

Wayne Huizenga Graduate School of Business and Entrepreneurship

2001–2002 Catalog

Published January 1, 2002

Policies and programs set forth herein became effective December 2001. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog by accessing the Huizenga School Web site at www.huizenga.nova.edu and downloading the document.

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

Nova Southeastern University admits students of any race, color, sex, age, non-disqualifying 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 Wayne Huizenga Graduate 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 specialties 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 Taxation

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

Master of Business Administration in Health Services Administration Degree

Master of International Business Administration Degree

Master of Public 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 Wayne Huizenga Graduate 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 Wayne Huizenga Graduate 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 United States and its subcultures, and what the customers, suppliers, third parties, employees, competitors, and owners of your organization value. You will learn how effective leaders and managers manage this juggling act and make good decisions that lead to positive results.

If you want to be at the cutting edge of management education that gets results for you and your organization in the 21st century, then the Wayne Huizenga Graduate 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 Wayne Huizenga Graduate 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

Wayne Huizenga Graduate 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.

Contents

Wayne Huizenga Graduate School of Business and Entrepreneurship	8
Master’s Division	9
Doctoral Division	9
Institutes and Centers	10
General Information on Graduate Programs.....	11
Acceptance Procedure	11
I-20	11
Program Prerequisite Courses.....	11
Transfer Policy	11
Admissions Appeal Procedure	12
Grading System	12
Incomplete Grade Policy	13
Academic Standards	13
Academic Probation and Reinstatement Policies	13
Graduation Requirements	13
Degree Recognition	14
Student Grievance Procedure	14
Plagiarism and Other Forms of Misconduct	15
Procedures for Resolving Allegations of Student Misconduct	15
Advising	16
Student Fees	16
Financial Aid	17
Veterans’ Benefits Information	18
Retention of Records	18
Satisfactory Progress	18
Nonpunitive Grades	18
Veterans’ Course Withdrawal (Drop/Add)	19
Attendance	19
Transfer of Credit	19
Non-Degree-Seeking Students	19
Faculty	19
Class Cancellations	19
NSU Letterhead and Other Official Attribution	19
Credential Files Services	20
Placement Office	20
Housing/Food Service	20
Parking	20
Master’s Division	21
Program(s) Schedule, Length, and Capstone Course Options	21
Master’s Admission Requirements	22
Degree-Specific Test Requirements	23
Prerequisite Course Satisfaction	24
Active Status and Reinstatement	24

Attendance Policy	24
Withdrawal and Refund Policy	25
Withdrawal, Add, Refund, and Late Registration Policy for Electronic M.B.A. Only	25
Family Tuition Plan	26
Time Limit	27
Second Master's Degrees	27
Joint Degrees	27
Specializations	27
Master's Degree Offerings	30
Master of Business Administration	30
Electronic M.B.A. (eMBA) Program	31
One-Year Fulltime M.B.A. Program	31
Master of Business Administration in Health Services Administration	32
Master of International Business Administration	33
Master of Science in Human Resource Management	34
Master of Accounting	35
Online Master of Accounting (eMACC) Program	37
Master of Taxation (weekend and online)	37
Master of Public Administration	38
Master's Program Calendar	41
Master's Program Course Descriptions	42
Doctoral Division	60
General Information on Doctoral Programs	60
Doctoral Admission Requirements	61
Prerequisite Course Satisfaction	63
Active Status, Inactive Status, and Reinstatement	65
Attendance Policy	66
Withdrawal and Refund Policy	66
Time Limit	66
Doctoral Degree Offerings	68
Doctorate in Business Administration	68
Doctorate in Public Administration	70
Doctorate in International Business Administration	72
Doctoral Program Calendar	74
Doctoral Program Course Descriptions	75
Nova Southeastern University Board of Trustees	84
Nova Southeastern University Administration	85
Wayne Huizenga Graduate School of Business and Entrepreneurship Board of Governors	86
Wayne Huizenga Graduate School of Business and Entrepreneurship Faculty and Administration	87
Nova Southeastern University Policies Governing Student Relations	90
General	90
Institutional and Academic Information	90
Financial Aid	90
International Students	91
Veterans' Benefits	91
Notice of Nondiscrimination	91

Grievances	91
Student Publications	91
Student Participation in University Governance	92
Code of Student Conduct and Academic Responsibility	93
Nova Southeastern University Statement of Academic Rights and Responsibilities	93
Student Code of Computer Ethics	95
Privacy of Records	95
Reservation of Power	96
Drug-Free/Smoke-Free Schools and Campuses	97
General	97
Alcohol and Other Drugs	98
Substance Abuse Awareness, Education, and Prevention	99
Smoking	100
Communicable Diseases Policy	101
Policy on Sexual Harassment	103
Provisions	104
Nova Southeastern University Degree Offerings	105
State Licensure Disclosures	107

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.

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
Wayne Huizenga Graduate School of Business and Entrepreneurship
3100 SW Ninth Avenue
Fort Lauderdale, Florida 33315

Wayne Huizenga Graduate School of Business and Entrepreneurship

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

Over twenty-five years ago, when few other institutions considered customer's needs, the Huizenga School strove to accommodate working professionals by creating both weekend and field-based programs. Today, that tradition continues. The Huizenga School serves over 2,300 master's and doctoral students in a variety of degree programs tailored to meet the demands of today's workforce. The Huizenga School also offers a range of optional specializations as well as a number of enriching seminars and workshops through the Hudson Institute of Executive Education and Entrepreneurship.

Another of the Huizenga School's unique features is its ability to tailor delivery of our master's programs to the particular needs of corporations. The Huizenga School has offered master's programs within firms including American Express; AT&T; BellSouth; Lucent Technologies; NABI; Salomon Brothers, Inc; Westinghouse Savannah River Company, Inc.; Sears, Roebuck & Co., and most recently, in Shanghai, China at the Zhenhua Port Machinery Company.

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

Our students come from a diverse cross section of society—culturally, demographically, and professionally. This is why courses are delivered in a range of flexible formats. On-campus, through field-based degree programs in over 40 locations worldwide, and online.

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

MASTER'S DIVISION

Programs

- Master of Accounting (weekend, online)
- Master of Business Administration
(working professionals, online, full-time)
- Master of Business Administration in Health Services Administration
- Master of International Business Administration
- Master of Public Administration (weekend, online)
- Master of Science in Human Resource Management
- Master of Taxation (weekend, online)

Concurrent or Postdegree Specializations

- eBusiness
- 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

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 AND CENTERS

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

Hudson Institute of 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, leadership, and coaching skills. This dynamic institute draws its clientele from an international marketplace with domestic, global, and international companies participating in its programming. Support services include needs assessment, organizational consulting, and competency-based HR systems.

Center for International Business (CIB)

The Center for International Business (CIB) develops leading-edge programs for international students, scholars, and business people. CIB offers flexible, tailored programs, which are developed in conjunction with clients to suit their specific needs. The seminars target groups interested in different aspects of international trade and business, with a particular focus on South America and the Caribbean Rim. Programs are tailored to suit client time schedules and group interests, and are conducted by world-class academics combining real-world insight into practical applications. The programs are presented in Fort Lauderdale, Florida, at corporate sites, and in various host countries throughout the region.

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)
- Association to Advance Collegiate Schools of Business (AACSB)
- Commission on Recognition of Postsecondary Accreditation (CORPA)
- International Association for Management Education (IAME)
- National Association of Schools of Public Affairs and Administration (NASPAA)
- International Assembly for Collegiate Business Education (IACBE)
- Southern Regional Electronic Campus (SREC)

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 may be admitted to the graduate programs under full admission status. This status is given when all admission requirements have been met by providing either official or unofficial documentation with the signed application. If an applicant provides unofficial documentation such as copies of transcripts to apply to the graduate programs, the Huizenga School must receive the official documents within 45 days of date of acceptance. (see appropriate sections of master's and doctoral admissions respectively).

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 classes in Miami-Dade, Broward, or Palm Beach Counties in the state of Florida. For further information, contact the international student office, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, telephone (954) 262-7240 or toll free 800-541-6682, ext. 7240 or via email silvana@nova.edu

PREREQUISITE COURSES

Those students who must complete prerequisite courses for the program in which they are enrolled may enter their program of study, 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. 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.

Students have three options for satisfying a program foundation or prerequisite course: (1) they may successfully complete online prerequisite courses offered by the Wayne Huizenga Graduate School of Business and Entrepreneurship. (2) 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 Wayne Huizenga Graduate School of Business and Entrepreneurship; (3) they may successfully complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES.

TRANSFER POLICY

The university will accept as transfer credit up to the equivalent of three courses (nine 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 Office of Enrollment Services at the time of application. Students may not transfer credits taken after the date of their first matriculation in any Huizenga School 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 for 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
Wayne Huizenga Graduate School of Business and Entrepreneurship
Associate dean for 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
F	Failing	0.0
P	Pass	0.0

Note: Students earn grades based on their performance relative to the established criteria and benchmarks for each class. Grades are assigned by professors qualified to make that judgment. Appropriately, final course grades are matters for faculty and students only. Grade appeals are not entertained.

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

- I Incomplete Given when a student is passing a course, has completed more than half of the course work, and due to exceptional circumstances is unable to complete the course during the registered term. An incomplete must be requested by student and approved by professor and program office. Student has a maximum of one term to satisfy course requirements and have a grade changed.
- 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 adviser of their desire to withdraw from a course in which a grade of incomplete has been assigned before the date specified in the incomplete contract.
- W Withdrawal Given after the fourth weekend of class for weekend students or after the seventh week of class for day and online students.
- WU University Withdrawal Given for nonperformance or when a student has been dismissed from the university.

INCOMPLETE GRADE POLICY

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 such as medical leave 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. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript.

ACADEMIC STANDARDS

Students must maintain a cumulative grade point average (GPA) of 3.0, including prerequisite courses for doctoral students, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation. Students must earn grades for course(s) in the next term for which they are registered to raise their GPA to at least a 3.0. Students whose GPA remains less than a 3.0 for two consecutive terms will be dismissed from their program of study.

Students must not earn more than two grades below a B (3.0 quality points) during the duration of their course of study. Students who receive more than two grades below a B will be placed on academic probation and must retake course(s) for which an unacceptable grade was received within their next consecutive term. Students who do not earn a B or higher when retaking a course(s) will be dismissed from their program of study.

Students who earned a grade below a B (3.0 quality points) in any course may retake the course to earn a higher grade. Students may not retake a course in which they received a grade of B (3.0 quality points) or better.

Retaking a course does not remove the original course grade from a student's official transcript. Only the highest grade earned for an individual course is used to compute the cumulative GPA.

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 adviser, 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. Completion of all prerequisite courses, required course work, seminars, and workshops to include the master's project, master's thesis, Strategic International Decisions course, or Value Integration Capstone Course

2. Maintenance of a minimum 3.0 cumulative GPA for course work taken (including prerequisite courses, at the doctoral level)
3. Successful completion of comprehensive examination (doctoral level)
4. Satisfaction of program publication requirement (doctoral level)
5. Completion and successful defense of dissertation (doctoral level)
6. Payment of all tuition and fees

Successful completion of a Huizenga School graduate degree culminates in the awarding of a diploma, validating the student's successful fulfillment of all graduation requirements noted above.

DEGREE RECOGNITION

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

STUDENT GRIEVANCE PROCEDURE

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

A. Any student who has a grievance shall file such a grievance in writing within 30 days to the associate dean for 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 for 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 for 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 for academic affairs may invoke one of the following procedures:

a. Informal Resolution Procedure: The associate dean for academic affairs may informally meet with all parties and try to resolve the issue(s) raised.

b. Formal Resolution Procedure: If the associate dean for 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 Wayne Huizenga Graduate School of Business and Entrepreneurship. One shall be an administrator in the Wayne Huizenga Graduate 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 that are wholly within the academic probation or student misconduct policies of the Wayne Huizenga Graduate 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.

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

ADVISING

The Office of Enrollment Services consists of a team of advisers that are available to guide you through your studies at the Huizenga School. This team of advisers is versed across the curricula to provide support to students from registration through the graduation process. Registration for each new term is accessible online, however, advisers are available to counsel students. Students must obtain course syllabi online through the Huizenga School web site and purchase books at the time of registration in order to be prepared for their first classes. Advising is strongly recommended but not mandatory. To reach an adviser contact the Office of Enrollment Services toll free at 800-672-7223, or 954-262-5000.

STUDENT FEES

Application Fee	\$	50
Registration Fee (per term, master’s)	\$	20
Registration Fee (per term, doctoral).....	\$	25
Late Registration Fee (master’s).....	\$	200

Late Registration Fee (doctoral).....	\$ 25
Reinstatement Request Fee (master’s).....	\$ 125
Reinstatement Request Fee (doctoral).....	\$ 100
Graduation Fee (excluding cap and gown).....	\$ 75
Student Activity Fee (per term, on-campus students only)	\$ 10
Online Prerequisite Courses (master’s excluding M.Acc. courses).....	\$ 500
Online Prerequisite Courses (doctoral).....	\$ 750
Tuition: Online eMBA (per credit).....	\$ 503
Tuition: Online eMACC (per credit)	\$ 500
Tuition: Online MTAX (per credit)	\$ 500
Tuition: M.P.A. Prerequisite Courses.....	\$ 295
Tuition: M.Acc. Prerequisite Courses (per credit)	\$ 750
Tuition: M.B.A., M.S./HRM, M.S./HSA, M.I.B.A., M.Acc., M.P.A. M.B.A./HSA, M.Tax (per credit)	\$ 439
Tuition: GMP 5711 (M.Acc. and eMACC only, not-for-credit).....	\$ 100
Tuition: GMP 5712 (M.Acc. and eMACC only, not-for-credit).....	\$ 200
Value Integration Capstone Course Fee	\$ 150
Tuition: Doctoral (per credit)	\$ 615
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)	\$ 1,230
Comprehensive Examination Fee.....	\$ 50

Tuition and fees are subject to change without notice.

To avoid confusion on the matter of fees, students are encouraged to contact an adviser in the Office of Enrollment Services. The late registration fee is charged anytime a registration is completed after the closing date for regular registration. 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 adviser to make individual arrangements.

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) 262-7236, toll free 800-541-6682, ext. 7236.

Retention of Records

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

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.

Transfer of Credit

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 provide at the time of application to the admissions office all transcripts of work previously completed. Transfer of credit will not be accepted after application has been processed. 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 Huizenga School who do not intend to complete a degree program must adhere to identical admission and academic standards as degree-seeking students. Non-degree-seeking students are only permitted to complete nine credits at the master's level, 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 Wayne Huizenga Graduate School of Business and Entrepreneurship is augmented by outstanding adjunct faculty. Adjunct faculty 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 "Wayne Huizenga Graduate School of Business and Entrepreneurship Faculty and Administration.") The Huizenga School 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

All classes offered 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.

CREDENTIAL FILE SERVICES

Nova Southeastern University operates a credential file service for its graduates. To use 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 use the placement service, students must submit an updated resume to the Career Resource Center upon graduation. This service is available to 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 the 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 before May 31.

PARKING

Student parking is available free of charge on the main, North Miami Beach, and east campuses. Parking 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 Huizenga School offers master's programs in different formats to meet the needs of its customers. One-year full-time students pursue their studies on the Huizenga School campus by attending weekday classes and participating in optional internships that allow them to put their newly acquired knowledge to work solving real business problems. Working professionals pursue their programs by attending classes in an 18-month/weekend delivery format or taking classes online using our advanced Internet-based technology. Depending on the needs of companies and other clients, the Huizenga School will provide customized delivery modalities to meet specific needs.

The master's programs serve more than 1,500 students online and at 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 or taking classes online may join their program in any term. Students attending one of the Huizenga School's cluster sites typically begin their program in the first two terms as new clusters are formed. For example, a cluster begins in October, students may join the program in October or the following January only. Typically, weekend programs may be completed utilizing an alternate weekend, Friday night/Saturday format.

Full-time M.I.B.A. students join weekend classes with working professionals. Cohorts for the One-year full-time M.B.A. program begin in the October and January terms at the Fort Lauderdale East Campus. One-year full-time M.B.A. students may elect to join an existing cohort in April. Typically, daytime classes are held on a Monday/Wednesday, and Tuesday/Thursday rotation. Please consult the *Schedule of Classes* on the Huizenga School Web site for specific meeting times.

Master's Programs: Program Length

Students pursuing the weekend M.B.A. or online (eMBA) typically complete their program in 18 months. One-year full-time 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 or longer time frame.

MASTER'S ADMISSION REQUIREMENTS

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 Wayne Huizenga Graduate School of Business and Entrepreneurship are listed below. The Huizenga School 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, showing degree conferred and all other colleges and universities 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. Acceptance may be granted for 45 days. Transcripts and all information concerning admission to the program should be sent to: Nova Southeastern University, Office of Enrollment Services, Wayne Huizenga Graduate 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 200, Microsoft Office 97 software suite, Microsoft Access 97, antivirus software, Windows 95, 56k baud modem, sound card and speakers, microphone, and an Internet service provider.

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 acceptance) and/or the examinee copy of the score report from the GMAT, GRE, MELAB, or TOEFL if applicable (official score report must be received within 45 days of acceptance). Students with acceptance based upon unofficial documentation at time of application may register for one term. Registration for future terms is contingent upon receipt and approval of the above documents. If these documents are not received, current financial aid will be terminated.

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 (ie. resume, additional test scores).

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
- Applicants whose undergraduate GPA is greater than or equal to a 2.25 but less than a 2.5 on a 4.0 scale must submit a GMAT score of 450 or greater** (or GRE score of 1,000 or greater** or MELAB score of 82 or greater)

Corporate Sponsorship

Applicants may be considered for admission through corporate sponsorship. Corporate sponsorship means the applicant has been identified as eligible for reimbursement and is currently in a senior management position with significant responsibilities in the company and has adequate preparation to complete the graduate program. A letter on company letterhead 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),
- Applicants whose undergraduate GPA is greater than or equal to 2.25 but less than 2.5 on a 4.0 scale must submit a GMAT score of 450 or greater** (or a GRE score of 1,000 or greater**)
- A Test of English as a Foreign Language (TOEFL) official score of 550 or greater on the written test, or equivalent of 213 or greater on the computer test. A letter on official letterhead from the applicant's prior universities stating a majority of the program course material was conducted in English may suffice for the TOEFL requirement.

While an official TOEFL score of at least 550 (or 213 on the computer test) is required to be considered for admission, applicants scoring from 500 to 549 (or 213 on the computer test) 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.

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. Generally, work experience in an English-speaking country is a requirement for consideration.

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 or GRE

Master of Business Administration/Health Services Administration—GMAT or GRE

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 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.

PREREQUISITE COURSE SATISFACTION

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

M.B.A. — financial accounting, economics, marketing, business or corporate finance, business statistics

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

M.I.B.A. — marketing, economics, business or corporate finance, principles of accounting

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

M.S./HRM — No prerequisites required.

M.Acc.— (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.

M.Tax—(a) an undergraduate degree in a business discipline, or an undergraduate degree and principles of accounting, (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. 5167.

**Required as a prerequisite for graduate auditing courses.

ACTIVE STATUS AND REINSTATEMENT

Students are considered actively engaged in graduate study if they are enrolled in one or more graduate or prerequisite courses at Nova Southeastern University in a given term. Students who interrupt their studies for four terms (12 months) are considered inactive.

Students who remain inactive for one year will be considered dropped from the program. Students are given a total of five years from the first term in which they are enrolled 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 \$125) is charged. The student will be required to meet the current Huizenga School Catalog standards for admission, matriculation, and graduation 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 all classes on a regular basis. Only students who are registered for a course prior to the term start are allowed to attend class. Students must clear any anticipated absences with instructors (or the program office, if an instructor is not available) in advance. Excessive absences will result in a failing grade. Instructors are required to take attendance at each class session.

WITHDRAWAL AND REFUND POLICY (excluding Electronic M.B.A. Program, see below)

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 prior to term start. Nonattendance does not constitute a withdrawal or refund request. Withdrawal must be completed by the student in writing using the online drop form located on the Huizenga School Web site.

In addition, students will receive a full refund of tuition payments and registration fee 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 Office of Enrollment Services of their intention to withdraw are entitled to a tuition refund based on the following schedule: during the first 80 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 \$1,317.

Based on number of classes:

$10 - 2 = 8$ classes not attended

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

$80 \text{ percent} \times \$1,317 = \$1,053.60$ refunded

Based on clock hours:

$30 - 6 = 24$ hours not received

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

$80 \text{ percent} \times \$1,317 = \$1,053.60$ 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 ELECTRONIC M.B.A.

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 Huizenga School Web site: <http://emba.huizenga.nova.edu>. Phone calls or emails will not suffice. Nonattendance does not constitute a withdrawal or refund request.

After the first day of instruction, students who complete the master's drop request form 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 adviser for exact refund amounts.

Example: Student attended 10 days of a 50-day online graduate course, for which the charge was \$1,509.

50-10 = 40 days not attended
40/50 = 80 percent of the course not completed
80 percent x \$1,509 = \$1,207.20 refunded

Example: Student attended 6 days of a 30-day online prerequisite or foundation course, for which the charge was \$500.

30-6 = 24 days not attended
24/30 = 80 percent of the course not completed
80 percent x \$500 = \$400 refunded

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

Prerequisite Courses

If students withdraw or drop a prerequisite course after the 21st 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 from or drop a course, they must complete the drop form online. 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 a course, they must complete the drop form online. 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

The late registration period runs for one week following the normal registration period. During the late registration period, students may register, however a late fee will be added to each registration. (See Student Fees, page 17) No registration for online classes will be accepted after 5:00 p.m. two Fridays before classes begin. The Huizenga School reserves the right to refuse any late registrations during the late registration period. Consult the term dates for specific information.

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

Academic Drop Policy

Students taking online classes are required to participate and turn in assignments as stipulated by the instructor. If the student fails to perform these responsibilities, he/she will be academically dropped from the online course(s) during the third week of class. The student will receive a refund of the tuition paid the same as if he/she voluntarily dropped the course. The student will receive a letter and/or email stating he/she has been automatically dropped. An academic drop does not withdraw a student from a course. For more information on the refund amount, please consult the existing withdrawal and refund policy as stated in the Wayne Huizenga Graduate School of Business and Entrepreneurship Catalog or contact the Office of Enrollment Services. Students are not permitted to reenter the course at any time during that term.

FAMILY TUITION PLAN

The master's division offers special tuition consideration when two or more members of an immediate family (spouse, parent, child, or sibling) 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 or employee tuition waiver.

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. Students may petition the program office for an extension of the time limit, which is granted only rarely and for extenuating circumstances.

SECOND MASTER'S DEGREES

Students who have completed a master's degree through the Huizenga School and who wish to pursue a second master's degree through the Huizenga School must notify the Office of Enrollment Services in writing and complete an application for admission. Upon receipt, prior course work will be evaluated to determine if any courses can be credited toward both degrees. Applicants will be notified in writing of 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.

DUAL DEGREE PROGRAMS

The Huizenga School provides a unique environment for combining professional skills and business expertise through a number of dual degree programs between the Huizenga School and other NSU schools and departments. An Applicant must be offered admission to both schools through each program's admissions process to be considered a dual degree candidate. Dual degrees are offered in the following areas: Dental Medicine/Business (D.M.D./M.B.A.); Optometry/Business (O.D./M.B.A.); Osteopathic Medicine/Business (D.O./M.B.A.); Pharmacy/Business (Pharm.D./M.B.A); Law/Business (J.D./M.B.A.), Law/International Business (J.D./M.I.B.A.), Law/Accounting (J.D./M.Acc.), and Law/Public Administration (J.D./M.P.A.). Each of the above programs carries in respect to completion time and courses waived as part of the program(s). Please contact the Office of Enrollment Services at 800-672-7223 for additional information.

SPECIALIZATIONS

Students may elect to concentrate their studies in a number of specialization areas. Specializations require that three, four, or five 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. Specialization courses may be taken while completing graduate degree courses. Select specializations are available online. Therefore, you are encouraged to contact your adviser by calling 800-672-7223.

Additionally, the Huizenga School 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 5804 or GMP 5805 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 Huizenga School graduate degree programs.

eBusiness (GMP 5016 required, students choose two of the remaining four)

- | | |
|----------|-------------------------|
| GMP 5016 | Managing eBusiness |
| GMP 5019 | Internet Law and Ethics |

Entrepreneurship

GMP 5960	Entrepreneurship/Venture Initiation
GMP 5970	Entrepreneurship/Finance
GMP 5980	Entrepreneurship/Management

Finance*

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

Health Services Administration*

GMP 5440	Health Policy Development
GMP 5475	Strategic Management of Healthcare Organizations

(plus one of the following courses)

GMP 5081	Healthcare Finance and Budgeting
GMP 5420	Ethical and Legal Issues in Health Services
GMP 5443	Economics of Health Services

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** (online only)

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

Marketing (three of four)

GMP 5550	Sales Management
GMP 5565	Marketing in an eBusiness Environment
GMP 5570	Marketing Research
GMP 5833	International Marketing

* Requires specific prerequisite course work. Please consult your adviser at 800-672-7223 prior to pursuing a specialization.

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

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	Multinational Diversification Strategies

General International Business

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

Cooperative Education Exchange Program (Internship)

The Cooperative Education Exchange Program (CEEP) is an educational program that operates as a three-way partnership among 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 CEEP assignment assists students in realistically planning for posteducation 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

- Working Professionals Program (Weekend)
- Electronic Program (Online)
- One-year Full-time Program (Weekday)

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 Huizenga School is committed to fostering within our students the ability to work as a team, the tools to manage change, the freedom to cultivate their entrepreneurial spirit, and the orientation of providing customer value.

Program Philosophy

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

Curriculum (Working Professional and Online)		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

Capstone (take one)

GMP 5100	Master's Project	4
or		
GMP 5101	Master's Thesis	4
or		
GMP 5102	Value Integration Capstone Course	4
Total.....		43

**GMP 5014 is an Internet-based course that requires unrestricted access to a PC with these minimum features: Pentium 200, Microsoft Office 97 software suite, antivirus software, Windows 98, 56k baud modem, sound card and speakers, microphone, and an Internet service provider. Students can complete this course by using the computer laboratory at NSU. Course must be taken in the student's first or second term.

ELECTRONIC M.B.A. (eMBA) PROGRAM

Program Delivery

The Electronic Master of Business Administration Program (eMBA) uses innovative emerging Internet technology, redefining the concept of a classroom and of distance education. The eMBA 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 admission and learning outcomes, virtually the same syllabi and textbook requirements, identical distance library resources, and the same faculty pool, except for the delivery method, which utilizes both synchronous and asynchronous communication. The Huizenga School requires all M.B.A. students to have unrestricted access to a personal computer; the eMBA Program requires students to have a personal computer with these minimum features: Pentium 200, Microsoft Office 97, antivirus software, Windows 98, modem speed 56k, sound card and speakers, microphone, and an Internet service provider.

Curriculum

The eMBA Program curriculum is the same as the working professional master of business administration program (see page 30). In the eMBA Program, all classes are offered online with the exception of GMP 5102 (Value Integration Capstone Course), which must be completed on the east campus. GMP 5100 Master's Project or GMP 5101 [Master's Thesis] are online options for the eMBA.

ONE-YEAR FULL-TIME M.B.A. PROGRAM

Program Objectives

Designed for full-time students and professionals re-entering the workforce with a career change, the program is conducted during weekdays at the east campus in Fort Lauderdale, Florida. Students attend three or four classes per semester for four semesters. Cohorts start in October and January. Students may elect to join an existing cohort in April. Students are encouraged to enroll in the CEEP to gain work experience while studying.

Curriculum

	Credits
GMP 5012 21st Century Management Practices.....	3
GMP 5013 Managing Information Systems*	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 5103	Computer Technology Skills	0
GMP 5110	Effective Resume Writing Workshop	0
GMP 5111	Business Communication Workshop	0
GMP 5112	Interviewing Techniques Workshop	0

* GMP 5013 is an on-ground course with a significant online component.

Capstone (take one)

GMP 5100	Master’s Project	4
or		
GMP 5101	Master’s Thesis	4
or		
GMP 5102	Value Integration Capstone Course	4
or		
GMP 5108	M.B.A. Cooperative Education Exchange Program (optional).....	4
Total.....		43

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.

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 5020	Managing Organizational Behavior	3
GMP 5030	Managing Human Resources	3
GMP 5040	Quantitative Thinking	3
GMP 5060	Accounting for Decision Makers	3
GMP 5070	Managerial Marketing	3
GMP 5081	Health Care Finance and Budgeting	3
GMP 5420	Ethical and Legal Issues in Health Services	3
GMP 5440	Health Policy Development	3

GMP 5443	Economics of Health Services	3
GMP 5475	Strategic Management of Health Care Organizations	3

Capstone (take one)

GMP 5100	Master’s Project	4
or		
GMP 5101	Master’s Thesis	4
or		
GMP 5102	Value Integration Capstone Course	4
Total	43

*GMP 5014 is an Internet-based course that requires unrestricted access to a PC with these minimum features: Pentium 200, Microsoft Office 97 software suite, antivirus software, Windows 98, 56k baud modem, sound card and speakers, microphone, and an Internet service provider. Students can complete this course by using the computer laboratory at NSU. Course must be taken in the student’s first or second term.

Specializations (see pages 27–29)

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 program graduates 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 5804	Managing Information Systems*	1
GMP 5805†	Financial Decisions for International Managers*	2
GMP 5806	Political Economy and World Trade.....	3
GMP 5812	International Legal Environment	3
GMP 5821	Comparative International Management.....	3
GMP 5833	International Marketing.....	3

First Required Courses

GMP 5809	International Accounting.....	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	Multinational Diversification Strategies	3
GMP 5847	International Field Seminar**	3
GMP 5109	Internship**	3

Capstone (take one)

GMP 5846	International Seminar ***	4
<i>or</i>		
GMP 5848	Strategic International Decisions	4
<i>or</i>		
GMP 5860	Master's Thesis	4
Total	43

*GMP 5804 and GMP 5805 are Internet-based courses that require unrestricted access to a PC with these minimum features: Pentium 200, Microsoft Office 97 software suite, antivirus software, Windows 98, 56k baud modem, sound card and speakers, microphone, and an Internet service provider. Students can complete these courses by using the computer laboratory at NSU.

**If students elect to enroll in GMP 5847 or GMP 5109, they will not enroll in either GMP 5830 or GMP 5840. Students are eligible for GMP 5847 or GMP 5109 after completion of 12 credit hours of academic studies.

*** Students may elect to take GMP 5846 International Seminar as a capstone and complete additional work.

† GMP 5805 Financial Decisions for International Managers is a prerequisite for both GMP 5809 International Accounting and GMP 5815 International Finance.

Specializations (see pages 27–29)

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 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 5340 Measuring Human Resources	
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
Capstone (take one)	
GMP 5100 Master’s Project	4
or	
GMP 5101 Master’s Thesis	4
or	
GMP 5102 Value Integration Capstone Course	4
Total.....	43

*GMP 5014 is an Internet-based course that requires unrestricted access to a PC with these minimum features: Pentium 200, Microsoft Office 97 software suite, antivirus software, Windows 98, 56k baud modem, sound card and speakers, microphone, and an Internet service provider. Students can complete this course by using the computer laboratory at NSU. Course must be taken in the student’s first or second term.

Specializations (see pages 27–29)

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. Generally, a complete curriculum profile is announced at least one year in advance, showing the intended rotation of all courses.

Required Courses	Credits
GMPF 5711 Internet Technology (online students only, not-for-credit).....	0
GMPF 5712 Accounting Principles Review (online students only, not-for-credit).....	0
Required for any student taking an online course. Course must be taken in first term.	
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 5717 Auditing for Fraud	3
GMP 5735 Controllership	3
GMP 5736 Internal and Operational Auditing	3
GMP 5737 Budgeting and Profit Control.....	3
GMP 5750 eCommerce Accounting.....	3
GMP 5751 eAuditing.....	3
GMP 5753 Fund Accounting.....	3
GMP 5756 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 and Profit-Sharing Plans.....	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
Capstone	
GMP 5799 Graduate Accounting Seminar (only offered online).....	4
Total.....	40

*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 adviser and/or the program director to ensure their program will satisfy Florida requirements (see page 41).

ELECTRONIC MASTER OF ACCOUNTING (eMACC)

Program Delivery

The Electronic Master of Accounting Program (eMACC) uses innovative emerging Internet technology, redefining the concept of a classroom and of distance education. The eMACC 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 weekend accounting program, including identical learning outcomes, virtually the same syllabi and textbook requirements, identical distance library resources, and the same faculty pool. The eMACC Program curriculum and admission requirements are identical to the weekend accounting program, except for the delivery method, which utilizes both synchronous and asynchronous communication. The Huizenga School requires all eMACC students to have unrestricted access to a personal computer; the eMACC Program requires students to have a personal computer with these minimum features: Pentium 200, Microsoft Office 97, antivirus software, Windows 98, modem speed 56k baud modem, sound card and speakers, microphone, and an Internet service provider.

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 taxation courses examine, in-depth, particular aspects of the Tax Code and Regulations. The taxation courses provide the student with the foundation necessary to become a successful tax preparer and adviser.

Curriculum	Credits
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 and Profit-Sharing Plans.....	3
GMP 5765 Tax Policy	3
GMP 5766 International Taxation	3
GMP 5767 State of Florida Taxes/IRS Practices and Procedures	3
GMP 5768 Real Estate Taxation	3
GMP 5769 Tax Planning and Research.....	3
GMP 5770 Taxation of Exempt Organizations	3
GMP 5771 Taxation of Limited Liability Companies and Sub-Chapter S Corporations....	3
GMP 5772 Special Topics in Taxation.....	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.

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 before or within seven years of the date the CMA examination is passed. Professional experience is employment in positions at a level at which judgments that employ the principles of management accounting are regularly made.

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 PUBLIC ADMINISTRATION

Program Philosophy

Continued expansion in the tri-county area of Palm Beach, Miami-Dade, and Broward County—which contains a population of more than 25 of the 50 states—places high demands on those professionals charged with managing government, nonprofit, and other public resources. Additionally, professionals considering entering this expanding and exciting field will be faced with new and interesting challenges. With more than 25 years of experience in public administration, the Huizenga School is uniquely poised to meet the needs of an expanding population and government through training and community development.

Emphasizing the maximization of values for public and private organization success over time, the M.P.A. program gives solutions to issues facing contemporary real-world organizations. With efficiency and effectiveness in mind, the program continues to further the entrepreneurial spirit.

Our curriculum has been redesigned to meet public-sector, government, and nonprofit needs in the new millennium based on emerging theory, surveys of prospective students among public-sector employees, and focus groups of practicing professional administrators. The result is the most current, relevant, and practically focused curriculum anywhere.

The Fort Lauderdale location combines in-migration from other states with international immigrations, which enables students to learn from a wide range of citizen attitudes and public-sector challenges. This makes our graduates especially well-equipped to transfer their knowledge to any jurisdiction.

Convenient scheduling meets the needs of working professionals through a format of Friday evening and Saturday classes on alternating weekends. Also, the M.P.A. program will soon be offered online. This allows students who are currently employed, as well as entering students who desire the opportunity to earn their way through school, to complete full class schedules without interfering with traditional employment obligations.

Those pursuing a career in public administration are supplied with an exceptional classroom education, as well as everyday examples from the surrounding area. At the Huizenga School, we don't just teach about the real world, we teach within it.

Curriculum

Public Administration Core Classes (27 credits)

GMP 5450	Public Administration in Theory and Practice	3
GMP 5451	Managing Information and Technology in the Public Sector	3
GMP 5456	Public Organization Theory and Behavior	3
GMP 5460	Administrative Law	3
GMP 5465	Public-Sector Human Resource Management	3
GMP 5467	Ethics and Public Administration	3
GMP 5472*	Public Finance	3
<i>or</i>		
GMP 5473*	Public Budgeting	3
GMP 5477	Public-Sector Statistical Analysis	3
GMP 5480	Public Policy Analysis	3

Electives (Choose three, 9 credits)

GMP 5435	Globalization and Public Management	3
GMP 5437	Intergovernmental Relations	3
GMP 5452	Procurement Management in the Public Sector	3
GMP 5453	Project Management for Public Administrators	3
GMP 5454	Entrepreneurial Public Management	3
GMP 5455	Conflict Resolution in Government	3
GMP 5457	Grant Development in the Nonprofit Sector	3
GMP 5461	Comparative Administration	3
GMP 5472*	Public Finance	3
GMP 5473*	Public Budgeting	3
GMP 5478	Public-Sector Research Methods and Design	3
GMP 5485	Economic Development Policy	3
GMP 5490	21st Century Management in the Public Sector	3
GMP 5491	E-business and Government	3

GMP 5492	Introduction to E-Government	3
GMP 5493	Nonprofit Entrepreneurship.....	3
GMP 5495	Leading Public Organizations	3
GMP 5496	Introduction to City Management	3
GMP 5497	Introduction to Nonprofit Management	3
GMP 5499	Public and Nonprofit Strategic Management	3

Capstone (4 credits)

One course from:

GMP 5100	Master’s Project.....	4
GMP 5101	Master’s Thesis	4
GMP 5102	M.P.A. Capstone Integrative Workshop	4
GMP 5107	M.P.A. Cooperative Education Exchange Program (Internship)	4
Total	40

Specializations (see pages 27–29)

*If candidates complete both GMP 5472 and GMP 5473, they will only need two electives

Master's Program Calendar

2002 Calendar Weekend Class Meeting Dates

Term	Sessions	Sequence I		Sequence II	
Winter January – March 2002	Sessions 1	January	4, 5	January	11, 12
	Sessions 2	January	18, 19	February	1, 2
	Sessions 3	February	8, 9	February	15, 16
	Sessions 4	February	22, 23	March	1, 2
	Sessions 5	March	8, 9	March	15, 16
Spring April – June 2002	Sessions 1	April	5, 6	April	12, 13
	Sessions 2	April	19, 20	April	26, 27
	Sessions 3	May	3, 4	May	10, 11
	Sessions 4	May	17, 18	May	31, June 1
	Sessions 5	June	7, 8	June	14, 15
Summer July – September 2002	Sessions 1	July	5, 6	July	12, 13
	Sessions 2	July	19, 20	July	26, 27
	Sessions 3	August	2, 3	August	9, 10
	Sessions 4	August	16, 17	August	23, 24
	Sessions 5	September	13, 14	September	20, 21
Fall October – December 2002	Sessions 1	October	11, 12	October	18, 19
	Sessions 2	October	25, 26	November	1, 2
	Sessions 3	November	8, 9	November	15, 16
	Sessions 4	November	22, 23	December	6, 7
	Sessions 5	December	13, 14	December	20, 21

Class Meeting Times:

Early Class: 6:00 p.m. – 8:00 p.m.

Late Class: 8:15 p.m. – 10:15 p.m.

For online programs such as the eMBA, eMACC, Mtax, or eMPA, please consult the Huizenga School web site (www.huizenga.nova.edu) for links to the specific program's URL and class meeting dates.

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 prerequisite of financial accounting for master's programs.

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 affect family and national income). Students will recognize relationships among 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 Introductory 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 Business 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 5010 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.

GMPF 5200 Introductory Human Resource Management

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

GMPF 5711 Internet Technology (not-for-credit)

A one-week course in utilizing the internet for classroom purposes, research, (including the use of the library), and other skills needed to successfully complete the online graduate accounting program. Required for eMACC students only.

GMPF 5712 Accounting Principles Review (0 cr.)

This is a non-credit, two week course covering accounting principles required of all students taking the Intermediate I prerequisite course. If the student has taken a principles course within the past five years, he/she may choose to take a competency exam and if passed, will not be required to complete GMPF 5712.

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 5013 Managing Information Systems (3 cr.)

Managing Information Systems covers fundamental theoretical concepts, which apply to the management of information systems in organizations. Academic research indicates that the congruence of information technology and organizational process to carry out the implementation of corporate strategy, is vital to continuing performance. If either IT or organization structure individually exert influence without congruence, the strategy and hence the organization will function suboptimally.

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 NSU Electronic Library is required. Course must be taken in the student's first or second term.

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 5016 Managing eBusiness (3 cr.)

This course is designed to assist students in developing knowledge and skills for managing the many facets in electronic commerce (EC). A broad range of topics will be covered in this overview course including foundations of EC, business models for business-to-business (B2B) and business-to-customer (B2C) EC, culture and relationships of EC, Web site design and management, and EC infrastructure. Prerequisite: GMP 5014.

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 5019 Internet Law and Ethics (3 cr.)

This course will explore an increasing area of concern in electronic commerce. Legal, security, and privacy issues range from ownership of intellectual property and business processes to confidential information encryption, and transfer to the privacy of the electronic commerce user. Numerous current legal issues will be explored in this course including the impact of copyright, trademark, and trade secret laws, and the First Amendment concerns related to privacy and defamation.

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 Business Finance or equivalent.

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

Students will gain a working knowledge of managerial finance, as well as the unique aspects of health care finance, by learning to develop a systematic approach to financial analysis; apply techniques for planning, forecasting, and managing; and evaluate and recommend improvements in a health care organization's financial performance. Prerequisites: GMPF 5008 and GMPF 5001 or equivalents.

GMP 5090 Entrepreneurial and Strategic Thinking (3 cr.)

Students will gain a well-developed understanding of business enterprises and the entrepreneurial and strategic thinking that drives them in a dynamic, competitive regional, national, and global economy. Students will learn to apply entrepreneurial and strategic management practices (e.g., using case analysis) to organizations of varying sizes. Prerequisites: Course can be completed within last 12 credit hours.

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: GMP 5040 or 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 Capstone Course (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 39 credit hours in the appropriate degree program and a 3.0 GPA.

GMP 5103 Computer Technology Skills (0 cr.)

GMP 5103 is designed to enhance students' understanding of computer software as well as the online environment. Throughout this course students will work with spreadsheets, databases, Microsoft Word, PowerPoint, and Web page development. Students attend sessions and receive a pass/fail grade, which does not count toward their GPA and is not for credit. Sessions are mandatory and the student cannot graduate without passing this course. This course is conducted in the first semester over eight sessions.

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 5108 M.B.A. Cooperative Education Exchange Program (4 cr.)

The Huizenga School fosters applied learning of classroom theory by providing one-year M.B.A. students with the option of completing an internship in the Cooperative Education Exchange Program (CEEP). In conjunction with our corporate partners, students work under supervision for an academic quarter, developing their managerial capabilities. Prerequisites: Full matriculation, completion of two terms of core courses (18 credits) and a 3.0 GPA. Students on an F1 visa must meet residency requirements.

GMP 5109 M.I.B.A. Cooperative Education Exchange Program (3 cr.)

The Huizenga School fosters applied learning of classroom theory by providing M.I.B.A. students with the option of completing an internship in the Cooperative Education Exchange Program (CEEP). In conjunction with our corporate partners, students work under supervision for an academic quarter, developing their managerial capabilities. M.I.B.A. students take this course as a substitute for either GMP 5830, International Supply Chain Management or GMP 5840, Multinational Diversification Strategies. Prerequisites: Full matriculation, completion of a minimum of 18 credit hours of academic studies, and a 3.0 GPA. Students on an F1 visa must meet residency requirements.

GMP 5110 Effective Resume Writing Workshop (0 cr.)

Students attend the Effective Resume Writing workshop in semester one and receive a pass/fail grade. The course is a requirement of the New Manager M.B.A. program.

GMP 5111 Business Communication Workshop (0 cr.)

Students attend the Business Communication Workshop in semester two and receive a pass/fail grade. The course is a requirement of the New Manager M.B.A. program.

GMP 5112 Interviewing Techniques Workshop (0 cr.)

Students attend the Interviewing Techniques Workshop in semester three and receive a pass/fail grade. The course is a requirement of the New Manager M.B.A. program.

GMP 5240 Advanced Organizational Development (3 cr.)

This course addresses the need for planned change focused on an organization's ability to compete over the long term. It addresses individual, team, and organization-wide interventions that can raise productivity/quality,

improve competitiveness, increase skills, improve morale, and renew commitment to employee involvement. It will incorporate both the scientific and systems perspective in the use of behavioral science knowledge. Also, students will compare and appreciate inquiry with the standard problem-solving approach as they learn about a variety of models, methods, and tools. 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 5340 Measuring Human Resources (3 cr.)

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

GMP 5360 Human Resource Development (3 cr.)

This course addresses the entire range of topics that have traditionally been included in an organization's HRD function such as designing systems of instruction as well as content that reflects the future of HRD such as job aids and electronic performance support systems. The course will focus on various aspects of a corporate training and development function, training program design and development, various methods and media for training delivery, 17 different training applications, and various resources available for HRD efforts. Students will analyze an aspect of their organization's HRD efforts.

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.)

Students gain an understanding of the meaning and importance of the law, ethics, personal morality, and corporate social responsibility within health services. Students analyze health care business decisions from a legal, ethical, and social responsibility perspective.

GMP 5435 Globalization and Public Management (3 cr.)

The emergence of global enterprises suggests that there is no longer a world of domestic and international but of three different levels of economic space: supra regional; national; and sub-regional. The new tri-partite model includes market, government, and civil sectors with triangular exchanges. Students will be introduced to how this global system has emerged, the constituent elements of the system, the mobilization of policies to enhance the new cyberspace economy and efforts to buttress and invest in infrastructure aimed to enhance and preserve the social economy, which facilitates self-determination and sustainability.

GMP 5437 Intergovernmental Relations (3 cr.)

For domestic classes, this course examines the nature and practice of federalism and relations between the components of the federal system, i.e., the federal government, states, and local governments. For international sites, the nature of relations between nations, regions, non-governmental organizations, and supra-nationals are the focus. The way that the elements relate to each other vertically and horizontally are examined including intergovernmental grants, mandates, inter-jurisdictional cooperation and competition, and regional governance. Students gain knowledge about specific forms of interaction among various levels of government and the complexity and fluidity of the relationships.

GMP 5440 Health Policy Development (3 cr.)

Students will gain an understanding of the linkages between the issues facing health care professionals and the policies developed to deal with these issues. Students analyze the roles of research and evaluation as they affect planning and learn the impact of regulatory agencies, as well as other sociopolitical factors, in health policy.

GMP 5443 Economics of Health Services (3 cr.)

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

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

This is a survey course in public administration intended to introduce many topics that are covered in depth in subsequent courses in the Master of Public Administration curriculum. The primary objectives of this course are to introduce students to the role of a public bureaucracy in a democracy, the evolution of the field, organization

theory and behavior, leadership in public organizations, performance measurement and program evaluation, the public budget, managing human resources in the public sector, public policy and its implementation, intergovernmental administration, and ethics in public sector administration.

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

This course is designed for public sector management professionals and others preparing for leadership positions in public organizations. The primary focus is upon issues that confront public managers as they strive to utilize information as organizational assets and the effects that knowledge integration has within and outside of the organization. This course is presented from a managerial perspective and is not intended to be technical in nature.

GMP 5452 Procurement Management in the Public Sector (3 cr.)

Public sector procurement, contracting-out, and the administration of contracts and grants are the primary focus of this course. The competitive bid process, vendor evaluations, budgeting, asset allocation, and outcome-effectiveness evaluation are some of the tools that students will acquire through successful completion of this course.

GMP 5453 Project Management for Public Administrators (3 cr.)

This course examines the general concepts and political considerations of project management within public institutions. The continued trends of governments to privatize, stabilize or decrease costs, and reduce paperwork, add to the pressure to meet new standards of performance in service. This situation requires public administrators to rely more heavily on project management as a means of accomplishing near-term objectives, or delivering ad-hoc services in the 21st century. The course focuses on pragmatic applications of project management techniques in the public sector.

GMP 5454 Entrepreneurial Public Management (3 cr.)

The purpose of this course is to prepare graduate students with the necessary basic knowledge and skills to practice entrepreneurial public management. Today government agencies are facing competition from other government agencies, nonprofit organizations and private businesses. The central theme is “less government through privatization.” This course will expose students to “best practices” and concepts such as “value driven management.” In addition, specific examples of government agencies that have adopted entrepreneurial methods will be examined. These topics will help students identify ways to better position their agencies and to compete more effectively. Prerequisite Courses: GMP 5450 and GMP 5490.

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. Study of contemporary theories of conflict resolution will enable the student to analyze governmental conflict in relation to public bargaining and negotiation and to determine the appropriateness of mediation, arbitration, or adjudication through conflict analysis. The role of leadership, politics, organizational hierarchy and bias in the resolution of public conflict are emphasized.

GMP 5456 Public Organization Theory and Behavior (3 cr.)

This course examines the interaction between internal and external forces in public organizations. Theories of organization are studied related to public and nonprofit agencies including among others formal and informal groups, hierarchy, contingency, agency, decision-making, systems, and the dynamics between public and private organizations. Organizational behavior is examined from perspectives that include personality types, power and cooperation, authority relationships, and employee empowerment. The goal of the course is to relate organization theory to management theory and organization effectiveness.

GMP 5457 Grant Development in the Nonprofit Sector (3 cr.)

Because nonprofit entities receive a significant amount of their resources in the form of contributions from providers who do not expect to receive monetary benefits in return, the analysis of financial performance in such organizations is unique. Augmenting contributions, grants from third parties, who in turn rely on contributions for their income or investment return from endowments, are today especially important. Professional management of

government and foundation grants may now be critical to the continued success of nonprofit institutions. This course provides the fundamentals of grant resourcing, proposal preparation, formats, financial management, and reporting that are specifically tailored for not-for-profits.

GMP 5460 Administrative Law (3 cr.)

Administrative law is the body of law that is concerned with the actions of administrative agencies. This course examines how these agencies are created, how they exercise their powers, the rules and regulations that govern internal processes, and how their actions are reviewed and remedied by the courts and/or the legislative branch. The course also examines the various forms of administrative agencies, the exercise of and limitations upon administrative power, administrative obligations, the law of civil service, and intergovernmental relations that influence administrative policy.

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 in Europe stretches back to the mid-18th century but in the Middle East and Far East has a bureaucratic heritage of millennia. Furthermore, the public-service tradition in Asia and Latin America provides another perspective on public management that we can learn from. This cross-cultural learning is the focus of this course.

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

Human beings will always be the most important element of any organization. This course provides the student with tools to make administrative decisions regarding personnel in public and nonprofit settings. These include human resource planning, recruiting, coordinating, development, compensation, and evaluation. Important additional influences are examined such as legal, environmental, behavioral, sensitivity, labor relations, and grievance systems.

GMP 5467 Ethics and Public Administration (3 cr.)

Ethics shape and define the nature of public professions. Therefore, public administrators need to be competent in understanding and dealing with ethical dilemmas to conduct their work effectively and fairly. This course helps prepare administrators by broadening students' understanding of the definition and philosophy of ethics. Through group discussion and case analyses, students will learn to recognize ethical problems and gain skills to approach them with honesty, sincerity, and confidence.

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 in applying techniques for planning, forecasting, and managing. Course topics include the allocation, investment, and control of public funds. Fiscal policy is addressed through an introduction to financial analysis, auditing, internal controls, financial reporting, and techniques useful for forecasting revenues and expenses. Prerequisites: GMPF 4009.

GMP 5473 Public Budgeting (3 cr.)

The budgeting process required to determine how public sector organizations spend money is often characterized as a time-consuming and frustrating process. Yet, it is also the central vehicle for determining the public policy agenda. Budgeting is at once a highly technical, structured, even rational process and simultaneously a politically charged and controversial event. This course explores both sides of this budget equation. Students become familiar with the techniques and practices of budget preparation and documentation including how to develop and present a government budget. In addition, students gain an appreciation of the political and policy implications of budget decisions. Prerequisite: GMPF 4009.

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

Students will gain a well-developed understanding of health care systems and the entrepreneurial and strategic thinking that drives health care organizations in a dynamic competitive regional, national, and global economy. Students learn to apply entrepreneurial and strategic management practices to health care organizations of varying sizes.

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

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

GMP 5478 Public-Sector Research Methods and Design (3 cr.)

Basic research skills for administrators are learned in this course including research design, measurement, data collection, validity, generalizability, multivariate statistics, and factor analysis. The specific aims of the course are to impart knowledge and specific skills in the application of various statistical and analytical techniques to the study of public sector problems, policy options, and their evaluation. Methodological issues and contemporary controversies in behavioral and social science research are included.

GMP 5480 Public Policy Analysis (3 cr.)

Students develop a working knowledge of public-sector policymaking and learn to analyze public policy problems in order to understand how public policy is formulated, decided upon, and implemented. Emphasis is on policy formulation, impact, and evaluation through the ability to analyze and interpret quantitative data. Central to analysis is an understanding of market failure, probability and risk, cost-benefit analysis, and political constraints to policy implementation. 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 around the world in delineating, guiding, and stimulating their respective economies. Of particular interest are the varied financial and institutional arrangements whereby growth is achieved.

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

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 is 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 are used to develop a better understanding of the distinctive elements of public management.

GMP 5491 E-business and Government (3 cr.)

Electronic commerce and service delivery over the Internet are new to public-sector organizations but are growing in importance. This course teaches the utility of the Internet as a “business” tool to provide government services, reduce transaction costs, increase citizen satisfaction, and reduce time-delays.

GMP 5492 Introduction to E-Government (3 cr.)

Digital government ranges from the ability to answer routine citizen inquiries to democratic voting online. This course presents a survey of successful e-government initiatives and the intertwined and complex issues related to their implementation such as the sharing of power between supervisors and professionals, and highly interactive exchanges with new responsibilities for citizens, groups, and administrators. Students gain insight related to going beyond the static presence of a Web page to conceptually providing services such as paying taxes, applying for licenses and permits, and routine requests for information online.

GMP 5493 Nonprofit Entrepreneurship (3 cr.)

By applying a businesslike approach to nonprofit organizations, practices and principles that have proven successful in some of the largest companies and nonprofit organizations, as well as many medium and small-size concerns, are studied for their best practices. These practices are framed in light of legislative and budgetary constraints unique to the public sector and will provide guidance to adopt more competitive strategies. Central to the process is the integration of Value Driven Management, which aims to maximize stakeholder value over time. Students learn how to include emphasis on value drivers such as the creation of knowledge, value adders and destroyers, markets and their vital information, opportunity costs, competitive vs. complementary values, unintended consequences, and the value of employees.

GMP 5495 Leading Public Organizations (3 cr.)

This is a survey course in leadership. 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 insight into how leaders take on this role, the constraints on leaders, and what typically motivates leaders. Students also examine various definitional distinctions between managers and leaders.

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 includes 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 concern are the unique elements of nonprofit management practice, such as fund-raising, board relations, and using volunteers.

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: Graduate-level finance.

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: Graduate-level marketing.

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: Graduate-level finance.

GMP 5565 Marketing in an eBusiness Environment (3 cr.)

This course will cover the unique aspects of creating marketing strategy in the eBusiness environment and focuses on the Internet as a medium for promotion and distribution. Emphasis will be on redefining the business model to reflect a dynamic external environment. The course will discuss how traditional marketing arenas such as segmentation and customer service can be transformed in this environment. Prerequisite: GMP 5014 and marketing prerequisite.

GMP 5570 Marketing Research (3 cr.)

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

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: Graduate-level finance.

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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

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). Prerequisites: GMPF 5010 or equivalent and completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMPF 5710 or equivalent and completion of all program foundation courses prior to course enrollment.

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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMP 5733 and completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMPF 5010 or equivalent and completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMP 5733 and completion of all program foundation courses prior to course enrollment.

GMP 5750 eCommerce Accounting (3 cr.)

This course is an interdisciplinary course that incorporates concepts from accounting, computer science, management, and business law. The focus is on the accountant's role in electronic commerce including such topics as EDI, security considerations, third party assurance services, and the ecommerce legal environment. Prerequisites: GMP 5731 and completion of all program foundation courses prior to course enrollment.

GMP 5751 eAuditing (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. Prerequisites: GMP 5731 and GMPF 5710 or equivalent and completion of all program foundation courses prior to course enrollment.

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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMP 5761 and completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMP 5762 and completion of all program foundation courses prior to course enrollment.

GMP 5764 Taxation of Pensions and Profit-Sharing Plans (3 cr.)

The course looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis on ERISA. Prerequisites: GMP 5762 and completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMP 5762 and completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMP 5762 and completion of all program foundation courses prior to course enrollment.

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. Prerequisites: GMP 5762 and completion of all program foundation courses prior to course enrollment.

GMP 5768 Real Estate Taxation (3 cr.)

Examines the tax consequences of owning real estate including the ownership and operation of real property; sales, conversions, foreclosures, leases and abandonments; tax aspects of financing; real estate investment trusts; and real estate holding companies. Prerequisite: 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. Prerequisites: GMP 5762 and completion of all program foundation courses prior to course enrollment.

GMP 5770 Taxation of Exempt Organizations (3 cr.)

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

GMP 5771 Taxation of Limited Liability Companies and Sub-Chapter S Corporations (3 cr.)

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

GMP 5772 Special Topics in Taxation (3 cr.)

Should be taken during the student's last term. Discussions may include, but not limited to, such topics as: transfer pricing, tax timing, and taxation of independent contractors. 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. Prerequisite: Completion of all program foundation courses prior to course enrollment.

GMP 5782 Business Law II (3 cr.)

A continuation of GMP 5781. Prerequisite: GMP 5781 and completion of all program foundation courses prior to course enrollment.

GMP 5799 Graduate Accounting Seminar (4 cr.)

This course uses the skills and tools acquired in the graduate program for problem solving. It will also include topics in policy, regulations, and ethics. Prerequisite: Must be taken in the last term of the program and completion of all program foundation courses prior to course enrollment.

GMP 5804 Managing Information Systems (1 cr.)

The online course introduces M.I.B.A. students to the use of technology for managing workload, information, and electronic access, and for completing online courses.

GMP 5805 Financial Decisions for International Managers (2 cr.)

Delivered online, Financial Decisions for International Managers examines basic accounting concepts and corporate financial statement components, and develops students' financial decision-making abilities. The course is developed as a preliminary requirement for more advanced work in the courses, International Accounting and International Finance. Financial statement analysis is considered to consist of the application of analytical tools and techniques to financial statements and data in order to derive measurements and relationships that are significant and useful for decision making. This analysis can be used for objectives such as screening for the selection of investments or merger candidates. It can also be used as a forecasting tool for future financial conditions and results; a process of diagnosis for managerial, operating, or other problem areas; and a tool for the evaluation of management. Overall, the course places a strong emphasis on improving managerial decision making. Prerequisite: Introductory Accounting or GMPF5001 and Business Finance or GMPF5008.

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: GMPF 5003 or equivalent.

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 and GMP 5805.

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: Business Finance or GMPF 5008 and GMP 5805.

GMP 5818 New International Ventures (3 cr.)

This course develops students' abilities to prepare country analysis 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 electronic organization capable of developing products and services, when, where, and how a customer desires. Without new technologies, and new organizational forms, building and managing these complex global systems would be impossible. With them, however, the management of these internal and external supply chains is a formidable task. In recognition of this strategic challenge, 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 5005.

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 Multinational Diversification Strategies (3 cr.)

An examination of theoretical foundations and practical multinational diversification strategies. In an integrative, interdisciplinary approach, the course examines strategic management of corporate growth decisions, such as mergers and acquisitions, joint ventures, strategic alliances, divestitures and liquidations. Students will develop conceptual and analytical skills required for effective multinational portfolio adjustment.

GMP 5846 International Seminar (4 cr.)

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

Prerequisites: Full matriculation, completion of a minimum of 12 credit hours of academic studies, and a 3.0 GPA.

GMP 5847 International Field Seminar (3 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. 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.

M.I.B.A. students take this course as a substitute for either GMP 5830, International Supply Chain Management or GMP 5840, Multinational Diversification Strategies. Students are examined on completion of the week seminar. Prerequisites: Full matriculation, completion of a minimum of 12 credit hours of academic studies, 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 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 5960 Entrepreneurship/Venture Initiation (3 cr.)

Introduction to entrepreneurship using the case study method, guest speakers, feasibility analysis, and computer simulations.

GMP 5970 Entrepreneurship/Finance (3 cr.)

Developing the business plan, capital formation, and financial management using the case study method, guest speakers, and business plan software.

GMP 5980 Entrepreneurship/Management (3 cr.)

Strategy, marketing, personnel development, and operations and inventory management to grow the entrepreneurial organization.

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

Huizenga School doctoral programs prepare students to identify and gain the skills critical to meeting today's challenges. As we begin the 21st century, the administrative competencies of effectiveness and efficiency are paramount. The Huizenga School 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 on their professional accomplishments and to invest in themselves. Most Huizenga School 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 Huizenga School'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 Huizenga School doctoral program, students apply classical theory and research methodology to problems of high-level corporate and public agency personnel. The curricula 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 curricula 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

Term	Begins	Ends
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. 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 Wayne Huizenga Graduate School of Business and Entrepreneurship are listed below. The Huizenga School 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. To be considered for admission, applicants must submit:

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 seven 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, Wayne Huizenga Graduate 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 the examinee copy of the score report from the GMAT or GRE and TOEFL if applicable (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.

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 500 or greater (or GRE score of 1110 or greater*) or
- A score of 500 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 500 (or GRE score of at least 1110*) and attain a score of 500 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 500 or greater (or GRE score of 1110 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 600 or greater, or equivalent as outlined below and
- A GMAT score of 500 or greater (or GRE score of 1110 or greater*) or
- A score of 500 or greater on the professional portfolio

While an official TOEFL score of at least 600 (or equivalent computer test score) is required to be considered for admission, applicants scoring from 550 to 599 (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 Wayne Huizenga Graduate School of Business and Entrepreneurship. The Office of Enrollment Services 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
- 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

PREREQUISITE 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; D.B.A.—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, Management Information Systems

D.P.A.

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

Huizenga School Residency Requirement

The Huizenga School 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 the comprehensive examination when all course work has been completed.

Doctoral Publication Requirement

Considered part of the competency component of all doctoral programs, 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 Huizenga School's publication requirement:

1. An article published in an academic journal or similar publication
2. An article published in the proceedings of a national professional conference, such as the Academy of Management, where rigorous criteria must be met
3. A report or monograph published by a professional organization, corporation, or public agency where rigorous criteria for selection can be demonstrated
4. Other 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/Huizenga School 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.

Huizenga School 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 of an approved 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 and conducts a preliminary literature review. 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 three 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 \$2,460.

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 \$2,460 = \$1,624 refunded

Based on clock hours

$48 - 16 = 32$ hours not received

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

66.6 percent \times \$2,460 = \$1,624 refunded

This policy is designed to meet or exceed refund requirements of various states, including California, South Carolina, Indiana, 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 administration, 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 nine 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, Washington, D.C., and 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 advisers 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 6089 Comprehensive Examination
- CSA 6096 Publication Requirement

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 in academia. For the first group, the concern is to enhance practice. Because the latter 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. Students will be exposed to 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) common core; (2) specialty 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 year-round. 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.

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 advisers to develop a draft plan for completing the course and dissertation requirements.

Component One: Common Courses (12 cr.)

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

Component Two: Specialty 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 6089 Comprehensive Examination
- CSA 6096 Publication Requirement

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.

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 advisers 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 6089 Comprehensive Examination
- CSA 6096 Publication Requirement

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

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 before 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 meetings. 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.

2002 SCHEDULE DATES

	SEQUENCE 1	SEQUENCE 2
WINTER	January 12-13 February 9-10 March 9-10 National – April 21-26	January 26-27 February 23-24 March 23–24 Comps – April 28
SUMMER	May 4-5 June 1-2 June 29-30 National – August 18–23 Institute – July 21–26	May 18-19 June 22-23 July 13–14 Comps – August 25
FALL	September 14–15 October 5–6 November 2–3 November 9–13 (6060) December 5–7 (6081, 6082, 6083) National – December 8–13	September 28–29 October 26–27 November 16–17 October 11–13 (6081) Comps – December 15

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 analysis 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 is to provide acceptable service to clients and customers and 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 analysis from many perspectives, including descriptive statistics and inferential statistics at the univariate level, will be emphasized. The nature of factorial designs; multivariate analysis; 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 analysis 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 among concept applications, case analysis, 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. Prerequisite: Completion of all other course work and the comprehensive examination.

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. Prerequisite: Completion of all other course work and the comprehensive examination.

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 is 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 administrative 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 vs. obligations to hierarchical supervisors, peers, subordinates, and the system; and obligations imposed by the bureaucracy vs. 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. Prerequisite: Completion of all other course work and the comprehensive examination.

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. Prerequisite: Completion of all other course work and the comprehensive examination.

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 on 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; as well as 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. Prerequisite: Completion of all other course work and the comprehensive examination.

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 among institutions are examined extensively. The macroenvironment (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 hypotheses 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. Prerequisite: Completion of all other course work and the comprehensive examination.

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 U.S. 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. Prerequisite: Completion of all other course work and the comprehensive examination.

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: Graduate-level 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: Graduate-level 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: Graduate-level 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. Prerequisite: Completion of all other course work and the comprehensive examination.

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: Graduate-level 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. Prerequisite: Completion of all other course work and the comprehensive examination.

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. Prerequisite: Completion of all other course work and the comprehensive examination.

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.

Board of Trustees

Robert A. Steele
Chair

Ray Ferrero, Jr.
President

August C. Paoli
Vice Chair

W. Tinsley Ellis
Secretary

Ronald G. Assaf

Howard Braverman

Harry A. Gampel

Linda L. Gill

Norma Horvitz

Royal F. Jonas

Kenneth V. Knight

Jack L. LaBonte

Marshall B. Lytle II

Jorge Mas Santos

Arnold Melnick

Joseph R. Millsaps

David H. Rush

Barry J. Silverman

Franklin L. Smith

Kay Smith

Morton Terry

R. David Thomas

Jay Tischenkel

August Urbanek

Sylvia Urlich

Zachariah P. Zachariah

Ex Officio

Andrew DiBattista

J. Kenneth Tate

Bruce McAllister

William Vasquez

Honorary Trustees

Hamilton C. Forman

Myron I. Segal

J. Wallace Wrightson

President Emeritus

Abraham S. Fischler

Nova Southeastern University Administration

Ray Ferrero, Jr., J.D., President

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

Douglas G. Buck, D.P.A., Associate Vice President for Human Resources

Ronald J. Chenail, Ph.D., Assistant to the President for Academic Affairs

George L. Hanbury II, Ph.D., Executive Vice President for Administration

W. David Heron, M.B.A., CPA, Vice President for Finance

Marilyn Johnson, M.S., Vice President for Institutional Advancement

Frederick Lippman, R.Ph., Executive Vice Chancellor and Provost, Health Professions Division

John Losak, Ph.D., Vice President for Research and Planning

Virginia McLain, M.S., Associate Vice President for Information Technologies and Media Services

Donald E. Riggs, M.L.S., Ed.D., Vice President for Information Sciences and University Librarian

John J. Santulli II, M.B.A., Associate Vice President for Facilities Management

Morton Terry, D.O., Chancellor, Health Professions Division

Wayne Huizenga Graduate School of Business and Entrepreneurship Board of Governors

Ronald H. Abraham
Associated Financial
Consultants, Inc.

Joseph C. Amaturio
Amaturio Group, Ltd.

Ronald G. Assaf

Marta T. Batmasian
Batmasian Investments Ltd.,
Inc.

John P. Bauer
Basic Food International, Inc.

Mitchell W. Berger
Berger, Davis & Singerman

Donald E. Bowen
Urban League

Michael A. Carricarte
USA Medical Services

Keith Cobb

Steven M. Cohen

Louise Dill
Northern Trust Bank

Itchko Ezratti
G.L. Homes of Florida

Sherry L. Friedlander
Business in Broward

Robert A. Kirland
Autohaus Holdings, Inc.

Kenneth V. Knight
Leisure Fund, Ltd.

Robert H. Larsen
R.H. Larsen & Associates, Inc.

Randolph W. Lenz
Equity Merchant Banking
Corp., L.C.

Laurans Mendelson
Heico Corporation

Robert Miller
Miller Legg & Associates, Inc.

Charles B. Pearlman
Atlas, Pearlman, Trop &
Borkson

Hamish C. Reed
Symphony Medical Products

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

David Rush
Rush Holdings, Inc.

Alfredo Salas
Koning Restaurants

Paul Sallarulo
Raymond James and Associates

Robert Schweitzer
Union Planters Bank

Jolyn H. Sellers
Prudential Securities Inc.

Thomas H. Shea
Right Management Consultants

Roy D. Smith, A.I.A.
Roy D. Smith & Associates,
P.A.

Jack Smith
SMAT, Inc.

Allan C. Sorensen
Interim Services, Inc.

Shelley Stein
Grant Thornton, LLP

Norman D. Tripp
Tripp Scott

Wil Trower
North Broward Hospital District

Thomas M. Tworoger

August Urbanek
August Urbanek Investments

Mary E. Wood
ANC Rental Corporation

Wayne Huizenga Graduate School of Business and Entrepreneurship Faculty and Administration

ADMINISTRATION

RANDOLPH A. POHLMAN

Dean

M.S. Kansas State University

Ph.D. Oklahoma State University

J. PRESTON JONES

Associate Dean

M.B.A. Nova University

D.B.A. Nova Southeastern University

BRIAN OUELLETTE

Senior Assistant Dean and Chief Operating Officer

M.B.A. Nova Southeastern University

GREGORY STIBER

Assistant Dean

Ed.D. Nova Southeastern University

JOSEPH L. BALLOUN

Director, Research

M.S. Iowa State University

Ph.D. University of California at Berkeley

RUTH CLARKE

Director, Center for International Business,
Master's in International Business Administration,
Full-Time M.B.A.

Ph.D. University of Massachusetts, Amherst

STEVEN HARVEY

Director, M.B.A. Program Administration

M.B.A. Nova Southeastern University

WALTER B. MOORE

Director, Weekend and Online Master of
Accounting

Master of Taxation

M.S. Colorado State University

Ph.D. University of Nebraska

JACK PINKOWSKI

Director, Weekend and Online Master of Public
Administration

Ph.D. Florida Atlantic University

KRISTIE TETRAULT

Director, Doctoral Program Administration

M.B.A. Nova Southeastern University

FACULTY (Adjunct and fulltime)

STEVE ALFORD

M.A. University of North Carolina

Ph.D. University of North Carolina

WILLIAM R. ALLEN

M.B.A. University of Florida

Ph.D. University of Florida

FALIH ALSAATY

M.B.A. New York University

Ph.D. New York University

JAY ARONSON

M.S. Carnegie-Mellon University

Ph.D. Carnegie-Mellon University

LUIS ARRITOLA

M.B.A. University of Miami

J.D. University of Miami

DANIEL AUSTIN

M.A. Missouri State University

Ph.D. University of Kansas

M.Acc. Nova Southeastern University

F. BARRY BARNES

Ph.D. University of Kansas

ROBERT ANDREW BERG

Ph.D. University of Auckland

ROBERT BAER

M.A. University of Miami

M.P.A. Nova University

D.P.A. Nova University

CHARLES BLACKWELL

M.B.A. Samford University

M.P.A. Nova University

D.P.A. Nova University

FRANK CAVICO

J.D. St. Mary's University School of Law

LL.M. University of San Diego School of Law

LARRY CHIAGOURIS

M.B.A. Baruch College

M.Phil. Baruch College

Ph.D. Baruch College

CLAY CHUN
M.S. University of S. California
Ph.D. Rand Graduate School

BARBARA DASTOOR
M.A. University of Missouri
Ph.D. University of Texas at Dallas

WALTER EINSTEIN
M.S. University of Southern California
Ph.D. Syracuse University

RONALD FETZER
M.A. Kent State University
Ph.D. Ohio State University

GARETH GARDINER
Ph.D. Princeton University
M.Ed. University of Alberta

ROBERT GIBBONS
M.Phil. Yale University
Ph.D. Yale University

JANE GIBSON
M.S. Nova University
D.B.A. Nova University

WILLIAM HARRINGTON
M.S. Boston College Graduate School
Ed.D. Nova University

PAUL HERSEY
M.B.A. University of Arkansas
M.B.A. University of Chicago
Ph.D. University of Massachusetts

RAYMOND JACKSON
M.B.A. University of Chicago
Ph.D. Boston University

WILLIAM JOHNSON
M.S. Northern Illinois University
Ph.D. Arizona State University

JUAN JOVER
M.S. Polytechnical Institute of New York
M.S. Stanford University
Ph.D. Stanford University

RICHARD KELSEY
M.S. University of Minnesota
Ph.D. University of Washington

LEE LATTIMER
M.B.A. University of Santa Clara
D.B.A. George Washington University

HOWARD LAWRENCE
M.B.A. Memphis State University
Ph.D. University of Mississippi

RICARDO LEAL
M.Sc. Pontifical Catholic University
of Rio de Janeiro
Ph.D. Federal University of Rio de Janeiro

MOSHE LEVIN
M.B.A. University of Illinois
Ph.D. Texas A&M University

ALBERT MAVRINAC
M.A. University of Pittsburgh
Ph.D. Harvard University

TIMOTHY McCARTNEY
Ph.D. University of Strasbourg

RONALD NEEDLEMAN
Ph.D. City University of New York

PEDRO PELLET
M.A. University of Puerto Rico
Ph.D. University of Miami

RICHARD PLANK
M.B.A. Seton Hall University
Ph.D. City University of New York

THOMAS POWERS
M.B.A. Eastern Michigan University
Ph.D. Michigan State University

ROBERT PREZIOSI
M.Ed. Florida Atlantic University
D.P.A. Nova University

NEAL RAPPAPORT
M.S. Wright State University
Ph.D. Massachusetts Institute of Technology

RICHARD REES
M.ED. Rutgers University
Ed.D. Rutgers University

FRED RICCI
Ph.D. Boston University

ELIZABETH RIVERS
M.B.A. New York Institute of Technology
Ed.D. Nova University

ROBERT SELLANI
M.B.A. University of Miami
D.B.A. Nova University

JOHN T. SENNETTI
M.A. Bucknell University
M. of Statistics University of Florida
Ph.D. Virginia Polytechnic Institute
and State University

ANDREW SHERBO
M.B.A. University of Georgia
Ph.D. St. Louis University

JAE SHIM
M.B.A. University of California, Berkeley
Ph.D. University of California, Berkeley

THOMAS SHEPPARD
M.S. George Washington University
M.A. University of Oklahoma
Ph.D. University of Texas

KENNETH SIMMONDS
D.B.A. Harvard University
Ph.D. London School of Economics

WILLIAM SNOW
M.B.A. Golden Gate University
Ph.D. Catholic University of America

LUC SOENEN
M.B.A. Cornell University
D.B.A. Harvard University

ARTHUR WEINSTEIN
M.B.A. Florida International University
Ph.D. Florida International University

PAN YATRAKIS
M.I.A. Columbia University
M.B.A. Columbia University
Ph.D. New York University

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 Assistance 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 Assistance at (954) 262-3380 or 800-806-3680.

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, 2001, for the 2001–2002 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 2001–2002 is June 30, 2001.

To improve telephone service to financial aid applicants, NSU’s Office of Student Financial Assistance 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 800-806-3680.

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 Nova Southeastern University, Office of the University Registrar, International Student Adviser, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, telephone (954) 262-7240 or toll free 800-541-6682, ext. 7241.

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 Nova Southeastern University, Office of the University Registrar, Coordinator of V.A. Benefits, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, telephone (954) 262-7236 or toll free 800-541-6682, ext. 7236.

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 on page 7 of this catalog.

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 before 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 that 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 before 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
Farquhar Center Annex, Suite 200
(954) 262-7040

Nova Southeastern University Community Mental Health
Davie..... (954) 262-5730
Lauderdale Lakes..... (954) 486-3663
Coral Springs (954) 753-7020

Community:

Department of Children and Families
Substance Abuse Program Office
1317 Winewood Boulevard, Bldg. 6, 3rd Floor
Tallahassee, Florida 32399-0700
(850) 487-2920

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 10 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 30 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 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 demonstrates 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) 262-7236 or toll free 800-541-6682, ext. 7236.

Fischler Graduate School of Education and Human Services

M.A. in Teaching and Learning
M.S. in Education (15 specializations)
M.S. in Human Services
M.S. in Instructional Technology and Distance Education
M.S. in Speech-Language Pathology
Educational Specialist (15 specializations)
Au.D. Doctor of Audiology
Ed.D. in Child and Youth Studies
Ed.D. in Educational Leadership
Ed.D. in Higher Education
Ed.D. in Instructional Technology and Distance Education
SLP.D. Doctor of Speech-Language Pathology
Associate of Arts

Wayne Huizenga Graduate School of Business and Entrepreneurship

Master of Accounting
Master of Business Administration
Master of International Business Administration
Master of Public Administration
Master of Taxation
M.B.A. in Health Services Administration
M.S. in Human Resource Management
Doctor of Business Administration
Doctor of International Business Administration
Doctor of Public Administration

Health Professions Division

M.B.S. Biomedical Sciences
M.M.S. Medical Science
M.O.T. Occupational Therapy
M.P.T. Physical Therapy
M.P.H. Public Health
D.M.D. Dental Medicine
D.O. Osteopathic Medicine
O.D. Optometry
O.T.D. Doctor of Occupational Therapy
Pharm.D. Pharmacy
Ph.D. in Occupational Therapy
Ph.D. in Physical Therapy

Shepard Broad Law Center

J.D. Law
Master's in Health Law

School of Computer and Information Sciences

M.S. in Computer Information Systems
M.S. in Computer Science
M.S. in Computing Technology in Education
M.S. in Management Information Systems
Ph.D. in Computer Information Systems
Ph.D. in Computer Science
Ph.D./Ed.D. in Computing Technology in Education
Ph.D. in Information Science
Ph.D. in Information Systems

School of Social and Systemic Studies

M.S. in Dispute Resolution
M.S. in Family Therapy
Ph.D. in Dispute Resolution
Ph.D. in Family Therapy

Oceanographic Center

M.S. in Coastal Zone Management
M.S. in Marine Biology
M.S. in Marine Environmental Science
Ph.D. in Oceanography/Marine Biology

Center for Psychological Studies

M.S. in Mental Health Counseling
M.S. in School Guidance and Counseling
Ph.D. in Clinical Psychology
Psy.D. in Clinical Psychology
Postdoctoral Master of Science Degree in Psychopharmacology

Farquhar Center for Undergraduate Studies

B.A. in Humanities
B.S. in Accounting
B.S. in Applied Professional Studies
B.S. in Business Administration
B.S. in Computer Information Systems
B.S. in Computer Science
B.S. in Early Childhood Education
B.S. in Elementary Education
B.S. in Environmental Science/Studies
B.S. in Exceptional Education
B.S. in Legal Assistant Studies
B.S. in Legal Studies
B.S. in Life Science (premedical)
B.S. in Middle School Science Education
B.S. in Marine Biology
B.S. in Professional Management
B.S. in Psychology
B.S. in Secondary Education
B.S. in Sport and Wellness Studies

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.

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.