institutions must be evaluated by an independent agency.

or

2. Achieve a score on either the Graduate Record Examination or the Graduate Management Admission Test satisfactory to the Credentials Committee of the ICMA.

or

3. Hold a CPA certificate or professional qualification comparable to the CMA or CPA issued in a foreign country.

In addition to passing the CMA examination, a candidate for the certificate must have two continuous years of professional experience in management accounting. The experience requirement may be completed prior to or within seven years of the date the CMA examination is passed. Professional experience is employment in positions at a level at which judgments are regularly made that employ the principles of management accounting.

All inquiries regarding the CMA Program should be addressed to:

Institute of Management Accountants
 10 Paragon Drive
 Montvale, New Jersey 07645-1759
 (201) 573-6300

MASTER OF SCIENCE IN HEALTH SERVICES ADMINISTRATION

Program Objectives

The M.S./HSA Program prepares students to address current and future health care challenges through targeted financial, managerial, and technological training. This unique curriculum dares you to shift the way you approach decision making to develop a broader perspective on management issues in health care. The SBE and its faculty are committed to fostering within students the ability to work as a team, the tools to manage change, and an orientation toward providing customer service and value.

Program Philosophy

Increasingly, health care professionals face serious management challenges in the workplace. There is a growing demand in the health care industry for managers, clinicians, and executives who can lead their organizations through the volatile health care environment that exists today. The M.S./HSA Program gives students the skills they need to gain a competitive advantage.

Curriculum

Students may enroll in courses in any order. Students without previous health services experience complete their degree, after satisfying course work requirements, by serving an internship.

	Credits
GMP 5020 Managing Organizational Behavior	3
GMP 5030 Managing Human Resources.....	3
GMP 5081 Health Care Finance and Budgeting	3
GMP 5420 Ethical and Legal Issues in Health Services	3
GMP 5425 Health Services and Informatics	1
GMP 5426 Integrated Health Systems Analysis	3
GMP 5430 Health Administration and Management	3
GMP 5440 Health Policy Development	3
GMP 5443 Economics of Health Services.....	3
GMP 5445 Health Research and Evaluation.....	3

GMP 5447	Principles of Managed Care.....	3
GMP 5475	Strategic Management of Health Care Organizations.....	3
GMP 5951	Management Information Systems for Health Administration.....	3
GMP 5100	Master's Project.....	4
	or	
GMP 5102	Value Integration Workshop	4
	or	
GMP 5106	M.S./HSA Cooperative Education Exchange Program	4
	Total	41

Specializations (See page 21)

MASTER OF PUBLIC ADMINISTRATION

Program Objectives

It is our intent to create the finest professional management program for public-sector and nonprofit managers in the Southeast and the entire country. Our focus is on preparing students for the complex and changing circumstances that define governmental and nonprofit organizations. We seek to convey a broad theoretical foundation in ethics, value formulation, decision making, and analysis to improve practice. We acknowledge the ancient Greek concept of praxis, whereby theory must help people understand and comprehend the world around them; and simultaneously our experiences can be used to modify and inform theory development. Our graduates will understand both the theory and the practical realities of work life so that they will be at the forefront of developing new ways of organizing and improving the lives of the people their programs and agencies serve. We will be at the cutting edge of theory development so that our students will be at the cutting edge of practice.

Program Philosophy

The M.P.A. Program philosophy is to:

- provide a schedule that addresses the needs and demands of midcareer managers
- create a curriculum that prepares students for success in the coming decades
- offer a curriculum that is comparable to those in programs recognized by the National Association of Schools of Public Affairs and Administration (NASPAA)
- offer a curriculum that is both academically rigorous and advances knowledge of “best practice”
- develop the skills and knowledge of students to permit them to improve organizational operations
- impart a set of values and an ethical perspective on decision making in support of democratic ideals
- develop a curriculum focused on the future, not rooted in the present
- improve the effectiveness of public and nonprofit organizations through the interventions and inputs of our students
- create a curriculum that serves as an appropriate academic foundation for the pursuit of a doctoral degree
- become “the” program for those interested in management education and professional development

Curriculum

Cross-Sector Courses (10 credits) Credits

GMP 5011	Managing Technological and Informational Systems	1
GMP 5490	21st Century Management in the Public Sector (students on campus may substitute the M.B.A. version—GMP 5012, 21st Century Management Practices)	3
GMP 5477	Public-Sector Statistical Analysis	3
GMP 5485	Economic Development Policy	3

Public Administration Core Classes (24 credits)

GMP 5450	Public Administration in Theory and Practice	3
GMP 5451	Managing Information and Technology in the Public Sector	3
GMP 5460	Administrative Law	3
<i>or</i>		
GMP 5461	Comparative Administration	3
GMP 5465	Public-Sector Human Resources Management	3
GMP 5472	Public Finance	3
GMP 5473	Public Budgeting.....	3
GMP 5480	Public Policy Analysis	3
GMP 5495	Leading Public Organizations	3

Concentrations (9 credits)*

City Management

GMP 5455	Conflict Resolution in Government	3
GMP 5496	Introduction to City Management.....	3
<i>plus either:</i>		
GMP 5498	Techniques of Management.....	3
GMP 5499	Public and Nonprofit Strategic Management.....	3

Coastal Zone Management

GMP/CZMT 505	Law and the Coastal Zone/ Marine Environmental Law.....	3
GMP/CZMT 506	Environmental Policy.....	3
GMP/CZMT 507	Marine Environmental Regulation	3
GMP/CZMT 508	Management of Barrier Islands and Beaches.....	3
GMP/CZMT 509	Coastal Engineering/ Ports and Harbors	3
GMP/CZMT 510	Environmental GIS and Remote Sensing	3

Students in this concentration do not take GMP 5477, GMP 5472, and GMP 5480, and take GMP 5461 instead of GMP 5460

Cultural Resource Management

GMP/CZMT 501	Introduction to the Management of Cultural Resources.....	3
GMP/CZMT 502	Lost Ships One-Week Intensive Seminar.....	3
GMP/CZMT 503	Dominican Republic-Based/ Northern Caribbean Field School.....	4
GMP/CZMT 504	Developing Research Skills in Cultural Resource Management	3

Students in this concentration do not take GMP 5477 and a four-credit capstone, but take both GMP 5460 and GMP 5461

Dispute Resolution		
GMP 5455	Conflict Resolution in Government	3
ADRM 5000	Introduction to ADR	3
ADRM 5010	Legal Concepts	3
ADRM 5040	Communications Dynamics in Dispute Resolution	3

Students in this concentration do not take GMP 5460

Human Resources Management		
GMP 5455	Conflict Resolution in Government	3
<i>plus two classes from:</i>		
GMP 5240	Advanced Organizational Development	3
GMP 5260	Labor Relations: Principles, Problems, and Cases	3
GMP 5360	Human Resource Development.....	3

International Administration		
GMP 5812	International Legal Environment.....	3
GMP 5827	Import/Export Management	3
GMP 5833	International Marketing.....	3

Management		
GMP 5455	Conflict Resolution in Government	3
GMP 5498	Techniques of Management.....	3
GMP 5499	Public and Nonprofit Strategic Management.....	3

Nonprofit Management		
GMP 5497	Introduction to Nonprofit Management.....	3
GMP 5499	Public and Nonprofit Strategic Management.....	3
<i>plus either:</i>		
GMP 5455	Conflict Resolution in Government	3
GMP 5498	Techniques of Management.....	3

**The concentrations are set up to parallel the post-degree specializations currently available.*

Capstone (4 credits)

One course from:

GMP 5100	Master's Project (Practicum)
GMP 5101	Master's Thesis
GMP 5102	M.P.A. Capstone Workshop
GMP 5107	M.P.A. Cooperative Education Exchange Program

Total 47 credits

Specializations (See page 21)

Master's Program Calendars

1999		SEQUENCE I	SEQUENCE II
TERM I	Session 1	January 8-9	January 15-16
	Session 2	January 22-23	January 29-30
	Session 3	February 12-13	February 19-20
	Session 4	February 26-27	March 5-6
	Session 5	March 12-13	March 19-20
TERM II	Session 1	April 9-10	April 16-17
	Session 2	April 23-24	April 30-May 1
	Session 3	May 7-8	May 14-15
	Session 4	May 21-22	June 4-5
	Session 5	June 11-12	June 18-19
TERM III	Session 1	July 9-10	July 16-17
	Session 2	July 23-24	July 30-31
	Session 3	August 6-7	August 13-14
	Session 4	August 20-21	August 27-28
	Session 5	September 17-18	September 24-25
TERM IV	Session 1	October 1-2	October 8-9
	Session 2	October 15-16	October 22-23
	Session 3	October 29-30	November 5-6
	Session 4	November 12-13	November 19-20
	Session 5	December 10-11	December 17-18
2000		SEQUENCE I	SEQUENCE II
TERM I	Session 1	January 7-8	January 14-15
	Session 2	January 21-22	January 28-29
	Session 3	February 4-5	February 18-19
	Session 4	February 25-26	March 3-4
	Session 5	March 10-11	March 17-18
TERM II	Session 1	April 7-8	April 14-15
	Session 2	April 28-29	May 5-6
	Session 3	May 12-13	May 19-20
	Session 4	June 2-3	June 9-10
	Session 5	June 16-17	June 23-24
TERM III	Session 1	July 7-8	July 14-15
	Session 2	July 21-22	July 28-29
	Session 3	August 4-5	August 11-12
	Session 4	August 18-19	August 25-26
	Session 5	September 8-9	September 15-16
TERM IV	Session 1	October 6-7	October 13-14
	Session 2	October 20-21	October 27-28
	Session 3	November 3-4	November 10-11
	Session 4	November 17-18	December 1-2
	Session 5	December 8-9	December 15-16

Master's Program Course Descriptions

GMPF 4009 Introduction to Fund Accounting (1 cr.)

A survey of the fundamental principles of fund accounting for M.P.A. students. It serves as a prerequisite for GMP 5472 and 5473.

GMPF 4010 American Political Institutions (1 cr.)

This course will provide students with background on the constitutional and legal foundations and current processes, procedures, and institutional arrangements that characterize the American federal system of governance. This course serves as a prerequisite for GMP 5460.

GMPF 5000 Intensive English (0 cr.)

This course offers students from other countries the opportunity to enhance their English skills. The class is divided into three sections. Each section is 50 minutes long. The first section deals with grammar. Because English is not made up of isolated grammar points, when one grammar exercise is studied, other grammar points in the same exercise are also reviewed. The second section deals with TOEFL exercises, and the last section emphasizes conversation. The most important objective of this course is to prepare the student to pass the TOEFL test with at least 550 points.

GMPF 5001 Introductory Accounting (3 cr.)

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisites of financial accounting for the master's program.

GMPF 5002 Introductory Quantitative Analysis (3 cr.)

Review of college algebra and elementary calculus, probability theory, and statistical analysis. Course satisfies program prerequisite for master's programs.

GMPF 5003 Introductory Economics (3 cr.)

This course is designed to acquaint the student with economic issues of the day, e.g., inflation and recession as they impact family and national income. Students will recognize relationships between prices, wages, profits, and supply and demand as they influence daily lives. Course satisfies program prerequisite of economics for master's programs.

GMPF 5004 Cost Accounting (3 cr.)

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.

GMPF 5005 Introductory Marketing (3 cr.)

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 for master's programs.

GMPF 5006 Intermediate Accounting I (3 cr.)

A continuation and expansion of Principles of Accounting. The concepts underlying valuation, accounting for leases, and accounting for warranty costs; application of these concepts to financial statement presentation.

GMPF 5007 Intermediate Accounting II (3 cr.)

A continuation and expansion of Intermediate Accounting I. The conceptual foundations of sources and applications of funds from both a cash and working capital basis, reporting earnings per share, and accounting for other selected transactions.

GMPF 5008 Principles of Finance (3 cr.)

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 programs.

GMPF 5009 Advanced Accounting (3 cr.)

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.

GMPF 5710 Auditing (3 cr.)

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.

GMP 5011 Managing Technological and Informational Systems (1 cr.)

Students will learn general applications of production technologies, and will apply information technologies to gather, analyze, and manage information to solve problems and make decisions, and to gain a vision of how advanced information technologies will shape business in the 21st century. **Prerequisites:** Broad knowledge of microcomputers, Windows-based software applications, and computer-based telecommunications.

GMP 5012 21st Century Management Practices (3 cr.)

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.

GMP 5014 Information Technology Applications in Management Decisions (3 cr.)

Students enter MIS courses with varied levels of knowledge and understanding. Effective managers know what information systems are, how they affect the organization and its employees, and how IT can make businesses more competitive. This course will help students learn to design and develop computer applications, which use common end-user software packages to solve problems facing managers today. Internet and electronic commerce and the underlying technology, capabilities, and benefits of the Internet are explored. The use of the Nova Southeastern University Electronic Library is required.

GMP 5015 Legal, Ethical, and Social Values of Business (3 cr.)

Students will gain an understanding of the meaning and importance of the law, ethics, personal morality, and corporate social responsibility. They will exhibit moral, ethical, and socially responsible behavior, and will be able to analyze business decisions from a legal, ethical, and social responsibility perspective.

GMP 5017 Delivering Superior Customer Value (3 cr.)

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.

GMP 5020 Managing Organizational Behavior (3 cr.)

Students will gain a working knowledge of how to manage personal, interpersonal, and group processes by having the 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.

GMP 5030 Managing Human Resources (3 cr.)

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.

GMP 5040 Quantitative Thinking (3 cr.)

Students will learn to apply statistical reasoning, methods, and tools in detecting, diagnosing, and making decisions about problems and opportunities. Students will gain the quantitative intelligence to improve problem-solving and decision-making processes, which optimize organizational and stakeholder value.

Prerequisite: GMPF 5002 Introductory Quantitative Analysis or equivalent.

GMP 5050 Economic Thinking (3 cr.)

Students will learn how to use economic thinking in making managerial decisions and motivating others to make decisions that increase the value of organizations. **Prerequisite:** GMPF 5003 Introductory Economics or equivalent.

GMP 5060 Accounting for Decision Makers (3 cr.)

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:** GMPF 5001 Introductory Accounting or equivalent.

GMP 5070 Managerial Marketing (3 cr.)

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: GMPF 5005 Introductory Marketing or equivalent.

GMP 5080 Applying Managerial Finance (3 cr.)

Students will gain a working knowledge of managerial finance by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. **Prerequisite:** GMPF 5008 Principles of Finance or equivalent.

GMP 5081 Health Care Finance and Budgeting (3 cr.)

The fundamentals of health care finance are studied. This includes rate-of-return analysis, capital finance, long-term assets, inventory valuation and management, and financial forecasting. Students are expected to select and evaluate health care financial statements.

GMP 5090 Entrepreneurial and Strategic Thinking (3 cr.)

Students will gain a well-developed understanding of American 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:** GMP 5012-5080.

GMP 5095 Operations and Systems Management (3 cr.)

Students will gain a working knowledge of methods for designing organizational and operational functions, systems, and processes; will learn to apply strategic and operational decisions in improving administrative and transformational (production) processes for delivering goods and services to internal and external customers; will learn approaches to analysis; and will apply techniques employed in organizations to achieve competitive advantage in both manufacturing and service industries. **Prerequisite:** Graduate-level Quantitative Thinking.

GMP 5100 Master's Project (4 cr.)

The development and preparation of an independent research project. **Prerequisites:** Full matriculation, completion of all required courses, and a 3.0 GPA.

GMP 5101 Master's Thesis (4 cr.)

The development and preparation of an independent research thesis. **Prerequisites:** Full matriculation, completion of all required courses, and a 3.0 GPA.

GMP 5102 Value Integration Workshop (4 cr.)

Students will develop the leadership skills to assume individual responsibility for effectively creating and producing appropriate regional, national, or global organizational outcomes; and skills in reflective thinking and critical analysis (e.g., using action research methods and tools) to convert organizational core competencies into organizational performance consistent with an organization's vision. **Prerequisites:** Full matriculation, completion of all required courses, and a 3.0 GPA.

GMP 5105 M.B.A. Cooperative Education Exchange Program (Optional 2 cr.)

The co-op is a structured form of experiential learning in which students earn academic credit for part- or full-time salaried work. Through the co-op program, students work in challenging jobs with consulting firms, high-tech labs, law firms, international and multinational corporations, Fortune 500, and other organizations. To earn the optional two credits, students must work a minimum of 12 consecutive weeks. Grades are determined by the program director and are based on the employer's performance evaluation of the student's work and the completed academic assignments. **Prerequisites:** Full matriculation, completion of 18 credits toward the appropriate degree, and possess a 3.0 GPA.

GMP 5106 M.S./HSA Cooperative Education Exchange Program (4 cr.)

Students have an opportunity to apply business concepts and principles that have been accumulated in the classroom to the business sector, establish important contacts within the business community, and go through a process of self-exploration. The internship represents a total of 350 hours for the M.S./HSA. Students in the M.S./HSA Program pursuing a nursing home administration license must complete 550 hours in the Internship Program. The internship must be in an applied ongoing visitation to a bona fide business entity where the student/intern will assume job accountabilities, enabling the student/intern to initiate the application of skills and knowledge in a chosen discipline. **Prerequisites:** Full matriculation, completion of 21 credits toward the appropriate degree, and a 3.0 GPA.

GMP 5107 M.P.A. Cooperative Education Exchange Program (4 cr.)

For a student with little or no work experience the best method for gaining the exposure to the work environment is an internship. Before the completion of their eighth course, students should seek the program director's advice concerning an internship placement. In general, students will work part time (15-20 hours per week) for two academic quarters (24 weeks). Students must serve a minimum of 350 hours in the internship. Every effort will be made to help students identify potential internship projects. While there can be no guarantee that the internship will be a paid position, some internships will provide an income allowance for the student. **Prerequisites:** Full matriculation, completion of 21 credits toward the appropriate degree, and a 3.0 GPA.

GMP 5109 M.I.B.A. Cooperative Education Exchange Program (4 cr.)

To further the SBE educational philosophy of student learning through practical application of theory, M.I.B.A. students may enroll in this cooperative program. The supervised cooperative program (internship) extends over a calendar quarter, with students working in an approved place of employment, filling a position that furthers their goals within the context of international business learning. Students receive a pass/fail grade for the course. **Prerequisite:** Completion of all M.I.B.A. Program prerequisite courses and core courses.

GMP 5240 Advanced Organizational Development (3 cr.)

Materials, techniques, and models currently being used as part of intentional change strategies aimed at solving the people problems that exist in organizations—for both small groups and large systems. Actual research will be undertaken to study resolution of live conflict situations. **Prerequisite:** Completion of all core courses.

GMP 5260 Labor Relations: Principles, Problems, and Cases (3 cr.)

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.

GMP 5300 Career Development (3 cr.)

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.

GMP 5320 Management Communications (3 cr.)

This course will explore various problems associated with communications in business and offer selected concepts designed to correct them. Students will participate in experiential learning via numerous exercises that increase their communication skills.

GMP 5360 Human Resource Development (3 cr.)

Topics to be covered include personnel planning; recruitment and selection; employee evaluations; performance appraisal and assessment centers; and training and development.

GMP 5365 Seminar in Hiring and Developing Employees (3 cr.)

This course focuses on the strategies and tools that HR professionals use to recruit, hire, and retain employees. Specific attention will be paid to job placement, job design, and job redesign. Human resource planning will also be discussed.

GMP 5375 Employee Health and Reward Systems (3 cr.)

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

GMP 5380 Special Topics in Human Resource Management (3 cr.)

- (1) Quality of Work Life
- (2) Second-Career Decision and Midlife Change
- (3) Conflict Management/Team Management
- (4) Job Analysis, Job Design, and Job Enrichment
- (5) Incentive Systems and Incentive Contracting
- (6) Management Education and Training

GMP 5385 Organization Consultation (3 cr.)

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.

GMP 5420 Ethical and Legal Issues in Health Services (3 cr.)

This course is a special topics course that will allow students the opportunity to investigate up to three topics of particular concern to the health field. Sample topics include but are not limited to national health insurance, legal/ethical issues of health care, health regulation, and quality assurance.

GMP 5425 Health Services and Informatics (1 cr.)

This course integrates strategic thinking with information systems structure and information management. Objectives include the development of strategic insight and an appreciation of the pervasive nature of information flow as an integrating force within the organization, and the methods by which its enhancement furthers attainment of the strategic goals of the enterprise and promotes the well-being of the community at large. The student should bring open attitudes toward the role of information in health care, and should be prepared to think beyond known models and products.

GMP 5426 Integrated Health Systems Analysis (3 cr.)

This course offers analyses of the major restructuring in health care delivery and financing systems. Students will study the underlying premises and assumptions of integrated delivery systems. Major outcomes of the course are to determine managerial effectiveness and increase the value of health care organizations to communities.

GMP 5430 Health Administration and Management (3 cr.)

Managerial policies in the management of health care facilities. Budgeting and cost effectiveness analysis. Development of health information systems and health delivery models.

GMP 5440 Health Policy Development (3 cr.)

The course investigates the link between issues facing health professionals and the policies developed to deal with these issues. The roles of research and evaluation as they affect planning and the impact of regulatory agencies, as well as other sociopolitical factors in health policy, will be examined.

GMP 5443 Economics of Health Services (3 cr.)

Every student will demonstrate an understanding of the laws and principles of economics at the micro and macro levels and their impact on health service organizations. Topics to be studied include national health insurance plans and national health policies.

GMP 5445 Health Research and Evaluation (3 cr.)

This course introduces the student to basic concepts and principles of research. The student will be able to analyze typical research reports in the field and to prepare a research project. **Prerequisite:** Business Statistics or GMPF 5002.

GMP 5447 Principles of Managed Care (3 cr.)

Students will gain an understanding of the growth and development of managed care including the types and models of managed care organizations as well as the various issues confronted by managers working within a managed health care environment.

GMP 5450 Public Administration in Theory and Practice (3 cr.)

Students will gain an understanding of the theory and current practice relating to government organizations and their program objectives and will be able to analyze public-sector needs, operations, and decisions from a comparative perspective.

GMP 5451 Managing Information and Technology in the Public Sector (3 cr.)

Students will learn general applications of public-sector product and service technologies, and will apply information technologies to gather, analyze, and manage information to solve problems, make decisions, and to gain a vision of how advanced information technologies will shape the public sector in the 21st century.

GMP 5455 Conflict Resolution in Government (3 cr.)

Students will gain an understanding of the high cost of needless conflict involving public and jurisdiction resources, and learn techniques to resolve these disputes.

GMP 5460 Administrative Law (3 cr.)

Students will gain an understanding of the meaning and importance of the law, ethics, personal morality, and public social responsibility. They will exhibit moral, ethical, and socially responsible behavior, and will be able to analyze public-sector decisions from a legal, ethical, and social responsibility perspective. **Prerequisite:** GMPF 4010.

GMP 5461 Comparative Administration (3 cr.)

The “American” version of public administration evolved in relative isolation from the theories and practices of European governments. There is in fact a rich academic and professional tradition of public management that stretches back into the mid-18th century. Furthermore, the public-service tradition in Asia and Latin America provides yet another perspective on public management. We can learn much from these other traditions, about ourselves, as well as others. This cross-cultural learning is to be the focus of this course.

GMP 5465 Public-Sector Human Resources Management (3 cr.)

Over the past several decades the once staid field of public personnel administration has emerged as the rapidly changing field of human resource management. Political, social, and economic changes have transformed personnel administration from an insulated administrative function performed in relative isolation into a crucial management function performed at many organizational levels. This course will focus on the changes that have and will continue to influence the role of HR in the public sector.

GMP 5472 Public Finance (3 cr.)

Students will gain a working knowledge of public-sector finance by learning to develop a systematic approach to financial analysis, by applying techniques for planning, forecasting, and managing, as well as evaluating and recommending improvements in public- and nonprofit-sector organizational financial performance.

Prerequisites: GMPF 4009.

GMP 5473 Public Budgeting (3 cr.)

The budgeting process required to determine how governments will 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 for most governments. Budgeting is at once a highly technical, structured, even rational process and simultaneously a politically charged and controversial “event.” This course will explore both sides of this budget equation. Students will become familiar with the techniques and practices of budget preparation and documentation, including how to develop and present a government budget. In addition students will gain an appreciation of the political and policy implications of budget decisions.

GMP 5475 Strategic Management of Health Care Organizations (3 cr.)

Students will use financial forecasting computer software to facilitate decision making about health care organizations. They will lead discussions about the interpretation of financial statements and ratios, administrative charges, and strategic planning. Pro forma models are extensively used.

GMP 5477 Public-Sector Statistical Analysis (3 cr.)

Students will learn to apply statistical reasoning methods and tools in detecting, diagnosing, and making decisions about problems. Students will gain the quantitative intelligence to improve problem-solving and decision-making processes to optimize organizational effectiveness.

GMP 5480 Public Policy Analysis (3 cr.)

Students will gain a working knowledge of public-sector policy making and be able to analyze public policy problems and to understand how public policy is formulated, decided upon, and implemented. **Prerequisite:** GMP 5450.

GMP 5485 Economic Development Policy (3 cr.)

Economic growth is achieved through a wide variety of public and private initiatives. This course explores the role of local, state, and national governments in the United States and in the world in delineating, guiding, and stimulating their respective economies. Of particular interest will be the varied financial and institutional arrangements whereby growth is achieved.

GMP 5490 21st Century Management in the Public Sector (3 cr.)

This is intended to be the introductory management course in the MPA curriculum. The purpose of this course is to prepare graduate students with the necessary, basic theoretical knowledge and analytical skills to practice contemporary public management. The central question to be explored is how to improve the overall effectiveness of governmental operations. At the core of this course will be an examination of the values and processes that are defined as “best practice.” Concepts such as “value driven management,” excellence in government, and the managerial and leadership practices that produce those results will be used to develop a better understanding of the distinctive elements of “public” management.

GMP 5495 Leading Public Organizations (3 cr.)

This is a survey course in leadership. Almost all the references are in relation to public administration and leadership in government. The purpose of the course is to introduce students to leadership theories, specialist knowledge, and practices of administration. This course will not turn the participant into a leader, but it will offer plenty of insights into how leaders take on this role, the constraints on leaders, and what typically motivates leaders. We will also observe various definitional distinctions between managers and leaders. **Prerequisites:** GMP 5012 or GMP 5490 and 5450.

GMP 5496 Introduction to City Management (3 cr.)

This course will explore the evolution of the profession and focus on the knowledge, skills, and abilities that define a competent and successful city/county manager. A central theme of the course will be the roles, responsibilities, and outlooks of the city manager today and the practices and techniques of management that we anticipate will be part of the repertoire of the city manager in the coming decades.

GMP 5497 Introduction to Nonprofit Management (3 cr.)

The primary purpose of this course is to give students a broad perspective on the management processes and practices at work in a nonprofit organization. Of particular concerns are those “unique” elements of nonprofit management practice, such as fund-raising, board relations, and using volunteers.

GMP 5498 Techniques of Management (3 cr.)

This course will focus on those specific techniques and practices developed to assist organizations and their workers in changing environments and circumstances. The emphasis will be on application of these techniques in real-world settings. This course will be organized in a modified workshop format. The specific techniques and skills examined in class will vary depending on the career interests of students and based on a survey of practitioners of the skills most critical to success.

GMP 5499 Public and Nonprofit Strategic Management (3 cr.)

Only in the last three decades has the idea of strategic management in organizations emerged from its military origins. Strategic management has been defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.” Strategic management will be examined from four perspectives: first, through a focus on fundamental decisions; second, as a guide to potential futures; third, through a focus on actions; and fourth, through examination of strategic management as a process.

GMP 5530 Money Market and Monetary Institutions (3 cr.)

The function of financial intermediaries; the use of short-term debt and the effective management of cash resources; the nature of and risks involved in the use of short-term financing. **Prerequisite:** GMP 5080.

GMP 5550 Sales Management (3 cr.)

The training, motivation, and effective management of the sales staff. A survey of current marketing and sales management concepts and relationships, with emphasis on management of selling activities and the outside sales force as one major phase of marketing management. Topics covered include a thorough discussion of all elements of the sales management process via organizing, recruiting, selection, training, motivating, compensating, supervising, and controlling the sales force. **Prerequisite:** GMP 5070.

GMP 5560 Advanced Financial Policy (3 cr.)

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:** GMP 5080.

GMP 5574 Customer Service Management (3 cr.)

This course will introduce and examine a broad range of theory and practical applications for managers and direct contact employees in today's service organization. Focus will be on managing each "moment of truth" or critical contact between the customer and the front-line service employee. Emphasis will be on those organizations that have become service "superstars" and the key techniques they utilize. The contents will establish the crucial link between sound human resource policies and customer service excellence. The course will rely heavily on participants' background and managerial skills to develop successful strategies and systems that can be implemented in their own organization. **Prerequisite:** GMP 5070.

GMP 5620 Investment Principles and Policies (3 cr.)

The managerial aspects of investment policy and relation of investment strategy to money markets and business cycles. **Prerequisite:** GMP 5080.

GMP 5713 Accounting Theory (3 cr.)

The study of 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.

GMP 5715 Emerging Auditing Technologies (3 cr.)

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, AICPA independent auditing procedures to those found in the emerging new audit review process model (Rich et al., 1997). It reviews the evolution of the value-added concept, from the PriceWaterhouseCoopers Excellence in Audit Education Program of the American Accounting Association's Auditing Section to that found in the Business Measurement Process (BMP) Model (Bell et al., 1997). "The viability of a [client's] business...provides a basis for forming...expectations, [and] then the need for detailed auditing is limited to exceptional items (William R. Kinney, Jr., in Bell et al., 1997 vi)," and the result includes more contributions to the client, such as suggestions for improving operations and reducing business risk. Illustrated are local and national BMP cases. This course then follows the AICPA's guides to attestation (AICPA 1998) and to assurance services (Elliot 1998) with corresponding cases.

GMP 5716 Governmental Auditing (3 cr.)

With the passage of the Single Audit Act of 1984, all state and local government units that receive \$100,000 or more must be audited every year by a single independent auditor. This course discusses in detail the auditing techniques and requirements prescribed by the act. **Prerequisite:** GMPF 5710 or equivalent.

GMP 5717 Auditing for Fraud (3 cr.)

This course covers deceptions that are reported or implied in accounting records. The topics that are part of this course include: fraud auditing, legal proceedings, being an expert witness, and the professional responsibilities of the CPA. **Prerequisite:** GMPF 5710 or equivalent.

GMP 5725 Financial Statement Analysis (3 cr.)

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.

GMP 5731 Accounting Information and Control Systems (3 cr.)

Focuses on the design, implementation, and evolution of accounting information systems with emphasis on the internal control implications of EDP systems.

GMP 5733 Advanced Managerial Accounting (3 cr.)

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

GMP 5735 Controllership (3 cr.)

A seminar on the function of financial controllers, including their role in planning, controlling, reporting, and administering today's business environment. **Prerequisite:** GMP 5733.

GMP 5736 Internal and Operational Auditing (3 cr.)

A seminar that investigates the duties and responsibilities of the internal auditor with an emphasis on operational auditing. **Prerequisite:** GMPF 5710 or equivalent.

GMP 5737 Budgeting and Profit Control (3 cr.)

The two primary functions of managers are planning and controlling operations. This course discusses the tools and techniques necessary to accomplish those tasks.

GMP 5751 EDP Auditing (3 cr.)

Focus is on the audit of computerized accounting systems as an integral part of the audit of financial statements. Course discusses the reviews and tests performed on computerized systems. **Prerequisite:** GMP 5731 and GMPF 5710 or equivalent.

GMP 5753 Fund Accounting (3 cr.)

An in-depth exposition of the current standards and specialized accounting practices of state and local governments, school systems, colleges, universities, and hospitals.

GMP 5756 International Accounting (3 cr.)

Focus is on the evolution of the international dimensions of accounting and national differences in accounting thought and practice, problems, and issues.

GMP 5761 Taxation of Individuals (3 cr.)

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

GMP 5762 Taxation of Corporations and Partnerships (3 cr.)

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:** GMP 5761.

GMP 5763 Taxation of Estates, Trusts, and Gifts (3 cr.)

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

GMP 5764 Taxation of Pensions, Profit-Sharing Plans, and Tax-Exempt Organizations (3 cr.)

The course looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis on ERISA. The taxation of tax-exempt organizations with emphasis on “unrelated activities,” is also examined. **Prerequisite:** GMP 5762.

GMP 5765 Tax Policy (3 cr.)

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.

GMP 5766 International Taxation (3 cr.)

This course surveys the U.S. income tax on foreign-earned income. The taxation methods of other countries are also examined. **Prerequisite:** GMP 5762.

GMP 5767 State of Florida Taxes/IRS Practices and Procedures (3 cr.)

A two-component course. One component investigates the taxes levied by the state of Florida. The other component emphasizes IRS rules, procedures, and techniques. **Prerequisite:** GMP 5762.

GMP 5769 Tax Planning and Research (3 cr.)

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:** GMP 5762.

GMP 5781 Business Law I (3 cr.)

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.

GMP 5782 Business Law II (3 cr.)

A continuation of GMP 5781. **Prerequisite:** GMP 5781.

GMP 5800 Introductory Management (3 cr.)

This course is a survey of management and leadership topics that are important to practicing managers. Students will explore the development of modern management theory, examine various management functions and gain an in-depth understanding of the behavioral complexities that arise in organizations and working relationships.

GMP 5806 Political Economy and World Trade (3 cr.)

Students examine trade theory in the light of political economy, and the role of trade institutions in the regulation of international trade in goods and services. The course includes consideration of regional trading blocs and common markets, and global economic relations. Students learn about macroeconomic motivations for trade and consequent tariff and nontariff barriers to trade by individual nations. **Prerequisite:** Economics or GMPF 5003.

GMP 5809 International Accounting (3 cr.)

International Accounting 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:** Introductory Accounting or GMPF 5001.

GMP 5812 International Legal Environment (3 cr.)

A study of the international political, bureaucratic, and legal structures regulating and governing international trade and commerce, including multilateral and bilateral arrangements and organizations. Schemes 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.

GMP 5815 International Finance (3 cr.)

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:** Principles of finance or GMPF 5008.

GMP 5818 New International Ventures (3 cr.)

This course develops student's abilities to prepare country analyses as a background for formulating a business plan for new ventures. Using a specific business idea, students examine political risk, market opportunity, market research options, entry modes, financial projections, and overall strategy for new ventures. The emphasis is on developing the ability of students to start a new business in another country using the business plan model.

GMP 5821 Comparative International Management (3 cr.)

Comparative International Management provides a framework of analysis for examining the meaning of culture, as it exists within national, regional, industry, professional, organizational, and functional spheres of influence. The course examines culture specific and cross-cultural issues and relationships as they apply to management theory and practice, and to the practical means of managing cultural differences.

GMP 5824 International Human Resource Management (3 cr.)

International human resource management examines the strategic role of international human resource management in conjunction with effective organizational structures, to meet the requirements of multinational corporations. Topics include international staffing, expatriation and repatriation, training, compensation, benefits, union and employee relations, labor law, health and safety issues. Students compare country specific HRM practices and they discuss the future of IHRM.

GMP 5827 Import/Export Management (3 cr.)

Import/export 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.

GMP 5830 International Supply Chain Management (3 cr.)

The competitive environment in today's global markets has forced manufacturing and service firms to integrate internal operations, outsource noncritical and even critical activities, establish strategic partnerships with suppliers, and develop integrated systems that link these separate activities into a seamless virtual 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, International Supply Chain Management explores the development and management of strategic global supply chains.

GMP 5833 International Marketing (3 cr.)

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:** Introductory Marketing or GMPF 5003.

GMP 5839 International Competitiveness (3 cr.)

International competition today is viewed as the product of competitiveness between individual nations, as well as competitiveness of the firms operating within a nation's borders. This course focuses on understanding national competitiveness and individual firms' competitive strategies. The global trading and investing environment is being shaped by national and firm strategies to retain and expand existing competitive advantage. Strategic management of the firm seeks to continually maximize competitive advantage, in the face of global hypercompetition.

GMP 5840 International Mergers and Acquisitions (3 cr.)

An examination of theoretical foundations and practical international merger and acquisition. In an integrative, interdisciplinary approach, combining strategic management, financial economics, and public policy, students will develop conceptual and analytical skills required for effective mergers and divestment analysis. As a major part of corporate diversification strategy, understanding mergers and acquisitions is a vital component of international business education.

GMP 5847 International Field Seminar (4 cr.)

The international seminar is designed to develop 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, whether based in Latin America, Europe, the U.S.A., Japan or other nations. 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. **Prerequisite:** Completion of core courses and a 3.0 GPA.

GMP 5848 Strategic International Decisions (4 cr.)

Strategic international decisions is designed as a capstone course for the M.I.B.A. Program, integrating skills developed throughout the M.I.B.A. curriculum. The workshop covers personal and business strategies that create value for the individual and the organization. Topics covered include international career decisions, such as national identity, recruitment, remuneration, immigration and emigration, international taxation and estate taxes, change management, international leadership, cross-cultural ethics, strategies for changing locations of businesses and assets, corporate responsibility to foreign employees, and the national identification of corporations. **Prerequisites:** Full matriculation, completion of all required courses, and a 3.0 GPA.

GMP 5850 Spanish Language for Business (3 cr.)

Spanish Language for Business is course one of a three-course specialization designed for master's-level students, to provide a sound understanding of spoken and written Spanish. Students learn to use Spanish for communication with particular regard to International Business.

GMP 5851 Spanish Language for Business II (3 cr.)

Spanish Language for Business II is course two of a three-course specialization designed for master's-level students, to provide a sound understanding of spoken and written Spanish. Students learn to use Spanish for communication with particular regard to International Business.

GMP 5852 Spanish Language for Business III (3 cr.)

Spanish Language for Business III is course three of a three-course specialization designed for master's-level students, to provide a sound understanding of spoken and written Spanish. Students learn to use Spanish for communication with particular regard to International Business.

GMP 5854 Portuguese Language for Business (3 cr.)

Portuguese Language for Business is course one of a three-course specialization designed for master's-level students, to provide a sound understanding of spoken and written Portuguese. Students learn to use Portuguese for communication with particular regard to International Business.

GMP 5855 Portuguese Language for Business II (3 cr.)

Portuguese Language for Business is course two of a three-course specialization designed for master's-level students, to provide a sound understanding of spoken and written Portuguese. Students learn to use Portuguese for communication with particular regard to International Business.

GMP 5856 Portuguese Language for Business III (3 cr.)

Portuguese Language for Business is course three of a three-course specialization designed for master's-level students, to provide a sound understanding of spoken and written Portuguese. Students learn to use Portuguese for communication with particular regard to International Business.

GMP 5857 English Language for Business (3 cr.)

English Language for Business is course one of a three-course specialization designed for master's-level students, to provide a very high level of understanding of spoken and written English. Students learn to use English for communication with particular regard to International Business.

GMP 5858 English Language for Business II (3 cr.)

English Language for Business is course two of a three-course specialization designed for master's-level students, to provide a very high level of understanding of spoken and written English. Students learn to use English for communication with particular regard to International Business.

GMP 5859 English Language for Business III (3 cr.)

English Language for Business is course three of a three-course specialization designed for master's-level students, to provide a very high level of understanding of spoken and written English. Students learn to use English for communication with particular regard to International Business.

GMP 5860 Master's Thesis (4 cr.)

The master's thesis is a capstone option for the M.I.B.A. Program. Students develop an independent research topic according to program guidelines, and prepare a thesis paper. **Prerequisites:** Full matriculation, completion of all required courses, and a 3.0 GPA.

GMP 5920 Managing Innovation and Entrepreneurship (3 cr.)

This course explores the management of innovation, developing and launching new products/services, and building and creating an entrepreneurial climate within the context of the larger organization. Issues such as risk taking, new venture championing, and new venture financing will be addressed. Finally, identifying and supporting creative opportunism along with leading the creative process will be discussed.

GMP 5940 Managing the Consulting Process (3 cr.)

The purpose of this course is to provide students with a detailed understanding of the purpose, process, and practice of managing a successful consulting practice. Some of the major topics addressed in this course include report writing, negotiating, interviewing, conducting feasibility studies, and marketing the consulting practice.

GMP 5951 Management Information Systems for Health Administration (3 cr.)

This course reviews the use of computers in the health care industry. The student will learn different types of computer systems and the use of software packages.

MMIS 620 Management Information Systems (3 cr.)

The application of information system concepts to the collection, retention, and dissemination of information for management planning and decision making. Conceptual foundations, structure, planning, and development of management information systems. The role of MIS in an organization and the fit between the system and the organization.

MMIS 630 Databases in MIS (3 cr.)

The application of database concepts to management information systems. Design objectives, methods, costs, and benefits associated with the use of a database management system. Tools and techniques for the management of large amounts of data. Database design, performance and administration. File organization and access methods.

MMIS 653 Telecommunications and Computer Networking (3 cr.)

The role of telecommunications and computer networks in management information systems. Technical fundamentals and design of telecommunications and computer networks. Strategies, tools, and techniques for network planning, implementation, management, maintenance, and security. Topics include ISDN and B-ISDN, the OSI Model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics.

Doctoral Division

SBE doctoral programs prepare students to identify and gain the skills critical to meeting today's challenges. As we approach the 21st century, the administrative competencies of effectiveness and efficiency are paramount. The SBE thus enables executives and scholars to assume increased responsibility; to enhance their problem-solving capabilities; and to design, implement, and evaluate research. At the same time, these students can specialize in vital areas of business, public, and international business administration.

Successful doctoral candidates are self-actualizing individuals who are motivated to improve upon their professional accomplishments and to invest in themselves. Most SBE doctoral students are senior-level professionals returning to academia during or after successful careers in business and industry, public-sector administration, management, accounting, finance, health services, human resource management, information technology management, international management, and marketing. The SBE's various delivery formats and national locations give doctoral students the flexibility to plan around the considerable demands of their careers. Students fulfill the doctoral programs' residency requirement by completing 12 graduate credit hours within a given year.

NSU's professional doctoral degree programs place strong emphasis on strategic planning and management decision making. These programs also provide academics with a foundation from which to pursue research, writing, and teaching.

Within each SBE doctoral program, students apply classical theory and research methodology to problems of high-level corporate and public agency personnel. The curriculums are carefully balanced to ensure the depth and rigor associated with doctoral education across fields. For easy identification of course work and requirements, the 60-credit programs are divided into four components: common core or cross-sectional courses in the public administration program, specialty courses or public administration courses in the public administration program, competencies, and research.

GENERAL INFORMATION ON DOCTORAL PROGRAMS

The curriculums in the doctoral programs are designed to meet the educational and professional development needs of upper-level business executives, teachers, government administrators, and consultants in the fields of business, public administration, and international business. More than half of our students teach in colleges and universities. Students benefit from a rich cross-fertilization of ideas and perspectives on problem solving through peer interaction across disciplines.

Term Dates

<i>Term</i>	<i>Begins</i>	<i>Ends</i>
Winter	January 1	April 30
Summer	May 1	August 31
Fall	September 1	December 31

Program Schedule

The academic year is divided into three terms. Regular-format courses are scheduled to meet for three full weekends, all day Saturday and Sunday—one weekend per month for three months. National seminars meet for six consecutive days and are scheduled three times per year. The international business program is offered exclusively in the national seminar format. Entrance to the public administration program is limited to the

fall term only. Students generally attend three courses and one national seminar or workshop per year to maintain their active status. Generally speaking, there are eight classes, two national seminars, one Professional Studies Workshop (in conjunction with attendance at a professional conference), 18 hours of dissertation course work, and the comprehensive examination. The program is designed to be completed in approximately four years.

DOCTORAL ADMISSION REQUIREMENTS

The goal of the admission process is to identify candidates who exhibit high potential for success in the business and educational environments. Applicants are evaluated on the basis of demonstrated academic achievement as evidenced by their graduate GPA in the form of official graduate transcripts, score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), and their professional experience as described in the application. Test scores that date more than five years prior to the date of program application are not valid.

Admission requirements for applicants wishing to matriculate in any doctoral program offered by the School of Business and Entrepreneurship are listed below. The SBE considers applicants on both quantitative and qualitative data. As a result, admission to the programs is competitive and regrettably not all those that meet the quantitative standards below will be offered admission:

1. A completed doctoral application form with a nonrefundable application fee
2. An earned master's degree (preferably in business or public administration as appropriate)
3. Specific foundation courses with a B or better at the master's level
4. A career essay dealing with professional development goals and objectives as well as demonstrating the ability to express your reasons for entering the doctoral program
5. A resume or curriculum vitae with detailed explanation of previous and present employment responsibilities that demonstrates at least five years of professional-level experience in business, industry, government, military service, education, or consulting
6. Official transcripts in English of previous graduate course work, received directly from each institution attended. If transcripts were issued under a previous name, please attach a note to your application indicating this. Transcripts and all information concerning admission to the program should be sent to: Nova Southeastern University, Doctoral Programs, School of Business and Entrepreneurship, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.
7. A completed library information survey
8. Own or have unrestricted access to a personal computer and modem that can be used to complete course work, and have a fundamental understanding of computers

Provisional acceptance may be granted for 45 days by submitting copies of graduate transcripts showing the degree conferred (official transcripts must be received within 45 days of application) and/or the examinee copy of the score report from the GMAT, GRE, or TOEFL (official score report must be received within 45 days of application). Students with such provisional acceptance may register for one term. Registration for future terms is contingent upon receipt of the above documents.

In addition to items one through eight above, the following criteria apply. The program director reserves the right to request additional information from the applicant.

Graduates of Regionally Accredited Institutions

Applicants will be considered for admission with:

- A master's degree from a regionally accredited institution with a graduate GPA of 3.25 or greater on a 4.0 scale and
- A GMAT score of 450 or greater (or GRE score of 1000 or greater*) or
- A score of 450 or greater on the professional portfolio

Applicants whose graduate GPA is greater than or equal to 3.0 but less than 3.25 from a regionally accredited institution must submit a GMAT score of at least 450 (or GRE score of at least 1000*) and attain a score of 450 or greater on the professional portfolio to be considered for admission.

Applicants with an earned doctoral degree from a regionally accredited institution or a foreign degree that is equivalent (a professional evaluation may be required and original documents must be submitted) will be considered for admission on the basis of an official transcript showing the degree conferred.

Graduates of Non-Regionally Accredited Institutions

Applicants with a master's GPA of 3.25 or greater on a 4.0 scale from non-regionally accredited institutions and a score on the GMAT of 450 or greater (or GRE score of 1000 or greater*) may be required to submit additional information at the program director's discretion.

Graduates of Foreign Institutions

Applicants with a master's degree from a foreign institution may be considered for admission with:

- Determination that the degree is equivalent to a U.S. master's degree (a professional evaluation may be required and original documents must be submitted) and
- Determination that the GPA is 3.25 or greater on a 4.0 scale (a professional evaluation may be required and original documents must be submitted) and
- A Test of English as a Foreign Language (TOEFL) official score of 550 or greater, or equivalent as outlined below and
- A GMAT score of 450 or greater (or GRE score of 1000 or greater*) or
- A score of 450 or greater on the professional portfolio

While an official TOEFL score of at least 550 (or equivalent computer test score) is required to be considered for admission, applicants scoring from 500 to 549 (or equivalent computer test score) will be asked to retake the TOEFL or enroll in the Intensive English course. Offered in the fall and winter terms on the main campus only, the course is designed to increase the student's understanding of written and spoken English. At the end of the course, students are required to pass the comprehensive examination.

Students who pass the comprehensive examination are not required to retake the TOEFL. The TOEFL may be waived at the discretion of the appropriate program director for applicants satisfying a personal interview requirement or who have successfully completed university degree programs conducted in English.

**Based on the sum of the verbal and quantitative section scores.*

Admissions Committee

The Admissions Committee for the doctoral programs is composed of faculty members in the School of Business and Entrepreneurship. The Program Office is responsible for assembling each applicant's credentials for review by the committee. The director of the doctoral programs officially notifies applicants of their admission status, as well as changes in status throughout their matriculation.

Doctoral Program Requirements Summary

Successful doctoral candidates meet the following requirements:

- Completion of 60 graduate credit hours (52 graduate course credit hours, and a minimum of eight dissertation credits)
- Fulfillment of the residency requirement by completing at least 12 graduate credit hours within a given year
- Passing grades on the comprehensive examination
- Completion of the publication requirement (excluding public administration program)
- Attainment of candidacy within six years
- Successful completion of the dissertation
- Continuous registration (at least two credits per term for at least two terms each year)
- Completion of all doctoral requirements within eight years

FOUNDATION COURSE SATISFACTION

Those students who must complete program foundation courses may enter their program of study on a conditional or provisional basis; however, they may not enroll in any doctoral course that has a specific knowledge prerequisite associated with any foundation course until such course(s) have been completed. Additionally, concurrent enrollment in foundation courses and associated doctoral courses is not permitted. Foundation courses, as well as any other outstanding requirements, must be satisfied before the student is eligible to take the comprehensive examination.

Options for completing any foundation course requirement include enrolling in a master's-level course through NSU or another regionally accredited university. Any foundation course taken through NSU will appear on the student's transcripts, although the grade will not be included in the student's cumulative doctoral grade point average. Satisfactory completion of foundation courses requires grades of B or better.

Master's-Level Foundation Course Requirements

D.B.A.; D.B.A.—Finance; D.B.A.—International Management; and D.I.B.A.

Management or Organizational Theory, Quantitative Methods or Statistics, Economics (Micro/Macro), Finance or Accounting, Marketing

D.B.A.—Accounting

Management or Organizational Theory, Quantitative Methods or Statistics, Finance, Marketing, Accounting (sufficient background)

D.B.A.—Health Services Administration and D.B.A.—Marketing

Management or Organizational Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing

D.B.A.—Human Resource Management

Management or Organizational Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing, Human Resource Management or Personnel

D.B.A.—Information Technology Management

Management or Organizational Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing, and Management Information Systems

D.P.A.

Public Administration, Management or Organizational Theory, Quantitative Methods or Statistics, Economics (Micro/Macro)

SBE Residency Requirement

The SBE residency requires that a student complete at least 12 graduate credit hours within a given year. This requirement must be met at least once during the student's doctoral program.

Comprehensive Examination

Students seeking the doctoral degree are required to sit for a comprehensive examination when all course work has been completed.

Doctoral Publication Requirement

Considered part of the competency component of all doctoral programs excluding public administration, the publication requirement (CSA 6096) is designed to demonstrate the research, writing, and presentation abilities that have been acquired and/or refined through doctoral studies. For D.B.A. students specializing in management, the publication should make a contribution in a business area of choice. The following accomplishments satisfy the SBE'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 printed materials may be submitted for consideration. Such materials will be judged on their academic content.

The student's status as a doctoral candidate of the NSU/SBE doctoral programs in business should be noted in the documentation of the article, if at all possible. Publications, along with supporting documentation, should be submitted to the director of doctoral programs.

SBE Candidacy Requirement

The primary purpose of the candidacy requirement is to provide the student with a definitive demarcation between the course work and dissertation phases of the doctoral programs. Achievement of candidacy status indicates that only completion of the dissertation remains to fulfill the degree requirements. Doctoral students, however, should be developing their doctoral research capabilities throughout the program in areas such as dissertation topic development, literature reviews, research methodology, and writing skills. Doctoral students are strongly encouraged to achieve significant progress on their dissertation before concluding their course work.

To achieve candidacy, the following program requirements must be successfully completed:

- Component 1 (common core or cross-sectoral courses in the public administration program)
- Component 2 (specialty courses or public administration courses in the public administration program)
- Component 3 (competencies)
- The following units of Component 4 (research):
 - CSA 6081 Applied Research Development
 - CSA 6082 Research Techniques
 - CSA 6083 Research Methods
 - Approval of Concept Paper
 - Appointment (approved) of Dissertation Committee chair

Students who have met the above criteria are advanced to doctoral candidacy by the doctoral program director. Candidacy must be achieved within six years (18 consecutive terms) of beginning the program. The doctoral program office will provide continuing students with an assessment of their progress on an annual basis. Failure to attain candidacy within six years subjects the student to dismissal from the program.

Dissertation

The dissertation, considered part of the research component, is the culmination of the doctoral program. The dissertation demonstrates the ability of the student 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 applied 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 professors assists the student in the dissertation process. Students are provided with dissertation guidelines that describe in detail the philosophy and the scope of the dissertation. The Applied Research Development course (CSA 6081) 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 the first year they are in the program. The Seminars in Research Techniques (CSA 6082) and Research Methods (CSA 6083) are designed to train students in statistical techniques and methods that are used in dissertation research. CSA 6081, CSA 6082, and CSA 6083 are two credits each and are available as three-day classroom seminars.

The dissertation process is broken down into its component parts to facilitate student progress. First, the student identifies his or her research area. Next, the student conducts a comprehensive introduction and literature review focusing on the research questions at hand. The literature review should assist in the identification and explication of the research methodologies used in research efforts. A formal dissertation proposal is the blueprint for the research project. This proposal is approved by the dissertation committee and reviewed by the director of research. 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. Once the study is complete, it is presented in accordance with *APA Style Manual* guidelines.

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 workshop, seminar, or dissertation unit in a given term. Students who fail to register for and complete any regular course, seminar, workshop, readings course, or dissertation credits for two consecutive terms will be reclassified as inactive students.

A student who is inactive may petition for reinstatement. There is a \$100 reinstatement request fee, which must accompany an official request for reinstatement. Students petitioning for reinstatement are required to meet all program requirements in effect at the time of the petition. Standards for admission change, and one must meet those updated standards to be considered for readmission. The university reserves the right not to 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. Such students petitioning for reinstatement may be required to reenroll in certain courses or seminars.

ATTENDANCE POLICY

Since regular format courses meet one weekend per month for three months and seminars and workshops meet for intensive one-week periods, attendance is mandatory at all scheduled sessions. Missing even one day may require traveling to another cluster site for makeup or cause an incomplete grade to be awarded until makeup can be arranged. Students are cautioned that they will jeopardize their grades in courses, as well as their overall performance in the program, should they miss classes. A grade of incomplete is given at the discretion of the professor in a course. Students must present appropriate reasons when requesting an incomplete.

WITHDRAWAL AND REFUND POLICY

Students are entitled to a refund of all payments (not including registration/application fee; not to exceed \$100) if the registration agreement is cancelled by the student within 10 days of signing the registration agreement or when payment is required.

In addition, students will receive a full refund of tuition payments and registration/application fees paid if they do not meet minimum admission requirements, for a cancelled course, seminar, or workshop, or for a cluster that does not begin.

After the first day of instruction, students who inform the Doctoral Program Office of their intention to withdraw are entitled to a tuition refund based on the following schedule: during the first 70 percent of a

course, seminar, workshop, or summer institute, a withdrawing student is entitled to a refund for the percentage of time not attended (the minimum refund would be 40 percent).

Refunds are made within 30 days after the effective date of withdrawal. No refund is issued when more than 70 percent of a course has been attended.

Example: Student attended two classes (16 clock hours) of a six-class (48 clock hours) course, for which the charge was \$2,200.

Based on number of classes

$6 - 2 = 4$ classes not attended

$4 / 6 = 66.6$ percent of the term not completed

66.6 percent \times \$2,200 = \$1,465.20 refunded

Based on clock hours

$48 - 16 = 32$ hours not received

$32 / 48 = 66.6$ percent clock hours not completed

66.6 percent \times \$2,200 = \$1,465.20 refunded

This policy is designed to meet or exceed refund requirements of various states, including California, South Carolina, Washington, Indiana, Arizona, and Florida.

TIME LIMIT

Students are expected to complete the degree program within eight years of their admission. Requests for extensions of this time limit are made to the director of doctoral programs. Students are cautioned that they 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 in the program to resume their studies.

Reinstated students may be required to retake course work that is more than six 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 in the program, as well as any specific requirements imposed as a condition for reinstatement. In practice, reinstatement is a readmission to the program as it is currently constituted.

The six-year period of validity of course work is applicable also 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.

Doctoral Degree Offerings

DOCTORATE IN BUSINESS ADMINISTRATION

Program Objectives and Philosophy

The Doctor of Business Administration Program transforms mature students into leaders. Doctoral candidates not only learn the most advanced decision-making techniques, but also develop the research and writing skills that accompany high-level responsibility in the academic and business environments. The program encourages executives, teachers, and consultants to use their professional backgrounds to explore, design, and manage large systems within the complex organizations of our increasingly multifaceted and multisector economy.

Curriculum

The D.B.A. Program consists of four components: (1) the common core; (2) specialty courses in the fields of accounting, finance, health services, human resource management, information technology management, international management, management, and marketing; (3) competencies; and (4) research (dissertation-related units).

The D.B.A. program operates on a year-round basis. All course work, seminars, workshops, and the comprehensive examination can be completed within three years. Each student progresses at his or her own pace in researching and writing the dissertation; the total length of time in the program is normally about four years. Cluster classes meet monthly in a convenient weekend format at some 16 locations around the country. Students generally attend cluster courses at one location, but the option to schedule at different locations is available for those who are transferred, or who need a specific course when it is not available at the home cluster. This flexibility in scheduling is unique to the NSU program.

All students are required to attend a minimum of six courses away from cluster locations, in Fort Lauderdale, in Washington, D.C., and at the site of the designated professional association meeting.

The Business and Public Policy Seminar meets in the Washington, D.C., area, generally in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

A Professional Studies Workshop is held in conjunction with various professional association meetings each year. Students are encouraged to attend this workshop early in the program. Attendance and participation in such professional meetings is professionally broadening, an excellent introduction to research in your specialty area, a means of meeting others in your selected area of interest, and an introduction to academic research that leads to publication.

The Professional Studies Workshop for D.B.A. candidates is held in conjunction with the Academy of Management annual national meeting, at a location that varies from year to year. Students selecting one of the career option specialties will attend a Professional Studies Workshop in conjunction with national conferences within the selected field of study. At present, the following national conferences are employed for specialty workshop purposes: American Accounting Association, Financial Management Association, American Marketing Association, American College of Health Care Executives, Academy of International Business, Society for Human Resource Management, and Association for Information Systems.

A capstone course, Strategic Decision Making, is held on the east campus in Fort Lauderdale three times a year, in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing the appropriate sections of the comprehensive examination.

Curriculum Profile

The following curriculum profile of the D.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students pursue the program. New students should consult with their regional program manager or the graduate student advisors to develop a draft plan for completing the course and dissertation requirements.

Component One: Common Core (30 cr.)

- CSA 6020 Organizational Behavior/Personnel Management
- CSA 6030 Information and Decision Sciences (ITM specialty candidates replace with 6110)
- CSA 6050 Operations Management
- CSA 6060 Business and Public Policy Seminar
- CSA 6080 Professional Studies Workshop
- CSA 6120 Marketing Management and Research
- CSA 6130 Financial Decision Making in Business
- CSA 6140 Strategic Decision Making

Component Two: Specialty Courses

Accounting (16 cr.)

- CSA 6710 Seminar in Financial Accounting
- CSA 6730 Seminar in Managerial Accounting (replaces 6140 in common core)
- CSA 6740 Seminar in International Accounting
- CSA 6760 Seminar in Accounting Information Systems and Auditing

Finance (12 cr.)

- CSA 6510 International Finance
 - CSA 6520 Financial Institutions
 - CSA 6530 Financial Engineering
 - CSA 6540 Investments and Taxation
- (Select three from above.)

Health Services Administration (12 cr.)

- CSA 6610 Administrative Theory in Health Services
- CSA 6620 Health Policy Analysis
- CSA 6660 Legal Issues in Health Services

Human Resource Management (12 cr.)

- CSA 6315 Strategic Planning in Human Resource Management
- CSA 6325 Employee Relations and Services
- CSA 6330 Performance and Reward Systems

Information Technology Management (12 cr.)

- CSA 6910 Enterprise Architecture
- CSA 6920 Telecommunications and Data Networks
- CSA 6930 Applied Database Management Systems

International Management (12 cr.)

- CSA 6410 International Management
- CSA 6450 Comparative Government and Economic Systems
- CSA 6470 International Legal Framework

Management (12 cr.)

- CSA 6010 Administrative Theory and Practice
- CSA 6040 Economic Analysis
- CSA 6110 International Business and Finance

Marketing (12 cr.)

- CSA 6810 Marketing Theory
- CSA 6830 Research Analysis for Marketing Decisions
- CSA 6890 Marketing Topics

Component Three: Competencies (0 cr.)

- CSA 6072 Online Communications and Internet Competency
- CSA 6073 Doctoral Student Orientation
- CSA 6096 Publication Requirement
Comprehensive Examinations

Component Four: Research (dissertation-related units–18 cr.)

- CSA 6081 Applied Research Development
- CSA 6082 Research Techniques
- CSA 6083 Research Methods
- CSA 6150 Readings in Business Administration (or applicable readings course that corresponds to a candidate's chosen specialty)
- CSA 6091 Dissertation I
- CSA 6092 Dissertation II
- CSA 6093 Dissertation III
- CSA 6094 Dissertation IV

DOCTORATE IN PUBLIC ADMINISTRATION

Program Objectives and Philosophy

The D.P.A. Program serves two student groups. First, those who wish to participate in a professional management program for public sector and nonprofit managers that is more advanced, theoretical, and analytical than a master's degree and second, those who seek a second career as academics. For the first group, the concern is to enhance practice. Because the later group anticipates working with master's-level practitioners, a dual focus on theory and practice is beneficial to creating a high-quality learning environment. Our focus is on preparing "students of government" who are comfortable discussing either or both the practical

and theoretical elements of the complex and changing circumstances that define governmental and nonprofit organizations. We seek to convey a broad theoretical foundation in ethics, value formulation, decision making, and analysis to improve practice. We acknowledge the ancient Greek concept of praxis, whereby theory must help people understand and comprehend the world around them and simultaneously experience must be used to modify and inform theory development.

The program consists of four components: (1) cross-sectoral courses; (2) public administration courses; (3) competencies; and (4) research (dissertation-related courses). Requirements for each are listed below.

Curriculum

The D.P.A. Program operates on a year-round basis and students enter the program in the fall semester only. All course work, seminars, workshops, and the comprehensive examination can be completed within three years. Because students progress at their own pace in researching and writing the dissertation, the total length of time in the program is about four years. Classes meet monthly in a convenient weekend format at cluster locations. D.P.A.-specific courses are offered in the District of Columbia area, at the east campus location, and at other selected sites. All students are required to attend a minimum of two courses away from cluster locations in Fort Lauderdale, Washington, D.C., and the site of the ASPA annual meeting.

The Business and Public Policy Seminar meets in the Washington, D.C., area, usually in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

The Professional Studies Workshop for D.P.A. candidates is held in conjunction with the American Society for Public Administration Conference or the American Political Science Association Conference, at locations that vary from year to year.

A capstone course, Strategic Perspectives in Management, is held on the east campus in Fort Lauderdale three times a year, in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing the appropriate sections of the comprehensive examination.

Curriculum Profile

The following curriculum profile of the D.P.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students pursue the program. New students should consult with their regional program manager or the graduate student advisors to develop a draft plan for completing the course and dissertation requirements.

Component One: Cross-Sectoral Courses (12 cr.)

- CSA 6020 Organizational Behavior/Personnel Management
- CSA 6030 Information and Decision Sciences
- CSA 6060 Business and Public Policy Seminar

Component Two: Public Administration Courses (30 cr.)

- CSA 6010 Administrative Theory and Practice
- CSA 6080 Professional Studies Workshop
- CSA 6200 Theories of Leadership and Management

- CSA 6210 Ethics in Government
- CSA 6215 Strategic Perspectives in Management
- CSA 6220 Comparative Administrative Systems
- CSA 6230 Financial Decision Making in Government
- CSA 6240 Constitutional/Administrative Law

Component Three: Competencies (0 cr.)

- CSA 6072 Online Communications and Internet Competency
- CSA 6073 Orientation
- CSA 6090 Comprehensive Examination

Component Four: Research (dissertation-related courses–18 cr.)

- CSA 6081 Applied Research Development
- CSA 6082 Research Techniques
- CSA 6083 Research Methods
- CSA 6084 Public Sector Research
- CSA 6250 Readings in Public Administration
- CSA 6091 Dissertation I
- CSA 6092 Dissertation II
- CSA 6093 Dissertation III
- CSA 6094 Dissertation IV

DOCTORATE IN INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives and Philosophy

The doctorate in International Business Administration curriculum prepares business and government leaders, as well as management consultants, to engage in planning and decision making in the international business realm. Traditional strategic management concerns of business are treated from the perspective of the multinational corporation. The curriculum also explores both foreign and domestic corporate challenges, as well as business opportunities in the international arena.

The program consists of four components: (1) common core; (2) specialty courses; (3) competencies; and (4) research (dissertation-related units).

Curriculum

There are selected management courses and seminars that are taken with D.B.A. students. In addition, there are specific international business courses and a Professional Studies Workshop designed to meet the needs of the D.I.B.A. student. Courses are scheduled on a rotational basis in each of two formats. Some cluster classes meet on a weekend schedule, one weekend per month for three months, while east campus classes are also available in an intensive six-day format once every four months. A typical student can expect to complete the course work within three years.

The Business and Public Policy Seminar meets in the Washington, D.C., area, usually in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

The Professional Studies Workshop is held in conjunction with the meeting of the Academy of International Business and includes topics of concern to the international business community as assessed by practitioners as well as leading scholars in the field. Students are encouraged to attend this workshop early in the program. Attendance and participation in such professional meetings is professionally broadening, an excellent introduction to research in your specialty area, and a means of meeting others in your selected area of interest.

A capstone course, Strategic Decision Making, is held on the east campus in Fort Lauderdale three times a year, in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing the appropriate sections of the comprehensive examination.

Curriculum Profile

The following curriculum profile for the D.I.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students typically pursue the program. New students should consult with their regional program manager or the graduate student advisors to develop a draft plan for completing the course and dissertation requirements.

Component One: Common Core (22 cr.)

- CSA 6030 Information and Decision Sciences
- CSA 6050 Operations Management
- CSA 6060 Business and Public Policy Seminar
- CSA 6080 Professional Studies Workshop
- CSA 6110 International Business and Finance
- CSA 6140 Strategic Decision Making

Component Two: Specialty Courses (20 cr.)

- CSA 6410 International Management
- CSA 6420 International Marketing
- CSA 6430 International Finance and Banking
- CSA 6450 Comparative Government and Economic Systems
- CSA 6470 International Legal Framework

Component Three: Competencies (0 cr.)

- CSA 6072 Online Communications and Internet Competency
- CSA 6073 Doctoral Student Orientation
- CSA 6096 Publication Requirement
Comprehensive Examinations

Component Four: Research (dissertation-related units–18 cr.)

- CSA 6081 Applied Research Development
- CSA 6082 Research Techniques
- CSA 6083 Research Methods
- CSA 6480 Readings in International Business
- CSA 6091 Dissertation I
- CSA 6092 Dissertation II
- CSA 6093 Dissertation III
- CSA 6094 Dissertation IV

Doctoral Program Calendar

2000	SEQUENCE I	SEQUENCE II	NATIONAL CLUSTER	SUMMER INSTITUTE	COMP. EXAMS
Winter	Jan. 8-9 Feb. 5-6 March 4-5	Jan. 22-23 Feb. 19-20 March 18-19	April 9-14		April 16
Summer	May 6-7 June 3-4 July 8-9	May 20-21 June 17-18 July 15-16	Aug. 20-25	July 23-28	Aug. 27
Fall	Sept. 9-10 Oct. 14-15 Nov. 4-5	Sept. 23-24 Oct. 21-22 Nov. 11-12	Dec. 10-15		Dec. 17

Every effort is made to hold classes on these dates, and at the scheduled cluster sites. In a few instances, dates are changed after discussion with professors and students, or special arrangements are made in coordination with professors and students when too few students are enrolled at one site. Although classes meet according to the schedule above, preclass assignments are required and due prior to the first class meeting. A final assignment is normally due within 30 days of the final class meeting. The following are held as four- to six-day seminars:

1. National Cluster courses in Fort Lauderdale: winter, summer, fall terms
2. Summer Institute (specialty courses) in Fort Lauderdale: summer term
3. National Seminar in Washington, D.C. (CSA 6060): winter, summer, fall terms
4. National Seminar in Fort Lauderdale (CSA 6140, capstone course): winter, summer, fall terms

The Professional Studies Workshop is held as a three- to six-day course in conjunction with professional association meeting. Advance dates are provided in the *Schedule of Classes*. Research courses (CSA 6081, CSA 6082, and CSA 6083) are held as three-day courses on campus and at regional locations. Advance dates are provided in the *Schedule of Classes*.

Doctoral Program Course Descriptions

CSA 6010 Administrative Theory and Practice (4 cr.)

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. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6020 Organizational Behavior/Personnel Management (4 cr.)

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. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6030 Information and Decision Sciences (4 cr.)

This course provides an application of information-processing concepts from a managerial/administrative perspective. Topics include managerial issues in analysis, design, and implementation of management information systems (MIS); decision-support systems, expert systems, automated financial modeling and planning method; and managerial issues of organizing information systems and telecommunication networks (information centers, local area networks, etc.). **Prerequisites:** Graduate-level quantitative methods and CSA 6072.

CSA 6040 Economic Analysis (4 cr.)

This course is designed to expose mid-level and high-level administrators to economic techniques applicable to both public and private business decision making. It will impart the skills necessary for utilization of these techniques. An economic focus will be provided for the application of quantitative analyses such as regression, cost benefit, linear programming, mini-max, and time and risk. Applications such as demand functions, cost functions, production functions, pricing of both public and private goods, human capital, and market structures will be examined. The focus of the course will be on case analysis and the preparation by each student of a research paper that applies one of these techniques to the solution of a job-related economics problem. **Prerequisite:** Graduate-level economics.

CSA 6050 Operations Management (4 cr.)

Operations management 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—to provide acceptable service to clients and customers—provides the underlying theme for case analysis and discussion. **Prerequisite:** Graduate-level quantitative methods.

CSA 6060 Business and Public Policy Seminar (4 cr.)

This course is designed to increase understanding of dynamic and multifaceted relationships between business and public policy. It involves an examination of key public policy processes, problems, and issues and their impact on business policies and operations. Although the focus will be on the U.S. federal government and the U.S. economy, the roles and impact of state and local governments, foreign governments, and international organizations will also be reviewed. Similarly, the “politics” of intracompany, intra-industry, and interindustry relationships will be analyzed. The approach will involve a wide variety of disciplines, e.g., business administration, public administration, economics, political science, and law sociology. **Prerequisite:** CSA 6072.

CSA 6072 Online Communications and Internet Competency (0 cr.)

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.

CSA 6073 Doctoral Student Orientation (0 cr.)

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 east and main campus library facilities, and tutorials on the use of the NSU distance library services. **Prerequisite:** CSA 6072

CSA 6080 Professional Studies Workshop (2 cr.)

A required two-credit workshop held every year in conjunction with the American Society for Public Administration’s (ASPA) annual meeting for D.P.A. students; the Society for Human Resource Management annual conference for D.B.A./HRM students; the Academy of International Business’ annual meeting for D.B.A./IM and D.I.B.A. 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; the American Marketing Association (Marketing Educators Conference) for the D.B.A./MKT students; and the Association for Information Systems annual meeting for D.B.A./ITM 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.

CSA 6081 Applied Research Development (2 cr.)

The role of research in the business decision-making process will be explored. The significance of theory in the research process will be defined. The varied appropriate methodologies that could be brought to bear in such endeavors will be studied in depth. Students will be expected to understand the framing of research questions, the developing of an appropriate methodology, and the selecting of the appropriate techniques to carry out research. **Prerequisite:** Concurrent registration in CSA 6073.

CSA 6082 Research Techniques (2 cr.)

This course examines the nature of information, data, statistical analysis, and reporting. Statistical analyses from many perspectives, including descriptive statistics and inferential statistics at the univariate level, will be emphasized. The nature of factorial designs; multivariate analyses; correlation, regression, and prediction equations; and techniques associated with data exploration will be examined. A variety of computer-based tools will be used to conduct the statistical analyses associated with this course. **Prerequisites:** CSA 6081 and graduate-level quantitative methods.

CSA 6083 Research Methods (2 cr.)

This course focuses on the integration of statistical techniques into the research design, as described in chapter three of the typical dissertation. The use of survey techniques in behavioral, management, and other scenarios is explored. The output of regression models is used to build financial and marketing models. Advanced computer programs are demonstrated as they are applied to specific research projects. **Prerequisites:** CSA 6081, CSA 6082, and graduate-level quantitative methods.

CSA 6084 Public Sector Research (2 cr.)

Ethnography, content analysis, and case studies are well-established forms of behavior and social science research. As such, they may represent an appropriate methodology for conducting dissertation research. More importantly, these methodologies will be among the tools used by persons interested in social, political, and organizational research in the coming decades. Mastery of these “alternatives” to more traditional research methods is an important lesson for those nearing completion of a doctorate.

CSA 6110 International Business and Finance (4 cr.)

International business is a logical extension of a growth-oriented national economic and organizational setting. The module emphasizes the benefits to be gained from international trade and the multinational opportunities available to individual firms. New theories of global trade are discussed. Special attention is given to foreign economic policy, tariff and nontariff barriers, the transfer of payments, the balance of payments, exchange rates, and the contemporary international monetary system. Attention is also given to developing third-world countries, the economic status of major emerging nations, the nature and scope of multinational enterprise, host country policies toward multinational enterprise, and new techniques designed to result in a more beneficial international economic order. **Prerequisite:** Graduate-level accounting/finance.

CSA 6120 Marketing Management and Research (4 cr.)

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.

CSA 6130 Financial Decision Making in Business (4 cr.)

An examination of the theory and practice of finance with emphasis given to financial analysis, management, and control. Topics to be offered include the theory and practice of finance to include the firm's investment, financing, and dividend decisions; analytical techniques available for problem solving; and the environment in which financial decisions are made. Coverage of these topics will be accomplished by utilizing a balance between concept applications, case analyses, and problems. Content includes: 1) principles and functions of finance; valuation of financial market instruments; time value of money, financial ratio analysis; forecasting; 2) management of liquidity and other current assets; short- and intermediate-term financing, leasing; 3) capital investment, capital budgeting methods, required returns for companies and divisions and acquisitions; 4) theory of capital structure; dividend policy; 5) long-term financing; equity capital, long-term debt; inflation and financial market returns; and 6) mergers and acquisitions; failures and reorganizations. **Prerequisite:** Graduate-level accounting/finance.

CSA 6140 Strategic Decision Making (4 cr.)

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 course work and the appropriate sections of the comprehensive examination.

CSA 6150 Readings in Business Administration (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6151 Advanced Readings in Management/Organizational Behavior (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6200 Theories of Leadership and Management (4 cr.)

The primary focus of this course is to explore the interrelationship between management theory and leadership theory with the goal of developing theoretical frameworks for practice that can be used by public, nonprofit, and civic sector managers in the coming decades. The need to adapt to a changing workplace and to "transform" that workplace to better serve clients and citizens will be of paramount concern.

CSA 6210 Ethics in Government (4 cr.)

The foundations of ethics in the public sector are in political philosophy and democratic governance. This course will explore the foundations of our political and moral perspective as they apply to public decision making. The goal is to define the boundaries of "right" decision making first from a theoretical and then from a practical perspective. The students will be responsible for advancing our knowledge of ethical philosophy as a prelude to advances in practice.

CSA 6215 Strategic Perspectives in Management (4 cr.)

The concept of strategic planning has its origins in the evolution of military planning in the 20th century. Today it is a perspective and practice that is central to effective management in all sectors. The need for long-range and strategic thinking is well accepted. The management capacity to successfully initiate and complete a strategic management initiative lags behind. The purpose of this course is to focus on the issues of strategic management and strategic implementation to develop new practices, processes, and perspectives for successful implementation of strategic plans so they may be better utilized.

CSA 6220 Comparative Administrative Systems (4 cr.)

This course focuses on alternative administrative arrangements within which the public administrator must function. Particular attention is given to comparative study of administrative systems in the United States, the United Kingdom, France, and Germany. The complex system of interaction and dependency created by the dispersal of governmental authority among many agencies, levels of government, and jurisdictions are examined, as are the history, contemporary conditions, and future of federal, state, and local relations. An integrated perspective is developed to give a clear understanding of the special characteristics of American public administration.

CSA 6230 Financial Decision Making in Government (4 cr.)

This course begins with a review of capital budgeting techniques and practices, continues with a summary of modern economic and financial theory, and then presents applications in the national, state, and local planning, programming, and budgeting environments. Revenue budgeting at the local, state, and federal levels is examined for fairness, efficiency of collection, and economic impact. Expense budgeting examines the use that is made of revenues collected. Programs and planning activities are examined, then Congressional activities associated with the passage of the budget are examined. Cases are used to augment text readings when possible.

CSA 6240 Constitutional/Administrative Law (4 cr.)

This course reviews the normative and legal framework of public administration in the United States. Topics include principal doctrines of American constitutionalism that are the basis for, and parameters of, public management practice; theories of due process, equal protection, federalism, and separation of powers; statutory restraints on the administrator; traditional and new forms of judicial control of administrative action; standards for the exercise of administration action, standards for the exercise of administrative discretion, and modern dynamics of the relationship between the administrative and judicial processes; conflicting demands on public managers; sense of personal responsibility for actions versus obligations to hierarchical supervisors, peers, subordinates, and the system and obligations imposed by the bureaucracy versus senses of fairness, duty, and responsibility.

CSA 6250 Readings in Public Administration (2 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6315 Strategic Programming in Human Resource Management (4 cr.)

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:** Graduate-level personnel/human resource management.

CSA 6325 Employee Relations and Services (4 cr.)

This course will address the tools that the human resource department may employ in order to maintain optimum levels of employee morale and employee retention. Current approaches and processes for determining which tools to use will be discussed. Included in the course will be such content as employee surveys, quality work life, discipline and due process, career management, employee assistance plans and employee counseling, outplacement, retirement planning, day care, and various auxiliary services. **Prerequisite:** Graduate-level personnel/human resource management.

CSA 6330 Performance and Reward Systems (4 cr.)

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:** Graduate-level personnel/human resource management.

CSA 6370 Readings in Human Resource Management (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6410 International Management (4 cr.)

This course is an examination of the general field of administration with emphasis on the role of the management process, organizational behavior, and human resource management in international management. Topics to be covered include the evolution of management theory, the international manager's job, the modern emphasis on effective utilization of human resources, and the managerial issues confounding top management as they attempt to plan, organize, lead, and control global operations. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6420 International Marketing (4 cr.)

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:** Graduate-level marketing.

CSA 6430 International Finance and Banking (4 cr.)

A study of the international financial management and banking functions that examines the environment for international finance and banking, balance of payments, foreign exchange, and inherent dimensions of political risk. Unique aspects of international financial management are emphasized as related to cash management, capital budgeting, and cost of capital. International banking and financial markets are discussed. **Prerequisites:** Graduate-level economics and accounting/finance.

CSA 6450 Comparative Government and Economic Systems (4 cr.)

An in-depth review and analysis of the political and socioeconomic environment of major societies that may have impact on the world scene, as viewed today. Comparative Government seeks to compare and contrast the institutional environments of these societies as the basis for conducting international trade and advancing economic development and mutual cooperation. **Prerequisite:** Graduate-level economics.

CSA 6470 International Legal Framework (4 cr.)

An introduction to the structures and processes of the international legal community, with a particular view to its bearing upon international commercial and financial interchanges. Topics to be covered include the history of the international legal order; sources of international law; incorporation of international law into U.S. law; sovereignty; diplomatic protection; human rights; institutions of the United Nations era; the International Monetary Fund; the General Agreement on Tariffs and Trade; expropriation of alien-owned property; sovereign immunity; act of state doctrine; jurisdiction; and extraterritoriality, and the European economic community.

CSA 6480 Readings in International Business Administration (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6510 International Finance (4 cr.)

This course is designed to extend the student's knowledge of corporate finance, investment, and financial institutions to the international arena. The theoretical basis for the international component, the environment of the international financial component, the solution of management problems that arise due to the international component, the associated regulatory complexities, and the currently active areas of modern academic research associated with international financial management will be covered. **Prerequisites:** Graduate-level accounting/finance and economics.

CSA 6520 Financial Institutions (4 cr.)

This course begins with an examination of financial analysis techniques and strategies that are used to assist in corporate decision making at commercial banks, savings and loans, savings banks, credit unions, insurance companies, mutual and money market funds, and investment banks and brokerage firms. The role of all of these financial institutions in the economy is explored and the competitive nature and the differences between institutions are examined extensively. The macro-environment (overview) of the banking industry and other trends and problems in the environment of financial institutions are discussed. **Prerequisites:** Graduate-level accounting/finance and economics.

CSA 6530 Financial Engineering (4 cr.)

This course offers students a comprehensive overview of the significant risk management and tactical asset allocation functions offered by derivatives securities, including forward and futures contracts, options, forward rate agreements, and swaps. Sample topics include hedging currency exposure, interest-rate risk immunization, international diversification through swaps, exotic over-the-counter products, how hedge funds use derivatives, and the like. **Prerequisite:** Graduate-level accounting/finance.

CSA 6540 Investments and Taxation (4 cr.)

The objectives of this course are to gain an understanding of the efficient market hypothesis and tests of market efficiency; gain an understanding of options and future markets; relate options and future markets to commodity markets; evaluate portfolio management theories and practices, and investigate the impact of taxes on investment instruments. **Prerequisites:** Graduate-level accounting/finance and economics.

CSA 6550 Readings in Finance (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6610 Administrative Theory in Health Services (4 cr.)

A doctoral seminar that includes a review of work of the classical theorists in the management discipline and a more detailed discussion of modern management thought and theory in the health services environment. Students are encouraged to compare and contrast management theories and to examine these theories in the critical light of their own experience. Students develop skills in academic research through the preparation of research papers and literature reviews. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6620 Health Policy Analysis (4 cr.)

The course examines the major historical and current influences on health policy development and implementation at the federal and state levels, and the resulting structure and functions of the American health care industry. Students will identify principles for national health care and evaluate selected health policy proposals by special interest groups and state and federal government agencies.

CSA 6650 Readings in Health Services (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography, which supports the dissertation in that area. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6660 Legal Issues in Health Services (4 cr.)

This seminar will feature a series of legal concepts and issues facing health care managers in today's dynamic and evolving health care delivery system. Students will analyze conflicts arising from legal, economic, and social issues. The structure of the legal system, governmental bodies regulating the health care industry, and some of the entities that make up the health care system will be studied as a framework for analyzing substantive issues.

CSA 6710 Seminar in Financial Accounting (4 cr.)

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 topic selection and refinement, literature selection and review, and research project structuring are advanced. Current issues and developments in accounting education are discussed as an integral part of the course. **Prerequisite:** Accounting.

CSA 6730 Seminar in Managerial Accounting (4 cr.)

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:** Accounting.

CSA 6740 Seminar in International Accounting (4 cr.)

This course examines the international dimensions of accounting, primarily as they relate to financial accounting, but also considers the impact of multinational operations on managerial accounting and taxation, both U.S. and foreign. The initial course focus is on how U.S. corporations and their international affiliates account for foreign transactions for financial reporting purposes. A survey of financial accounting and reporting practices employed in other countries follows. The recent trend toward harmonizing the wide variety of country practices is then studied. Finally, business and individual taxation methods used in various countries are discussed. **Prerequisite:** Accounting.

CSA 6750 Readings in Accounting (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6760 Seminar in Accounting Information Systems and Auditing (4 cr.)

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:** Accounting.

CSA 6810 Marketing Theory (4 cr.)

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:** Graduate-level marketing.

CSA 6830 Research Analysis for Marketing Decisions (4 cr.)

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 SPSSx software. **Prerequisite:** Graduate-level marketing.

CSA 6850 Readings in Marketing (4 cr.)

This is an independent readings course in preparation for the dissertation. Students work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6890 Marketing Topics (4 cr.)

Students will be introduced to special topics such as international marketing, buyer behavior, marketing communications, brand equity, etc. **Prerequisite:** Graduate-level marketing.

CSA 6910 Enterprise Architecture (4 cr.)

Administrative theory and practice concepts are combined with concepts and architecture of information systems for IT-enterprise architecture alignment. Topics include information concepts, flows, and system types; information's role in planning, operations, control, and decision making; information systems' integration across function, managerial level, and other attributes. Tools and methods expediting specialized IS designs and application requirements are examined; IS planning, implementation, and management strategies reviewed. Trends in development of group support systems, expert systems, office automation, and information engineering are described. Techniques for creating a comprehensive enterprise-wide plan optimizing productivity through enterprise architecture planning are delineated. **Prerequisite:** Graduate-level MIS.

CSA 6920 Telecommunications and Data Networks (4 cr.)

Recent advances and new applications in the expanding field of telecommunications and computer networks are examined. Technical fundamentals, architectures and network design are described. Strategies, tools, and techniques for network planning, implementation, management, maintenance, and security are delineated. Topics include ISDN and B-ISDN, the OSI model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics. Trends in standardization, inter-networking, downsizing, and the development of local area networks (LANs), wide area networks (WANs), metropolitan area networks (MANs), value-added networks (VANs), and enterprise-wide networks are explored. **Prerequisite:** Graduate-level MIS.

CSA 6930 Applied Database Management Systems (4 cr.)

Techniques for determining database requirements and managing organizational data resources are examined. Strategies for designing database management system applications satisfying specific requirements are presented. Components and architectures of data and the relational model are analyzed. Methods for creating and implementing object-oriented IS are explored. Topics include object-oriented languages, user interface, databases and expert systems, distributed computing, advantages and drawbacks of commercially available DBMS tools and products. **Prerequisite:** Graduate-level MIS.

CSA 6950 Readings in Information Technology Management (4 cr.)

This is an independent readings course in preparation for the dissertation. Student work with their chairpersons in developing the bibliography and a draft literature review to support the dissertation. The course may be taken only after the student has received approval of the concept paper and chairperson by the research director. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed.

CSA 7000 Advanced Seminar in Management Education Methods (2 cr.)

This course addresses the techniques and strategies that instructors may employ in the education of adult professionals and executives. Seminar participants will explore various options for teaching specific content typologies in a formal educational environment. Participants will also assess their instructional style. Accelerated learning methods will be discussed.

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Nova Southeastern University

Policies Governing Student Relations

GENERAL

Nova Southeastern University has established specific policies, procedures, and guidelines defining its relationship with its students. The term “student” as used in this catalog defines the student, or parents of the student if the student qualifies as a dependent under the provisions of the Internal Revenue Code.

INSTITUTIONAL AND ACADEMIC INFORMATION

Nova Southeastern University and its composite academic units periodically publish bulletins or catalogs describing the university and its academic programs. These bulletins are available to enrolled and prospective students through the various admissions offices associated with the academic units or from the Office of the University Registrar. Each academic unit, group of units, and/or the Office of the University Registrar maintain at least one full-time employee to assist all students in obtaining information.

FINANCIAL AID

Nova Southeastern University’s Office of Student Financial Aid staff administers comprehensive federal, state, institutional, and private financial aid programs. The purpose of these programs is to provide monetary assistance to students who can benefit from further education but who cannot do so without such assistance. Students interested in receiving a financial aid packet should contact the Office of Student Financial Aid at (954) 262-3380 or 800-522-3243.

When to Apply for Financial Aid

It is recommended that students apply for financial aid well in advance of the date the funds will be needed because normal application processing takes six to eight weeks and sometimes as many as 12 weeks. It is extremely important that students complete all forms correctly and respond promptly to all inquiries in order to prevent delays in processing. Awards are made only for the academic year. Applications are generally available each January for the following academic year. There is a priority deadline of April 1, 1998, for the 1998-1999 academic year. Applications received after that date will be considered on a funds-available basis only. Students requesting financial aid for the summer term must complete a separate summer aid application that is generally available after January. The last day to apply for any financial aid for 1998-1999 is June 30, 1999.

To improve telephone service to financial aid applicants, NSU’s Office of Student Financial Aid has a telephone voice response system. The Automated Telephone Counseling (ATC) System helps students access information regarding financial aid applications. General financial aid information may be obtained, packets may be requested, or application status can be checked (including loan disbursement information) simply by entering the student’s Social Security number and four-digit PIN. The ATC is available 24 hours a day, 7 days a week, and file information is updated daily. The ATC may be accessed locally at (954) 262-3380 or toll free at 800-522-3243.

General Eligibility Requirements

In order to participate in the financial aid program, students generally must:

1. be U.S. citizens, permanent residents, or in the United States for other than a temporary purpose, and be able to provide proof of such

2. be accepted for enrollment in an eligible degree-seeking program at Nova Southeastern University
3. be making satisfactory progress in their courses of study
4. not be in default of, or owe, a refund for any financial aid received previously
5. sign a Statement of Educational Certification
6. be registered with Selective Service if required to do so by federal law

INTERNATIONAL STUDENTS

International students who intend to reside in the United States and who are required to obtain an I-20 visa must be full-time, degree-seeking students and must attend the main campus in Fort Lauderdale, Florida. For further information, contact the International Student Adviser, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, telephone: (954) 262-7240 or toll free 800-541-6682, ext. 7240.

VETERANS' BENEFITS

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 33314-7796, telephone (954) 262-7241 or toll free 800-541-6682, ext. 7241.

NOTICE OF NONDISCRIMINATION

Nova Southeastern University admits students of any race, color, sex, age, nondisqualifying disability, religion or creed, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school, and does not discriminate in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

The Office of the University Registrar is designated as the policy coordinator to ensure compliance with all federal, state, and local laws and regulations relative to nondiscrimination.

GRIEVANCES

When questions about procedures, decisions, or judgments occur, counseling is available for discussion and resolution of differences. Students may also have recourse to more formal avenues of appeal and redress. Grievance procedures are explained in the program's *Student Handbook*.

STUDENT PUBLICATIONS

Nova Southeastern University, as publisher, bears the legal responsibility for the contents of student publications. In the delegation of editorial responsibility to students, the university provides sufficient editorial freedom for the student publications to maintain their integrity of purpose as vehicles of free inquiry and free expression in the Nova Southeastern University academic community.

The delegated editorial freedom of student editors and managers is subject to corollary responsibilities to be governed by the canons of responsible journalism, such as the avoidance of libel, indecency, undocumented allegations, attacks on personal integrity, and the techniques of harassment and innuendo.

As safeguards for the delegated editorial freedom of student publications, the following provisions are made:

1. The student press shall be free of censorship and advance approval of copy, and its editors and managers shall be free to develop their own editorial policies and news coverage.
2. Editors and managers of student publications shall be protected from arbitrary suspension and removal because of student, faculty, administrative, or public disapproval of editorial policy or content. Only for proper and stated causes shall editors and managers be subject to removal, and then by orderly and prescribed procedures.
3. All university-published and financed student publications shall explicitly state on the editorial page that the opinions therein expressed are not necessarily those of Nova Southeastern University or of the student body.

STUDENT PARTICIPATION IN UNIVERSITY GOVERNANCE

In furtherance of its commitment to teaching and learning, Nova Southeastern University encourages student participation in institutional decision making.

Within each center, elected student government bodies provide vehicles for student expression of views and opinions on issues of institutional policy. Officers of the student government are members of the President's Student Advisory Committee, which meets monthly with the president and appropriate senior administrative staff to discuss university matters of general interest to the student body.

Additionally, students are regularly appointed to committees, task forces, and ad hoc groups dealing with issues of concern to students, including appointment to each self-study subcommittee.

Code of Student Conduct and Academic Responsibility

Purpose: This code seeks to promote high standards of academic integrity by setting forth the responsibilities of students as members of the university community. Abiding by the code ensures a climate wherein all members of the university community can exercise their rights of membership.

NOVA SOUTHEASTERN UNIVERSITY STATEMENT OF ACADEMIC RIGHTS AND RESPONSIBILITIES

Nova Southeastern University, as a community of women and men, is committed to furthering scholarship, academic pursuits, and service to our society. As an institution, our purpose is to ensure all students an equal opportunity to fulfill their intellectual potential through pursuit of the highest standards of academic excellence.

Certain rights and obligations flow from membership in any academic community committed to such goals:

- the rights of personal and intellectual freedom, which are fundamental to the idea of a university
- scrupulous respect for the equal rights and dignity of others
- dedication to the scholarly and educational purposes of the university and participation in promoting and ensuring the academic quality and credibility of the institution

Students are responsible for obtaining, learning, and observing the established university and center policies as listed in all official publications. In addition, students must comply with the legal and ethical standards of the institution as well as those of Broward County and the state of Florida. All members of the community should inform the appropriate official of any violation of conduct regulations.

A. Academic Standards

The university expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The academic honesty standards include:

- 1. Original Work.** Assignments such as course preparations, exams, texts, projects, term papers, practicums, etc., must be the original work of the student. Original work may include the thoughts and words of another author but, if that is the case, those ideas or words must be indicated in a manner consistent with a university-recognized form and style manual.

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

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

At Nova Southeastern University, it is plagiarism to represent another person's work, words, or ideas as one's own without use of a center-recognized method of citation. Deviating from center standards (A) (1) or (A) (2) is considered plagiarism at Nova Southeastern University.

3. **Tendering of Information.** All academic work must be the original work of the student. Giving or allowing one's work to be copied, giving out exam questions or answers, or releasing or selling term papers is prohibited.
4. **Acts Prohibited.** Students should avoid any impropriety or the appearance thereof, in taking examinations or completing work in pursuance of their educational goals.

Violations of academic responsibility include, but are not limited to:

- a. plagiarism
 - b. any form of cheating
 - c. conspiracy to commit academic dishonesty
 - d. misrepresentation
 - e. bribery in an attempt to gain an academic advantage
 - f. forging or altering documents or credentials
 - g. knowingly furnishing false information to the institution
5. **Additional Matters of Ethical Concern.** Where circumstances are such as to place students in positions of power over university personnel, inside or outside the institution, students should avoid any reasonable suspicion that they have used that power for personal benefit or in a capricious manner.

B. 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
 - b. vandalism
 - c. disruptive behavior
 - d. possession or use of firearms, fireworks, explosives, or other dangerous substances or items
 - e. possession, transfer, sale, or use of illicit drugs
 - f. appearance in class or on campus under the apparent influence of alcohol or illicit drugs or chemicals
 - g. violations of housing regulations
 - h. any act or conspiracy to commit an act which is harassing or abusive or which invades an individual's right to privacy, including, but not limited to, sexual harassment and abuse against members of a particular racial, ethnic, religious, or cultural group
 - i. threats of or actual damage to property or physical harm to others
 - j. failure to pay tuition and fees in a timely manner

Furthermore, Nova Southeastern University prohibits any activity that may be construed as hazing. ("Hazing" is defined as: any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into or affiliation with any organization operating under the sanction of a university).

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.

C. Supplementary Standards

Students are expected to comply with the legal and ethical standards of this institution and those of their chosen field of study, including the code of ethics for computer usage. The university and each center or program may prescribe additional standards for student conduct as would comport with the letter and spirit of this code.

D. Violations

Any violation(s) of any of the academic standards, conduct standards, or supplementary standards may result in a complaint being filed against a student to enforce the Code of Student Conduct and Academic Responsibility. Deans or directors may, in their discretion, immediately suspend students pending a hearing on charges of academic conduct or supplementary standard violations. Any student found guilty of a violation of the academic, conduct, or supplementary standards will be subject to disciplinary action, including expulsion from the university.

STUDENT CODE OF COMPUTER ETHICS

Student users of Nova Southeastern University's computer systems are subject to all applicable federal, state, and international computer laws. A copy of the Florida Computer Crimes Act and referenced Florida State Statutes may be examined online or in a student's academic program office.

Nova Southeastern University provides computer systems with access to hardware, software, and networks to enhance academic experience. Ethical conduct by students in the use of this technology is the same as in all other areas of university life, and it is of equal importance. All students are expected to abide by the Nova Southeastern University Code of Student Conduct and Academic Responsibility.

For more detailed information on Nova Southeastern University's Student Code of Computer Ethics, please consult the program's catalog.

PRIVACY OF RECORDS

Nova Southeastern University maintains a system of records that includes application forms, admission test scores, and transcripts of students' previous academic records and performance while in residence. These records are available for review by current and former students upon written request to the Office of the University Registrar. However, the registrar will not release transcripts of students' academic records until all accounts, both academic and nonacademic, have been paid.

The law limits access by and disclosure to a third party. Such access is given only upon consent of the student or if required by law, except for the following information, which may be released as directory information: (a) student's name, (b) address, (c) dates of attendance, (d) degree and awards received. Requests for such information must be submitted in writing to the university. The university reserves the right to refuse the above information if the reason for the request is not considered to be a sufficient need to know.

Any student or parent not wishing to have this information disclosed should notify the Office of the University Registrar in writing prior to September 1 of the relevant school year.

A person does not have the right of access to educational records until he or she has been admitted to and has actually begun attending Nova Southeastern University. There is no prohibition from disclosing such information to the parents of students who are listed on their parents' federal income tax forms.

Parents or eligible students will be provided a hearing by the university if they wish to challenge the content of the record. If they are still not satisfied, the parents or eligible students may add explanatory or rebuttal matter to the record.

If the students or parents are denied access to a hearing or if the records are alleged to have been illegally disclosed to a third party, the students or parents may file a complaint with the U.S. Department of Education.

RESERVATION OF POWER

Nova Southeastern University reserves the right to amend, modify, add to, or delete its rules, policies, and procedures affecting its institutional relationship with students as deemed necessary by the administration. Any such amendment, modification, addition, or deletion shall not be considered a violation of the relationship between the university and the student. Such right includes modification to academic requirements, curriculum, tuition, and/or fees when in the judgment of the administration such changes are required in the exercise of its educational responsibility.

Drug-Free/Smoke-Free Schools and Campuses

GENERAL

In order to comply with the Drug-Free Schools and Communities Act (Pub. L. No. 101-226, Title 34 C.F.R., part 86), Nova Southeastern University has adopted the following policy for all workplace, school, campus, and field-based programs.

The unlawful manufacture, distribution, dispensation, possession, or use of illicit drugs and the abuse of alcohol are prohibited in and on Nova Southeastern University-owned or controlled property and as a part of any of its activities. (The term "illicit drugs" refers to all illegal drugs and to legal drugs obtained or used without physician's order.) No Nova Southeastern University employee or student is to report to work or school while under the influence of illicit drugs or alcohol.

There are serious health risks associated with the abuse of drugs and alcohol. If you, a fellow student, teacher, or coworker has a problem with abuse of drugs and/or alcohol, help can be provided at the following locations:

On Campus:

Nova Southeastern University Student Counseling Service
Mailman Building
(954) 262-7040

Nova Southeastern University Community Mental Health
Davie(954) 262-7040
Lauderdale Lakes(954) 486-3663
Coral Springs(954) 753-7020

Community:

Florida Department of Education
Educational Prevention Center
Knott Building
Tallahassee, Florida 32399
(904) 488-6304

Department of Health and Rehabilitative Services
Alcohol and Drug Abuse Program
1317 Winewood Boulevard
Tallahassee, Florida 32399
(904) 488-0900

When you use or deal in drugs, you also risk incarceration and/or fines. The attached federal sentencing guidelines indicate federal penalties for trafficking in drugs.

In addition to the federal sanctions, Florida statutes provide sanctions in regard to the use, possession, and/or sale of illicit drugs and the abuse of alcohol. Punishment varies depending upon the amount and type of drugs and/or alcohol involved. Felony convictions range from one year to life imprisonment. Possession of not less than 20 grams of cannabis is punishable as a misdemeanor of the first degree. Punishment for misdemeanors

ranges from less than 60 days to one year of imprisonment. Under §893.13, Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or possess with intent to sell, purchase, manufacture, or deliver a controlled substance. Violation of this statute is a felony and is punishable under Chapter 775 of the Florida Statutes.

Under §893.13 (1) (e), Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or possess with the intent to sell, purchase, manufacture, or deliver controlled substance in, on, or within 1,000 feet of a public or private elementary, middle, or secondary school. Punishment for a violation of this statute may include a minimum three-year imprisonment.

Under §316.1936, Florida Statutes, it is unlawful for any person to possess an open container of an alcoholic beverage while operating a vehicle in the state or while a passenger in or on a vehicle being operated in the state. Violation of this law will result in a noncriminal moving traffic violation, punishable as provided in Chapter 318 of the Florida Statutes, with fines and points on a driving record leading to driver's license suspension.

Under §316.193, Florida Statutes, a person is guilty of driving under the influence if such a person is driving or in actual physical control of a vehicle within the state and the person is under the influence of alcoholic beverages or any controlled substance when affected to the extent that his or her normal faculties are impaired or the person has a blood alcohol level of .10 percent or higher. First conviction on such a DUI charge shall result in a fine not less than \$250 or more than \$500 and imprisonment for not more than six months. A second conviction results in a fine of not less than \$500 or more than \$1,000 and not more than nine months' imprisonment. A third conviction will result in not less than a \$1,000 fine or more than a \$2,500 fine and imprisonment for not more than 12 months.

By applying for a driver's license and accepting and using a driver's license, a person holding the driver's license is deemed to have expressed his or her consent to submit to breath, blood, and urine tests for alcohol, chemical substances, or controlled substances.

Nova Southeastern University requires that an employee notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. In order to comply with federal law, Nova Southeastern University must notify any federal contracting agency within ten days of having received notice that an employee engaged in the performance of a federal contract or grant has had a criminal drug statute conviction for a violation occurring in the workplace. Any criminal drug convictions in the workplace must be reported by the employee to his or her university supervisor or department head within five days of the date of such conviction. The university will discipline any employee who is so convicted, or require the employee's satisfactory participation in a drug/alcohol abuse assistance or rehabilitation program within thirty days of notice of such conviction.

Any Nova Southeastern University employee or student determined to have violated this policy shall be subject to referral for prosecution by the appropriate authorities. Other sanctions include evaluation/treatment for drug-use disorder, which may include mandatory completion of a drug/alcohol abuse rehabilitation program, expulsion, and/or termination.

All Nova Southeastern University faculty and staff members will, as a condition of their employment, abide by the terms of this policy. All Nova Southeastern University students will, as a condition of their enrollment, abide by the terms of this policy.

ALCOHOL AND OTHER DRUGS

Nova Southeastern University, as an institution of higher education, is dedicated to the well-being of all members of the university community—students, faculty, staff, and administrators. Concerned with the misuse of alcohol and other drugs (both licit and illicit), the university endeavors to prevent substance abuse through programs of education and prevention.

The university recognizes alcoholism and drug abuse as illnesses or treatable disorders, and it is the university's policy to work with members of the university community to provide channels of education and assistance. However, it is the individual's responsibility to seek help. The university also recognizes that the possession and/or use of certain substances is illegal, and the university is obligated to comply with local, state, and federal laws.

While on campus or engaged in any university-related activity, members of the university community must be in a fit condition to perform appropriately. Being under the influence of alcohol and/or drugs is prohibited and may subject the individual to disciplinary action, including the possibility of dismissal.

Employees will be evaluated only on their work performance. If alcohol consumption or the use of any other drug affects an employee's performance, assistance is available. However, if an employee's performance continues to deteriorate, the university will discipline the employee based on his or her job performance. Poor job performance will lead to discharge.

Professional assistance for substance abuse is given on a confidential, professional, and voluntary basis. The purpose of this assistance is to help the individual member of the university community who has a substance abuse problem lead a productive and/or academic life free of substance abuse.

Members of the university community who engage in any illegal activity involving alcohol or other drugs are subject to dismissal.

SUBSTANCE ABUSE AWARENESS, EDUCATION, AND PREVENTION

Nova Southeastern University's activities in substance abuse awareness, education, and prevention exist to encourage members of the university community to avoid the use of illicit drugs, to use alcohol and other licit drugs in a responsible manner, and to avert the need for direct intervention. The specific goals of the program are the following:

- to educate all members of the community that the use and possession of certain substances are illegal and may result in adverse consequences
- to inform members of the university community concerning the physical and psychological effects of alcohol and other drugs and to develop an awareness of potential problems that can result from the use of these substances
- to support those who choose not to drink alcohol or to use other drugs
- to teach those who choose to drink alcohol to do so responsibly
- to help those who abuse alcohol or other drugs

In order to achieve these goals, the university operates and/or engages in the following programs and activities:

Alcohol and Drug Resource Center. The Resource Center is directed by an existing staff member. Additional staff consists of student employees, practicum students, and/or student volunteers. The center has the primary

responsibility for the university's prevention and education programs. It coordinates the various activities and serves as a clearinghouse for alcohol and drug information. Each academic center designates a contact person who works with the center's staff to disseminate information within their centers.

Advisory Committee. This is a group of administrators, faculty, and student leaders who are appointed by the vice president for academic affairs to serve as advisers and resource persons. The committee is chaired by the director of the Alcohol and Drug Resource Center. The group meets monthly to discuss and develop program plans and activities.

Alcohol and drug awareness activities. Under the direction of the Resource Center, there are regular and ongoing activities designed to disseminate information about alcohol and drug use. The target audience includes all students, employees, and faculty members of the university, both on and off campus. The awareness activities can include posters, media campaigns, films, exhibits, and literature. The university supports National Alcohol Awareness Week and schedules activities at that time to promote awareness on campus.

Student organizations. The student governments are encouraged to establish chapters of organizations such as BACCHUS (Boost Alcohol Consciousness Concerning the Health of University Students) and SADD (Students Against Drunk Driving).

Alcohol and drug workshops. Workshops are provided for student leaders and for employees as part of the university's staff-development program. These workshops provide the opportunity for participants to discuss the information they receive. Student leaders are required to complete such workshops before they can plan parties that involve drinking.

Academic courses. Several academic centers have put identifiable units on alcohol and drugs into appropriate existing courses. Additionally, several academic centers have established elective courses in substance abuse and/or recommend students to take such courses in other centers. Assistance is available to the academic centers from the Alcohol and Drug Abuse Resource Center to ensure that the substance abuse content of courses is consistent with university policies.

Orientation. Academic centers include information on drugs and alcohol in the orientation sessions and materials for new students. The orientation provides a general introduction to the problems of substance abuse and includes a statement of the university's policy on drugs and alcohol. The information is presented in a positive manner. The Resource Center works with the academic centers to prepare the materials presented.

SMOKING

Smoking is prohibited in any Nova Southeastern University facility where, regardless of physical separation, nonsmokers share a ventilation system with smokers.

This policy does not apply to living quarters (dormitories) that are subject to a separate smoking policy. Nor does this policy in any way supersede the Florida Clean Indoor Air Act.

Communicable Diseases Policy

It is the intent of the university to protect students and employees from exposure to communicable diseases that pose reasonable risk of harm to members of the university community. It is also the intent of the university to protect the rights of those infected with a communicable disease pursuant to the Sick Leave Policy of the university. Employees and students of the university who do become infected with a communicable disease are subject to the guidelines listed below.

All employees diagnosed with any communicable disease will receive the same benefits and privileges extended to any employee under the Sick Leave Policy and shall be afforded confidentiality for all related issues.

The university will be flexible in its response to incidents of communicable disease, evaluating each occurrence in light of this policy and current available medical information.

Policy Guidelines

1. For the purpose of this policy, the term “employee” shall include all persons employed by the university, either full time or part time, including adjuncts and off-site coordinators, but shall not include the following persons:
 - a. members of the board of trustees
 - b. guest lecturers
 - c. vendors

The term “student” shall include all persons enrolled at the university, either part time or full time, from preschool through graduate studies.

The term “infected person” shall include students and employees who have been medically diagnosed as infected with a communicable disease.

In the event that any employee, administrator, or student has a concern about the potential for the spread of a communicable disease within the university community, those concerns should be brought to the assistant director of human resources for review consistent with the current available information on the spread of the particular communicable disease. After review and evaluation of the concerns, if there appears to be a reasonable likelihood of the spread of the disease within the university community by an infected person, the assistant director of human resources will, after notification of the issues presented to the university president, contact the Broward County Health Department for recommendations of appropriate action consistent with state law.

The university will make available to its employees and students information about the transmissibility of communicable diseases and precautions that can be taken to prevent the spread of various communicable diseases.

2. An infected person can continue to work and study as long as he or she is able to continue to perform regular responsibilities satisfactorily, and as long as the best available medical evidence indicates that his or her continued status does not present a health or safety threat to self or others. Infected employees with diseases that threaten the safety of others are eligible for the same leave of absence provisions of current university policy for sick or annual leave as other employees.

3. An infected person returning to work or school after a leave of absence for reasons related to a communicable disease must provide a statement from his or her treating physician indicating current medical status. An employee shall submit the physician's statement to the director of human resources or a delegated representative. Students shall submit their statement to their program dean.
4. Within reason, the university shall make accommodations for the infected persons, whenever possible, to ensure continuity in employment or in the classroom. Such measures may include, subject to administrative limitations, job reassignment or class reassignment to place the infected person in a less demanding position.
5. No infected person (employee or student) may be dismissed from the university solely on the basis of a diagnosis of an infection of a contagious disease. A decision to dismiss or discharge will only be made after reasonable accommodation has been attempted and an examination of facts demonstrate that the infected person can no longer perform as required or poses a reasonable threat to the health and safety of those around him or her.
6. Disciplinary measures are available to the university when any employee fails or refuses to work at his or her assigned job with an infected person who has not been deemed to pose a present health or safety threat to self or others. Student disciplinary measures shall range from counseling to expulsion.
7. As with any medical condition, employees must not disclose information regarding another employee or student to anyone except those employees with a medical or administrative need to know. The university shall take every precaution to ensure that confidentiality is maintained. Breach of such confidentiality by any employee shall result in disciplinary action.

Policy on Sexual Harassment

It is the intent of Nova Southeastern University to protect all employees and students from sexual harassment. Sexual harassment is a violation of Title VII. Sexual harassment undermines the integrity of the employment and academic environment, debilitates morale, and interferes with the effectiveness of employees and students. In accordance with Equal Employment Opportunity Commission–promulgated guidelines, unwelcome sexual advances, unwanted requests for favors of a sexual nature, and any other verbal or physical conduct of a sexual nature are considered sexual harassment if:

- (a) explicit or implicit submission to sexual overtures is made a term or condition of employment
- (b) employment decisions are made on the basis of whether submission to or rejection of sexual overtures occurred
- (c) an individual's work performance is unreasonably interfered with by a sexually intimidating, hostile, or offensive atmosphere

A. At Nova Southeastern University, sexual harassment of or by employees includes:

- 1. Unwelcome or unwanted sexual advances. This includes unwelcome physical contact or sexual advances considered unacceptable by another individual.
- 2. Requests or demands for sexual favors. This includes subtle or blatant pressures or requests for any type of sexual favor accompanied by an implied or stated promise of preferential treatment or negative consequence concerning one's employment status.
- 3. Verbal abuse that is sex-oriented or considered unacceptable by another individual, as well as sexually derogatory comments. This includes commenting about an individual's body or appearance when such comments go beyond mere courtesy; telling jokes that are clearly unwanted and considered offensive by others; or other tasteless, sexually oriented comments or innuendoes or actions that offend others.
- 4. Engaging in any type of sexually oriented conduct that would unreasonably interfere with another's work performance. This includes extending unwanted sexual attention to someone that reduces personal productivity or time available to work at assigned tasks.
- 5. Creating a work environment that is intimidating, hostile, or offensive because of unwelcome or unwanted sexually oriented conversations, suggestions, requests, demands, physical contacts, or attentions.

Nova Southeastern University will not tolerate sexual harassment. Sexual harassment is an insidious practice. It demeans individuals being treated in such a manner and creates unacceptable stress for the entire organization. Persons harassing others will be dealt with swiftly and vigorously.

Normal, noncoercive interaction that is acceptable to both parties is not considered to be sexual harassment.

All allegations of sexual harassment of or by an employee, client, or vendor will be promptly and thoroughly investigated by the Human Resources Department and should be reported promptly to the director of human resources.

B. At Nova Southeastern University, sexual harassment of students by employees is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. submission to such conduct is made to appear to be a term or condition of enrollment, attendance, or participation in a class
2. submission to or rejection of such conduct affects academic decisions
3. such conduct has the purpose or effect of unreasonably interfering with a student's academic performance or creating an intimidating, hostile, or offensive academic environment

and can include

4. unwelcome patting, pinching, or touching
5. offensive or demeaning sexual remarks, jokes, or gestures

Students aggrieved by a violation of this policy may file a grievance under their center's grievance procedure.

Any employee who violates any portion of this policy shall be subject to disciplinary action.

At Nova Southeastern University, romantic and sexual relationships between a faculty member and a student are subject to the prohibition against sexual harassment.

Romantic or sexual relationships between a faculty member and a student then enrolled in the faculty member's class (including supervised student activities for which academic credit is given) may appear to be coercive and are discouraged. Even when no coercion is present, such relationships create an appearance of impropriety and favoritism that can impair the academic experience of all students in that class. It is, therefore, improper conduct for a faculty member to engage in a romantic or sexual relationship with a student then enrolled in the faculty member's class.

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 nonacademic, 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 33314-7796. 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 33314-7796, telephone (954) 262-7241 or toll free 800-541-6682, ext. 7241.

Nova Southeastern University Degree Offerings

Doctoral and Professional Degrees

Doctor of Audiology (Au.D.)
Doctor of Business Administration (D.B.A.)
with specializations in:
Accounting
Finance
Health Services Administration
Human Resource Management
Information Technology Management
International Management
Management
Marketing
Doctor of Dental Medicine (D.M.D.)
Doctor of Education (Ed.D.) in:
Adult Education
Child and Youth Studies
Computing and Information Technology
Computing Technology in Education
Educational Leadership
Health Care Education
Higher Education
Instructional Technology and Distance Education
Vocational, Technical, Occupational Education
Doctor of International Business
Administration (D.I.B.A.)
Doctor of Law (J.D.)
Doctor of Occupational Therapy (Dr.O.T.)
Doctor of Optometry (O.D.)
Doctor of Osteopathic Medicine (D.O.)
Doctor of Pharmacy (Pharm.D.)
Doctor of Philosophy (Ph.D.) in:
Clinical Psychology
Computer Information Systems
Computer Science
Computing Technology in Education
Dispute Resolution
Family Therapy
Information Science
Information Systems
Oceanography
Doctor of Science in Physical Therapy (D.Sc.P.T.)
Doctor of Psychology (Psy.D.) in:
Clinical Psychology
Doctor of Public Administration (D.P.A.)
Doctor of Speech-Language Pathology (SLP.D.)

Specialist Degrees

Educational Specialist (Ed.S.) in:
Education

Master's Degrees

Master of Accounting (M.Acc.)
Master of Biomedical Sciences (M.B.S.)
Master of Business Administration (M.B.A.)
with specializations in:
Accounting
Entrepreneurship
Finance
Health Services Administration
Human Resource Management
International Business
Management Information Systems
Marketing
Medical Management
Public Administration

Master of International Business
Administration (M.I.B.A.)
Master of Medical Science
Master of Occupational Therapy (M.O.T.)
Master of Physical Therapy (M.P.T.)
Master of Public Administration (M.P.A.)
Master of Public Health (M.P.H.)
Master of Science (M.S./M.Sc.) in:
Child and Youth Care Administration
Coastal Zone Management
Computer Information Systems
Computer Science
Computing Technology in Education
Dispute Resolution
Early Childhood Education Administration
Education
Applied Gerontology and Administration
Family Support Studies
Family Therapy
Health Services Administration
Human Resource Management
Instructional Technology and Distance Education
Management Information Systems
Marine Biology
Marine Environmental Sciences
Medical Education
Mental Health Counseling
School Guidance and Counseling
Speech-Language Pathology

Bachelor's Degrees

Bachelor of Arts (B.A.) in:
Humanities
Bachelor of Science (B.S.) in:
Accounting
Administrative Studies
Applied Professional Studies
Business Administration
Computer Information Systems
Computer Science
Early Childhood Education
Elementary Education
Exceptional Education
General Studies
Hospitality Management
Legal Assistant Studies
Legal Studies (prelaw)
Life Science (premedical)
Ocean Studies
Physician Assistant
Professional Management
Psychology
Science and the Business Environment
Science and the Law
Secondary Education
Sports and Wellness Studies

Joint Degrees

Law/Business Administration (J.D./M.B.A.)
Law/Dispute Resolution (J.D./M.S.)
Law/Mental Health Counseling (J.D./M.S.)
Law/Urban and Regional Planning (J.D./M.U.R.P.)

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.

CALIFORNIA DISCLOSURE

“Any questions or problems concerning this institution which have not been satisfactorily answered or resolved by the institution should be directed to the Superintendent of Public Instruction, State Department of Education, Sacramento, California 94244-2720.”

Amendment to refund policy:

In keeping with CAC Section 18805 requiring a three (3) day cooling-off period, Nova Southeastern University will void a student's enrollment commitment and return any monies paid the university provided the student notifies the university in writing of intent to withdraw ten (10) days after signing an admissions application.

INDIANA DISCLOSURE

“This institution is regulated by:

The Indiana Commission on Proprietary Education
302 West Washington Street, Room 201
Indianapolis, Indiana 46204.”

In-state toll-free number 800-227-5695 or (317) 232-1320

SOUTH CAROLINA DISCLOSURE

Admission Requirements

In addition to the admission procedures specified in the catalog, the following requirement must be noted:

All applicants for the South Carolina clusters must provide a current Graduate Management Admission Test (GMAT) score as part of the admission selection process.

Licensed by the Commission on Higher Education, 1333 Main Street, Suite 200, Columbia, South Carolina 29201. Telephone (803) 737-2260.

NOVA SOUTHEASTERN UNIVERSITY FACILITIES FOR FIELD-BASED PROGRAMS IN WASHINGTON STATE

Nova Southeastern University leases classroom facilities in accordance with local health, fire, and safety standards. All facilities are selected on the basis that they are conducive to learning.

The university attempts to rent classrooms on local college campuses before using other facilities.

“Nova Southeastern University is authorized by the Washington State Higher Education Coordinating Board and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree Authorization Act. This authorization is valid until July 31, 2001 and authorizes Nova Southeastern University, Inc. to offer the following degrees: Doctor of Business Administration; Master of Business Administration; Doctor of Education in Child and Youth Studies. Any person desiring information about the requirements of the Act or the applicability of those requirements to the institution may contact the board office at 1603 Cooper Point Road NW, P.O. Box 43450, Olympia, Washington 98504-3450.”

**STATE OF WASHINGTON NOVA SOUTHEASTERN UNIVERSITY
STUDENT CANCELLATION AND REFUND POLICY
IN ACCORDANCE WITH WAS 250-61-110**

1. The application fee not exceeding \$50 is nonrefundable and exempt from the following refund schedule.
2. A nonsuccessful applicant shall be entitled to a refund of all money paid, less the above application fee.
3. A successful applicant who chooses to withdraw from the academic term may recover a percentage of his/her tuition and fees by submitting a written request of withdrawal. Refunds will be made according to the following schedule:
 - (a) Within six business days after signing the enrollment agreement or making an initial payment, but before the first day of instruction, the student will receive 100 percent of tuition fees.
 - (b) Counting the first day of class and continuing through the 29th day of the term, a successful applicant will receive a 75 percent refund if written notification of withdrawal is received within this time period.
 - (c) After the 29th day of the term, no tuition or fees pertaining to that term will be refunded. However, any monies paid for future terms will be refunded in full.
 - (d) A student who is terminated by action of Nova Southeastern University will receive a refund with the accordance of the above policy based on the date the action is taken.
4. If a student, without notice to the university, fails to attend classes for a period of thirty (30) calendar days during which classes are in session, the university reserves the right to notify the student in writing that his/her enrollment has been terminated effective the 30th calendar day. Such a student may receive a refund of tuition and fees according to the university's published refund policy.
5. In the event the university acts in such a way as to effectively reduce the ratio of instruction to course cost, such as severely reducing class time or course content, or terminating the course, the student may request and receive a prorated refund.
6. Refunds will be made within thirty (30) days after written notice of termination or cancellation.

VERMONT DISCLOSURE

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.



SCHOOL OF BUSINESS AND ENTREPRENEURSHIP
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315-3025
(954) 262-5000