

H. Wayne Huizenga School of Business and Entrepreneurship



Catalog 2004–2005



**NSU** NOVA
SOUTHEASTERN
UNIVERSITY
Beyond the Classroom

H. Wayne Huizenga School of Business and Entrepreneurship

2004–2005 Catalog

Effective September, 2004

Policies and programs set forth herein are effective September, 2004, except for tuition which is effective July, 2004. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog by accessing the Huizenga School website at www.huizenga.nova.edu and downloading this document.

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

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501) to award bachelor's, master's, educational specialist, and doctoral degrees.

Nova Southeastern University through its H. Wayne Huizenga 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 specialty options in: (1) accounting, (2) finance, (3) health services administration, (4) human resource management, (5) information technology management, (6) international management, (7) management, and (8) marketing
- Doctor of International Business Administration Degree
- Doctor of Public Administration Degree
- Master of Accounting Degree
- Master of Business Administration Degree
- Master of Business Administration with concentration options in: (1) entrepreneurship, (2) finance, and (3) health services administration
- Master of International Business Administration Degree
- Master of Public Administration Degree
- Master of Science in Human Resource Management Degree
- Master of Science in Leadership Degree
- Master of Taxation Degree

Master's specializations in : (1) entrepreneurship, (2) finance, (3) health services administration, (4) human resource development, (5) human resource management, (6) international business, (7) leadership, (8) management information systems, and (9) marketing

- Bachelor of Science in Accounting
- Bachelor of Science in Business Administration
- Bachelor of Science in Finance
- Bachelor of Science in Professional Management
- Bachelor of Science in Sport and Wellness Studies

Nova Southeastern University through its H. Wayne Huizenga School of Business and Entrepreneurship has the Bachelor of Science in Professional Management, Master of Business Administration, and Master of Science in Human Resource Management programs accredited by the University Council of Jamaica (UCJ).

President's Message



In 1964, a progressive group of men and women united to establish an academic institution that would break new ground in educational excellence and community service. Today, Nova Southeastern University enters its 40th year of existence from a position of strength as the largest independent university in Florida and the 10th largest independent institution in the United States, based on enrollment

Since I began my tenure nearly seven years ago as president of Nova Southeastern University, I have remained steadfast in my goal—to continue to develop and refine quality education programs and prepare students for leadership positions and the emerging challenges in the 21st century.

This is an especially exciting time for our university, as many of the dreams and projects we have envisioned are coming into reality. The Alvin Sherman Library, Research, and Information Technology Center, now two years old, is the largest library building in Florida. Along with the Rose and Alfred Miniaci Performing Arts Center, the library is serving both NSU's academic community and the residents of Broward County. Last year, we saw completion of the Carl DeSantis Building to house the H. Wayne Huizenga School of Business and Entrepreneurship and the Graduate School of Computer and Information Sciences, giving students and faculty increased technology, resources, and space.

Last year we also realized another dream as we dedicated the Jim and Jan Moran Family Center Village. Our Family Center, which has been renamed the Mailman Segal Institute for Early Childhood Studies, has long been recognized as a role model for early education programs across the country. In its new home, the Mailman Segal Institute will be poised to continue its leadership and will impact the children and families throughout South Florida.

On the horizon are more projects to greatly expand the resources available to our students, faculty, and staff. This year, we broke ground on the NSU University Center, a 260,000 square-foot recreation and athletic complex in the center of our main campus. It will be home to an athletic arena and sports venues, as well as classrooms, theaters, a cafeteria, and conference and banquet rooms. We are also looking ahead to the development of NSU's Academical Village, a mixed-use, high-tech research office park that will cover 26 acres abutting the main campus. The Academical Village will be an intellectual center for the community that will add approximately two million square feet of research, office, retail, and residential space, and a new hotel conference center.

As we continue to develop centers of research excellence, these projects strengthen our bonds with people, businesses, and organizations throughout the community we serve. As an institution of higher learning, NSU strives to be a valuable neighbor. In addition to career-specific technical knowledge and skills, we work to instill the qualities of compassion, dedication to service, and commitment to community in all of our students.

At the same time, we are successfully educating and preparing our students for the dynamic, technology-intensive arena and the intensely competitive workplace of the future. As the university continues to make technological upgrades, it works closely with its colleges, centers, and schools in an effort to nurture and sustain research, and enable them to make technological advances of their own. All of this is accomplished within a multidisciplinary academic environment that promotes mutual respect and meaningful interaction across the disciplines.

Our synergistic, multidisciplinary learning environment depends on the continued commitment of each of us, and allows us to continue to provide the highest quality and most comprehensive education to dedicated men and women, wherever they are located.

Everyone associated with this university can take pride in the excellence we have achieved thus far, and look forward to a very exciting future. While we have done so much so quickly, we are still young and growing. We will continue to seek to implement ways to better ourselves every day. And we will aim to surpass even our own high standards of excellence in academics, research, technology, and community service. Remember, excellence is our standard, developing programs of preeminence is our goal.

Ray Ferrero, Jr.

President

Nova Southeastern University

Dean's Message



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

In an era when business schools are struggling to keep pace with the trends and challenges faced by the business world, 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 Huizenga School 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. The Huizenga School's value-driven management philosophy is a revolutionary approach to leading and managing that focuses on maximizing value over time. You will learn to balance your perspectives of world cultures, the United States and its subcultures, and what the customers, suppliers, third parties, employees, competitors, and owners of your organization value. You will learn how effective leaders and managers manage this juggling act and make good decisions that lead to positive results.

If you want to be at the cutting edge of management education that gets results for you and your organization in the 21st century, then the H. Wayne Huizenga School of Business and Entrepreneurship is for you. Our professors bring a mix of research and practical business experience to the classroom. Our flexible delivery systems and high quality meet the needs of working professionals, full-time students, and organizations.

The Huizenga School 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

H. Wayne Huizenga School of Business and Entrepreneurship

Undergraduate Program Calendar – Fall 2004

Activity	Professional and Liberal Studies (Day)	Career Development (Evening)	Online Courses
FALL 2004 (200520)	Thu, Aug 19 - Thu, Dec 16, 2004	Wed, Aug 18 - Sat, Dec 18, 2004	Wed, Aug 18 - Sat, Dec 18
Registration			
New Students	During Summer 2004 Orientation	Mon, Mar 15 - Tue, Aug 17	Mon, Mar 15 - Tue, Aug 17
Continuing Athletes (via Adviser)	Mon, Mar 8 - Tue, Aug 17		
Continuing Students (via Adviser/APM, or Web)	Mon, Mar 15 - Tue, Aug 17	Mon, Mar 15 - Tue, Aug 17	Mon, Mar 15 - Tue, Aug 17
New Freshman Orientation	Thu & Fri, Jul 8 & 9, 2004		Online Information
	Tue & Wed, Jul 13 & 14		
	Wed & Thu, Jul 28 & 29		
	Wed & Thu, Aug 4 & 5		
	Tue & Wed, Aug 10 & 11		
New Transfer Student Orientation	Fri, Jul 16, 2004		Online Information
	Fri, Jul 23, 2004		
	Mon, Aug 2, 2004		
Career Development Orientation		Wed, Jul 21, 2004	Online Information
		Sat, Aug 7, 2004	
Convocation (Welcome Night)	Sunday, Aug 15, 2004		
Fall (200520) Classes Begin (1st 8-weeks)	Thu, Aug 19, 2004	Wed, Aug 18, 2004	Wed, Aug 18, 2004
Adjustments to Class Schedule (Drop/Add Period)*1	Thu, Aug 19 - Wed, Aug 25	Wed, Aug 18 - Tue, Aug 24	Wed, Aug 18 - Tue, Aug 24
Official End of Drop Period*2	Wed, Sep 1, 2004	Tue, Aug 31, 2004	Tue, Aug 31, 2004
Labor Day (University Closed)	Mon, Sep 6, 2004	Mon, Sep 6, 2004	
Rosh Hashanah Eve (No Classes)		Wed, Sep 15, 2004	
Rosh Hashanah (University Closed)	Thu, Sep 16, 2004	Thu, Sep 16, 2004	
Last Day to Pay Fall Tuition to Avoid Late Fee (\$50)*3	Fri, Sep 17, 2004	Thu, Sep 16, 2004	Thu, Sep 16, 2004
Yom Kippur (No Classes)		Fri & Sat, Sep 24 & 25	
End of Withdrawal Period (end of 6th week)*4	Fri, Sep 24, 2004	Fri, Sep 24, 2004	Fri, Sep 24, 2004
Registration for WINTER 2005 (200530)			
New Students	Mon, Oct 18, 2004 - Mon, Jan 3, 2005	Mon, Oct 18, 2004 - Mon, Jan 3, 2005	Mon, Oct 18, 2004 - Mon, Jan 3, 2005
Continuing Athletes (via Adviser)	Mon, Oct 11, 2004 - Mon, Jan 3, 2005		
Continuing Students (via Adviser/APM, or Web)	Mon, Oct 18, 2004 - Mon, Jan 3, 2005	Mon, Oct 18, 2004 - Mon, Jan 3, 2005	Mon, Oct 18, 2004 - Mon, Jan 3, 2005
Fall (200520) Classes End (1st 8-weeks)	Tue, Oct 12, 2004	Sat, Oct 16, 2004	Sat, Oct 16, 2004
Fall Break (No Classes)	Wed - Fri, Oct 13 - 15	Mon & Tue, Oct 18, & 19	
Fall (200520) Classes Begin (2nd 8-weeks)	Mon, Oct 18, 2004	Wed, Oct 20, 2004	Wed, Oct 20, 2004
Adjustments to Class Schedule (Drop/Add Period)*1	Mon, Oct 18 - Fri, Oct 22	Wed, Oct 20 - Tue, Oct 26	Wed, Oct 20 - Tue, Oct 26
Official End of Drop Period*2	Fri, Oct 29, 2004	Tue, Nov 2, 2004	Tue, Nov 2, 2004
End of Withdrawal Period (end of 6th week)*4	Wed, Nov 24, 2004	Wed, Nov 24, 2004	Wed, Nov 24, 2004
End of Withdrawal Period (end of 14th week)*4	Fri, Nov 19, 2004	Sat, Nov 20, 2004	Sat, Nov 20, 2004
No Classes	Wed, Nov 24, 2004	Wed, Nov 24, 2004	
Thanksgiving (University Closed)	Thu & Fri, Nov 25 & 26	Thu & Fri, Nov 25 & 26	
No Classes		Sat, Nov 27, 2004	
Exam Days	Mon - Thu, Dec 13 - 16		
Fall (200520) Term Ends	Thu, Dec 16, 2004	Sat, Dec 18, 2004	Sat, Dec 18, 2004
Winter Break (No Classes)	Fri, Dec 17, 2004 - Tue, Jan 4, 2005	Mon, Dec 20, 2004 - Mon, Jan 3, 2005	Mon, Dec 20, 2004 - Mon, Jan 3, 2005

*1 Students may drop one course and add another course in its place during the first week of the semester without financial penalty.

*2 Drop periods with a refund.

*3 Tuition for all classes must be paid within the first 30 days of each term

*4 Withdrawals are permitted prior to the final two weeks of classes.

Undergraduate Program Calendar – Winter 2005

Activity	Professional and Liberal Studies (Day)	Career Development (Evening)	Online Courses
Winter 2005 (200530)	Wed, Jan 5 - Wed, May 4, 2005	Tue, Jan 4 - Thu, Apr 28, 2005	Tue, Jan 4 - Thu, Apr 28, 2005
Winter (200530) Classes Begin (1st 8-weeks)	Wed, Jan 5, 2005	Tue, Jan 4, 2005	Tue, Jan 4, 2005
Adjustments to Class Schedule (Drop/Add Period)*1	Wed, Jan 5 - Tue, Jan 11	Tue, Jan 4 - Mon, Jan 10	Tue, Jan 4 - Mon, Jan 10
Martin Luther King (University Closed)	Mon, Jan 17, 2005	Mon, Jan 17, 2005	
Official End of Drop Period*2	Tue, Jan 18, 2005	Mon, Jan 17, 2005	Mon, Jan 17, 2005
Last Day to Pay Winter Tuition to Avoid Late Fee (\$50)*3	Thu, Feb 3, 2005	Wed, Feb 2, 2005	Wed, Feb 2, 2005
End of Withdrawal Period (end of 6th week)*4	Fri, Feb 11, 2005	Sat, Feb 12, 2005	Sat, Feb 12, 2005
Winter (200530) Classes End (1st 8-weeks)	Fri, Feb 25, 2005	Sat, Feb 26, 2005	Sat, Feb 26, 2005
Spring Break (No Classes)	Mon, Feb 28 - Fri, Mar 4	Mon, Feb 28 - Sat, Mar 5	Mon, Feb 28 - Sat, Mar 5
Registration for Summer 2005 (200550/200605)			
New Students		Mon, Mar 14 - Sun, May 8, 2005	Mon, Mar 14 - Sun, May 8, 2005
Continuing Athletes (via Adviser)	Mon, Mar 7 - Sun, May 8, 2005		
Continuing Students (via Adviser/APM, or Web)	Mon, Mar 14 - Sun, May 8, 2005	Mon, Mar 14 - Sun, May 8, 2005	Mon, Mar 14 - Sun, May 8, 2005
Registration for Fall 2005 (200620)			
New Students	During/After Summer 2005 Orientation	Mon, Mar 14 - Tue, Aug 16, 2005	Mon, Mar 14 - Tue, Aug 16, 2005
Continuing Athletes (via Adviser)	Mon, Mar 7 - Tue, Aug 16, 2005		
Continuing Students (via Adviser/APM, or Web)	Mon, Mar 14 - Tue, Aug 16, 2005	Mon, Mar 14 - Tue, Aug 16, 2005	Mon, Mar 14 - Tue, Aug 16, 2005
Winter (200530) Classes Begin (2nd 8-weeks)	Mon, Mar 7, 2005	Mon, Mar 7, 2005	Mon, Mar 7, 2005
Adjustments to Class Schedule (Drop/Add Period)*1	Mon, Mar 7 - Fri, Mar 11, 2005	Mon, Mar 7 - Fri, Mar 11, 2005	Mon, Mar 7 - Fri, Mar 11, 2005
Official End of Drop Period*2	Fri, Mar 18, 2005	Sat, Mar 19, 2005	Sat, Mar 19, 2005
Good Friday (University Closed)	Fri, Mar 25, 2005	Fri, Mar 25, 2005	
No Classes		Sat, Mar 26, 2005	
End of Withdrawal Period (end of 6th week)*4	Fri, Apr 15, 2005	Sat, Apr 16, 2005	
End of Withdrawal Period (end of 14th week)*4	Fri, Apr 15, 2005	Sat, Apr 16, 2005	
Reading Days	Thu, Apr 28, 2005		
Exam Days	Fri, Apr 29 - Wed, May 4		
Winter (200530) Term Ends	Wed, May 4, 2005	Thu, Apr 28, 2005	Thu, Apr 28, 2005

*1 Students may drop one course and add another course in its place during the first week of the semester without financial penalty.

*2 Drop periods with a refund.

*3 Tuition for all classes must be paid within the first 30 days of each term.

*4 Withdrawals are permitted prior to the final two weeks of classes

Undergraduate Program Calendar –Summer 2005

Activity	Professional and Liberal Studies (Day)	Career Development (Evening)	Online Courses
SUMMER 2005 (I-200550)	Mon, May 9 - Fri, Jul 1, 2005	Tue, May 10 - Sat, Jul 2	Tue, May 10 - Sat, Jul 2
SUMMER 2005 (II-200605)		Mon, Jul 11 - Sat, Aug 6, 2005	Mon, Jul 11 - Sat, Aug 6, 2005
Commencement Exercises	TBA - See website	TBA - See website	TBA - See website
Summer I (200550) Classes Begin (1st 8-weeks)	Mon, May 9, 2005	Tue, May 10, 2005	Tue, May 10, 2005
Adjustments to Class Schedule (Drop/Add Period)*1	Mon, May 9 - Fri, May 13, 2005	Tue, May 10 - Mon, May 16, 2005	Tue, May 10 - Mon, May 16, 2005
Official End of Drop Period*2	Wed, Sep 1, 2004	Tue, Aug 31, 2004	Tue, Aug 31, 2004
Memorial Day (University Closed)	Mon, May 30, 2005	Mon, May 30, 2005	
Last Day to Pay Summer Tuition to Avoid Late Fee (\$50)*3	Tue, Jun 7, 2005	Wed, Jun 8, 2005	Wed, Jun 8, 2005
End of Withdrawal Period (end of 6th week)*4	Fri, Jun 17, 2005	Sat, Jun 18, 2005	Sat, Jun 18, 2005
Summer I (200550) Classes End (1st 8-weeks)	Fri, Jul 1, 2004	Sat, Jul 2, 2005	Sat, Jul 2, 2005
Independence Day Observance (University Closed)		Mon, Jul 4, 2005	
Summer II (200605) Classes Begin (2nd 4-weeks)		Mon, Jul 11, 2005	Mon, Jul 11, 2005
Adjustments to Class Schedule (Drop/Add Period)*1		Sat, Jul 16, 2005	Sat, Jul 16, 2005
End of Withdrawal Period (end of 4th week)*4		Sat, Jul 23, 2005	Sat, Jul 23, 2005
End of Withdrawal Period (end of 12th week)*4		Sat, Jul 16, 2005	Sat, Jul 16, 2005
Official End of Drop Period*2		Sat, Jul 23, 2005	Sat, Jul 23, 2005
Summer (200605) Term Ends		Sat, Aug 6, 2005	Sat, Aug 6, 2005

*1 Students may drop one course and add another course in its place during the first week of the semester without financial penalty.

*2 Drop periods with a refund.

*3 Tuition for all classes must be paid within the first 30 days of each term.

*4 Withdrawals are permitted prior to the final two weeks of classes.

Master's Program Calendar

2004 – 2005 Class Meeting Dates

Term	Sessions	Sequence I	Sequence II	One-year	Online
Summer July – September 2004	Sessions 1	July 9, 10	July 16, 17	July 12 - September 14	July 6 – September 11
	Sessions 2	July 23, 24	July 30, 31		
	Sessions 3	August 6, 7	August 13, 14		
	Sessions 4	August 20, 21	August 27, 28		
	Sessions 5	September 10, 11	September 17, 18		
Fall October – December 2004	Sessions 1	October 8, 9	October 15, 16	October 4 - December 9	October 4 – December 11
	Sessions 2	October 22, 23	October 29, 30		
	Sessions 3	November 5, 6	November 12, 13		
	Sessions 4	November 19, 20	December 3, 4		
	Sessions 5	December 10, 11	December 17, 18		
Winter January – March 2005	Sessions 1	January 7, 8	January 14, 15	January 3 - March 8	January 10 – March 19
	Sessions 2	January 21, 22	January 28, 29		
	Sessions 3	February 11, 12	February 18, 19		
	Sessions 4	February 25, 26	March 4, 5		
	Sessions 5	March 11, 12	March 18, 19		
Spring April – June 2005	Sessions 1	April 8, 9	April 15, 16	April 11 - June 16	April 4 – June 11
	Sessions 2	April 22, 23	April 29, 30		
	Sessions 3	May 6, 7	May 13, 14		
	Sessions 4	May 20, 21	June 3, 4		
	Sessions 5	June 10, 11	June 17, 18		
Summer July – September 2005	Sessions 1	July 8, 9	July 15, 16	July 11 - September 13	July 5 – September 10
	Sessions 2	July 22, 23	July 29, 30		
	Sessions 3	August 5, 6	August 12, 13		
	Sessions 4	August 19, 20	August 26, 27		
	Sessions 5	September 9, 10	September 16, 17		

These dates are subject to change. Please visit the Huizenga School website at www.huizenga.nova.edu for complete information.

Weekend Class Meeting Times

Early Class: 6:00 p.m. – 8:00 p.m.

Late Class: 8:15 p.m. – 10:15 p.m.

One-year Class Meeting Times

8:00 a.m. - 10:30 a.m.

10:45 a.m. - 1:15 p.m.

2:15 p.m. - 4:45 p.m.

Doctoral Program Calendar

Term	Sessions	Sequence I	Sequence II	Summer Institute	National Cluster
Summer May 1 – August 31 2004	Sessions 1 Sessions 2 Sessions 3	May 8, 9 May 29, 30 June 19, 20	May 15, 16 June 5, 6 June 26, 27	July 25 – July 30	August 22 – August 27
Fall September 1 – December 2004	Sessions 1 Sessions 2 Sessions 3	September 11, 12 October 16, 17 November 13, 14	September 18, 19 October 23, 24 November 20, 21	N/A	December 5 – December 10

All 2005 dates, please check with the Program Office for a details.

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Nova Southeastern University (NSU)

NSU 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. It 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 members and students in acquiring and applying knowledge in clinical, community, and professional settings.

Located on a beautiful 250-acre campus in Fort Lauderdale, Florida, NSU has over 23,500 students and is the largest independent institution of higher education in the Southeast. It is the 10th largest private university in the United States. NSU awards bachelors, masters, educational specialist, doctoral, and first-professional degrees in more than 80 disciplines. It has an undergraduate college and graduate schools of medicine, dentistry, pharmacy, allied health, optometry, law, computer and information sciences, psychology, education, business, oceanography, and humanities and social sciences. The institution's programs for families, offered through the Family Center and University School, include innovative parenting, preschool, primary, and secondary education programs. Its programs are administered through academic centers that offer courses in Fort Lauderdale as well as in locations throughout Florida, across the nation, and at selected international sites in Europe, Canada, Israel, and the Caribbean. Despite the geographic diversity of sites where classes are offered, 82 percent of the student body attends classes in Florida.

NSU HISTORY

Nova Southeastern University (NSU) is a nonprofit, fully accredited, coeducational institution. It was founded in 1964 as Nova University of Advanced Technology. In 1974, the Board of Trustees changed the university's name to Nova University. In 1994, Nova University merged with Southeastern University of the Health Sciences to form Nova Southeastern University.

NSU is well known for innovation and quality in both traditional and distance education. The university serves large numbers of adult students and a growing population of traditional undergraduates. To date, the institution has produced more than 76,000 alumni.

Using fall-term enrollment as a measure, Nova Southeastern University is the largest independent institution of higher education in the Southeast and the 10th largest independent institution nationally. NSU is one of 164 colleges and universities statewide and one of 83 independent four-year institutions in Florida.

Nova Southeastern has the only college of optometry in Florida, and the only college of pharmacy and mental medicine in South Florida. The institution also enjoys an excellent reputation for its programs for families offered through the Mailman Segal Institute for Early Childhood Studies and the University School. These include innovative parenting, preschool, primary, and secondary education programs.

The university's programs are administered through academic centers that offer courses at the Fort Lauderdale campuses as well as at locations throughout Florida, across the nation, and at selected international sites in the Caribbean, the Dominican Republic, France, Greece, Mexico, Puerto Rico, the United Kingdom, and Venezuela. Despite the geographic diversity of sites where classes are offered, 82 percent of the student body attends classes in Florida. Seventy-three percent of all students enrolled attend classes in the tri-county area (e.g., Miami-Dade, Broward, and Palm Beach Counties). Nova Southeastern University is a major provider of educational programs for Florida residents. Through its undergraduate, graduate, and professional degree programs, NSU educated more than 20,000 Florida residents in the calendar year 2003. With an annual budget of approximately \$331 million, Nova Southeastern University also has a significant economic impact on the surrounding community. A

recent NSU study revealed that the university and its students and employees contributed more than \$731 million to the Florida economy during fiscal year 2000–2001.

MISSION STATEMENT OF NOVA SOUTHEASTERN UNIVERSITY

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.

ACCREDITATION STATEMENT

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501) to award bachelor's, master's, educational specialist, and doctoral degrees.

Nova Southeastern University
H. Wayne Huizenga School of Business and Entrepreneurship
3301 College Avenue
Fort Lauderdale, Florida 33314
800-672-7223 x 5000

NONDISCRIMINATION STATEMENT

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

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

LIBRARY RESOURCES

The university library system is composed of the Alvin Sherman Library, Research, and Information Technology Center, East Campus Branch Library, Health Professions Division Library, Law Library, North Miami Branch Media Union, Oceanographic Library, and four school libraries. Also branch libraries are located in the Bahamas, Jamaica, and Panama. The 325,000 square foot Alvin Sherman Library, Research, and Information Technology Center is a joint-use facility with the Broward County Board of County Commissioners. It serves students, faculty, and staff members of NSU, as well as residents of Broward County. The five-story structure is a high-tech facility using both wireline and wireless technology. Electronic classrooms and group study rooms are popular areas. Using compact shelving, it has a book capacity of 1.4 million volumes. Within the facility is the 500-seat Rose and Alfred Miniaci Performing Arts Center, enhancing university curricular support and the improvement of the quality of life in South Florida. Overall, the current university's libraries house

approximately 510,000 volumes and 1,400,000 microform units. Agreements have been signed with several libraries throughout the world to provide library support for NSU programs offered in specific geographical areas. The catalogs of all libraries are accessible to local users, distance education students, and faculty members wherever they may be located, via computers using the electronic library. Online and CD-ROM databases complement the paper-based holdings and provide full-text resources. Interlibrary agreements through organizations such as the Online Computer Library Center (OCLC), the Southeast Florida Library Information Network (SEFLIN), the Consortium of Southeastern Law Libraries (COSELL), and the National Library of Medicine (NLM) provide broad access to a wide range of materials.

Distance education and online students have access to books, journal articles, microfiche, dissertations, and reference librarians. Librarians travel to class sites to provide training to distance students. Distance students can request library materials using the online order form on our website at www.nova.edu/library/docdel. To contact Document Delivery by phone, call toll free 800-541-6682, ext. 4602, or on campus, ext. 4602. Document Delivery may also be contacted by email at library@nova.edu.

H. Wayne Huizenga School of Business and Entrepreneurship

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

Over thirty 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 4,500 bachelor's, master's, and doctoral students in a variety of degree programs tailored to meet the demands of today's workforce. The Huizenga School also offers a range of optional specializations as well as a number of enriching seminars and workshops through the Hudson Institute of Entrepreneurship and Executive Education, and The International Institute for Franchise Education.

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

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

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

HUIZENGA SCHOOL VISION AND PHILOSOPHY

VISION

A world-wide leader in professional development of individuals in business, government, and nonprofit organizations, possessing a recognized reputation for quality using personal relationships and leading-edge technology to provide superior educational value for students in a manner that allows education to be an integral part of their lives.

PHILOSOPHY

We believe that in their fast-paced, rapidly changing world, individuals in business, government, and nonprofit organizations need convenient, accessible, superior-value educational opportunities. Only by utilizing highly qualified faculty possessing academic and practical experience, providing personal interaction with students and effectively using leading-edge technology, can we prepare students for success.

The success of the Huizenga School is defined by the success of our students in mastering and applying this knowledge to create value in their respective business, government, and nonprofit organizations.

We can only realize our vision if all faculty, staff, and administrators of the Huizenga School are dedicated to anticipate the needs of the students and constantly change courses, curricula, delivery methods, and services to students according to these needs.

ADDRESS INFORMATION FOR THE HUIZENGA SCHOOL

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

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

DEGREE PROGRAMS

Bachelor's Division

- Bachelor of Science in Accounting
- Bachelor of Science in Business Administration
- Bachelor of Science in Finance
- Bachelor of Science in Professional Management
- Bachelor of Science in Sport and Wellness Studies
 - Concentrations & Minors:
 - Accounting
 - Banking and Finance
 - Business
 - Hospitality Management
 - Human Resource Management
 - International Business
 - Management
 - Marketing

Master's Division

- Master of Accounting
- Master of Business Administration
- Master of Business Administration
 - Concentrations:
 - Entrepreneurship
 - Finance
 - Health Services Administration
- Master of International Business Administration
- Master of Public Administration
- Master of Science in Human Resource Management
- Master of Science in Leadership
- Master of Taxation

CONCURRENT OR POST DEGREE SPECIALIZATIONS

- Entrepreneurship
- Finance
- International Business
- Health Services Administration
- Human Resource Development
- Human Resource Management
- International Economics
- International Logistics
- International Management
- International Strategy
- Leadership
- Management Information Systems
- Marketing

Doctoral Division

- Doctor of Business Administration
 - 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

DEGREE RECOGNITION

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

FACULTY

The core of the full-time faculty maintain offices on NSU's campus 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 Table of Contents for Faculty and Administration.) Outstanding adjunct faculty augments the full-time faculty of the H. Wayne Huizenga School of Business and Entrepreneurship. Adjunct faculty are selected based on qualifications in teaching, research, publication, and consulting. 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.

INSTITUTES AND CENTERS

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

HUDSON INSTITUTE OF ENTREPRENEURSHIP AND EXECUTIVE EDUCATION

The Hudson Institute of Entrepreneurship and Executive Education collaborates with private firms as well as public-sector organizations—assisting them to become more competitive in an increasingly global environment. The institute offers customized programs for businesses and public organizations that are seeking to change and transform the way they operate. Organizations are drawn to the institute's entrepreneurial and market-driven perspective and flexible location and scheduling. The Hudson Institute offers executive development programs in a variety of formats from one-day seminars to weeklong workshops as well as continuing management development programs focusing on topics such as, e.g., marketing management, leadership, sales management and negotiation, reengineering, leadership, and coaching skills. This dynamic executive education center draws its clientele from an international marketplace with domestic, global, and international clients participating in its programming. Support services include needs assessment, organizational consulting, and competency-based HR systems.

INSTITUTE OF GOVERNMENT AND PUBLIC POLICY

The Institute of Government and Public Policy (IGPP) was established within the H. Wayne Huizenga School of Business and Entrepreneurship in order to continue Nova Southeastern University's rich tradition of providing

practical education and consulting services to the community. The IGPP was created in response to the vital need to apply the Huizenga School's extensive resources and business acumen to public organizations and contemporary management issues that cross both academic and professional disciplines.

The Institute endeavors to provide governments with the practical and useful educational programs, research, and solutions to complex issues they face. The goals and objectives for the IGPP include: Conduct research and analysis of major issues of interest to governmental units with recommendations for solving these issues; Publish reports and bulletins that analyze issues and convey best practices in government; Conduct leadership and supervisory skills training for governmental staff and office holders; Use problem-solving and decision-making skills to help government overcome problems; Train government elected and appointed officials and employees in effective communication techniques and in providing superior customer service; Assist governments to effectively manage organizational conflicts; Facilitate group dynamics and team-building exercises; Conduct organizational and community visioning and strategic planning; Develop and implement program and systems evaluations; Design, conduct, and analyze community and public opinion surveys; Review, revise, and implement comprehensive community plans, land development use regulations, and transportation strategies to increase quality of life; Develop and promote best management practices in all levels of government; Evaluate and develop customized standard operating procedures for governments; and, Facilitate meetings and workshops for governments.

INTERNATIONAL INSTITUTE FOR FRANCHISE MANAGEMENT

Leading a franchise organization in the 21st century means constant learning and continual change. This presents a leadership challenge. The International Institute for Franchise Education helps franchise companies meet that challenge and grow through focused learning that expands knowledge and awareness of best practices in franchising, builds leadership skills, and fosters continuous and systemic improvement and innovation. The institute also provides services to individuals and groups who operate franchise units through management training and leadership development in their personnel, process improvement, and support services through organizational consulting.

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)
- University Council of Jamaica (UCJ)

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 for Huizenga Students

ADDRESS AND NAME CHANGES

It is the student's responsibility to ensure the university has his/her current contact information including mailing address, home telephone number, work telephone number, and email address. Students may update their personal contact information (excluding name change) through WebSTAR at www.webstar.nova.edu.

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

CAREER SERVICES

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 Office of Career Services 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 Career Services at (954) 262-7201 or online at <http://www.nova.edu/career>.

COMMENCEMENT AND DEGREE CONFERRAL

The Huizenga School holds an annual graduation ceremony in Broward County, Florida. Bachelor's and master's students who have completed their degree requirements or who are within six credits of graduating (not including capstone for master's and in good academic standing) are invited to attend. Doctoral students must have all degree requirements completed and the degree application approved before the student will be invited to attend graduation. Students are not required to attend the graduation ceremony in order to receive their degree.

A student's degree is conferred once the student has met all of the graduation requirements for their chosen degree. Degrees are conferred throughout the year. When the diploma has been printed, it is sent to the students' mailing address of record.

Please note: Students should contact their enrollment counselor upon registering for their last term to ensure all requirements have been met.

DISABILITY SERVICES

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

At the postsecondary level, it is the student's responsibility to initiate the process for disability services. The process for obtaining a reasonable accommodation is an interactive one that begins with the student's disclosure of his/her disability and a request for a reasonable accommodation. The student has the responsibility to provide Nova Southeastern University with proper documentation of his/her disability from a qualified physician or clinician who diagnoses his/her disabilities and sets forth the recommended accommodations.

Student requests for accommodation will be considered on an individual basis. Each student with a disability should discuss his or her needs with the disability service representative in his or her academic center, college, or

school before the commencement of classes. For additional information on the university disability policy and obtaining reasonable accommodations, please contact the disabilities coordinator at 954-262-5140.

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

ACADEMIC ACCOMMODATION(S) PROCESS

Requests for accommodation must be made in writing to the disability service representative in the student's academic center, college, or school and must be supported by appropriate documentation of recent medical, psychological, or educational assessment data administered and evaluated by a qualified professional. If the student disagrees with the accommodation(s) proposed by the disability service representative in consultation with the appropriate program director and/or faculty member, he or she may appeal the decision through that center's, college's, or school's appellate process. If the issue cannot be satisfactorily resolved at the center, college, or school level, the student may appeal in writing no later than 10 days after the final decision to the university's Academic Accommodation Appellate Committee, which consists of the university's ADA coordinator and representatives from at least four different academic centers, colleges, and/or schools. The student will be given the opportunity to present his or her appeal in an appearance before the committee. The committee will also review all relevant documents submitted with the written appeal before rendering a decision. The student will be notified in writing of the committee's decision within a reasonable amount of time of the hearing. The decision of the university's Academic Accommodation Appellate Committee is final and binding upon the student without further appeal.

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

FINANCIAL AID

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

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

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

Nova Southeastern University
Office of Student Financial Assistance
3301 College Avenue, Horvitz Administration Building
Fort Lauderdale, Florida 33314-7796
Broward County: (954) 262-3380
Miami-Dade County: (305) 940-6447, ext. 7410
Toll free: (800) 806-3680
www.nova.edu/cwis/finaid

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

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

GRADE REPORTS

Students may view their grades online on WebSTAR located at www.webstar.nova.edu typically 7 – 10 days (45-60 days for doctoral) after course completion. Students may contact their enrollment counselor if grades are not posted by stated times. Students will not receive grade reports through regular mail.

Students who submit tuition and fees to their employer should use WebSTAR to access the course fees and grades. Students may print out this information from WebSTAR and submit to their employer. If the employer requires additional information, students should contact their enrollment counselor for assistance.

HOUSING/FOOD SERVICE

NSU offers a residential living program that is designed to meet a wide array of student needs. Students who live on campus have numerous opportunities to participate in a variety of programs and activities that maximize intellectual growth and personal development. Undergraduate students are housed in the state-of-the-art, four-story Leo Goodwin Sr. Residence hall.

Located on the main campus, the Davie Living Complex (three buildings of 90 one- and two-bedroom unfurnished apartments) is available for single and married students. In addition, there is a five-story building with 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.

Students are invited to obtain further information from the Off-Campus Housing Office, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796 or online at www.och101.com/nova. Housing is limited by program and availability. Applications for housing for the fall term should be submitted before May 31.

The university dining hall is located in the Rosenthal Student Center. The university offers a choice of meal plans that are available to both undergraduate and graduate students. Undergraduate students living in Goodwin Residence Hall are required to purchase a meal plan.

MINIMUM COMPUTER REQUIREMENTS

All students are required to have unrestricted access to a personal computer. At a minimum, the computer must meet the following hardware and software requirements: Pentium 500 MHz, 128 MB RAM, 56 K modem (cable or DSL strongly recommended), CD ROM drive, sound card and speakers, microphone, antivirus software, Windows 2000, Microsoft Office 2000, and an Internet Service Provider (ISP). MAC computers are not guaranteed compatible with the Huizenga School's extranet and are not supported by the Help Desk.

Due to technology restrictions with American Online (AOL), use of AOL is prohibited for students in the Master of Accounting and Taxation programs.

NSU COMPUTER ACCOUNTS

UNIX

Students who are enrolled at NSU are provided an account that provides access to email, online courses, the Internet, and library resources. Each student is required to create an account by filling out the application, available at www.nova.edu/sbin/account_request. Usernames are provided immediately and activated within two hours. All email communications between faculty and students must use the NSU email account. Personal email accounts may not be used.

Upon acceptance, NSU requires that all students obtain an NSU email account. This email account is the official method of communication at NSU and is used to notify students of upcoming registration deadlines, scholarship information, and other important NSU information. Students are required to use their NSU accounts for intracampus communication and for submission of class assignments as required by faculty members. In addition, students participating in online coursework use their account to access the electronic classroom.

Each term, the center provides computer training for undergraduate students. Training is free and strongly recommended for students wishing to upgrade their skills and use their computer account more efficiently. For further information about computer training, contact Technology Training at (954) 262-4947. For technical support or problems with an NSU account, call the Help Desk at (954) 262-HELP. Student NSU accounts are deleted upon notification of academic dismissal, suspension, withdrawal, and conferral from various offices of the university. Students who reenroll at NSU must reapply for an email account.

WEBSTAR

WebSTAR allows students to view grades, transcripts, and holds; apply for financial aid and review the status of financial aid applications and loans; check registration status; view personal class schedules and register for classes; pay for classes; and check and change personal contact information.

WebSTAR can be accessed at www.webstar.nova.edu. Students log in to the secure area using their user ID and Personal Identification Number (PIN). Students will receive their PINs through the mail. WebSTAR also has links to the class schedule, course catalog, financial aid website, and NSU homepage. Students who lose or forget their PIN, or current NSU students who have not received a PIN, should contact the NSU PIN specialist by calling (954) 262-4850 between 8:30 a.m. and 5:00 p.m., or via email at pinhelp@nova.edu. Help and log-in instructions are available on the WebSTAR site.

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 respective program office.

NSU STUDENT EDUCATIONAL CENTER LOCATIONS

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

Las Vegas Student Educational Center
5740 South Eastern Avenue, Suite 160
Las Vegas, Nevada 89119
702-365-6682

Jamaica Student Educational Center
Kingston & Montego Bay
876-978-3311

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

Orlando Student Educational Center
4850 Millenia Blvd
Orlando, Florida 32839
407-264-5600

West Palm Beach Student Educational Center
3970 RCA Boulevard, Suite 7000
Palm Beach Gardens, Florida 33410
561-622-7018

Tampa Student Educational Center
9503 Princess Palm Avenue
Tampa, Florida 33619

813-740-2774

OFFICE OF INTERNATIONAL STUDENTS

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

Students who wish to study at the Huizenga School should contact OIS for details regarding issuance of the I-20. The I-20 will be granted only upon completion of all admission requirements and acceptance into the program of study. In addition, students must be enrolled full-time in order to maintain their I-20 status. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 are required to attend classes in 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 intl@nova.edu or visit the International Student Office at www.nova.edu/cwis/registrar/iss

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

OFFICE OF STUDENT FINANCIAL SERVICES AND REGISTRATION

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

PAYMENT POLICY

NSU requires that tuition for all courses be paid in full within the first 30 days (from the first day of the term) by one of the approved payment options. Approved payment options include check (payable to Nova Southeastern University), money order, credit cards (MasterCard, VISA, American Express, or Discover), third-party direct billing plans, and authorized financial aid. Students who wish to pay by credit card may download the credit card payment form at www.nova.edu/cwis/bursar/forms/ccauthform.pdf. Students who do not meet their financial obligations to the university will have an appropriate hold placed on their record. A bursar late fee of \$50 will be charged if a student has a balance remaining after 30 days from the start of the term (note: start of term does not mean the first class meeting). All questions about student billing and accounts should be directed to the Bursar's Office at 954-262-5200.

PARKING

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

PLAGIARISM, ACADEMIC DISHONESTY, AND OTHER FORMS OF MISCONDUCT

Webster's defines plagiarism as the stealing or passing off 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. Candidates are expected to be above reproach in all scholastic activities. Candidates who engage in scholastic dishonesty are subject to disciplinary penalties by the faculty, including but not limited to resubmission of an assignment; reduced or failing grade for the course; repeat of a course, and recommendation for dismissal from the university. "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, completing an examination for another person, any act designed to give unfair advantage to a student or groups of students, or the attempt to commit such acts."

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.

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.

SCHOLARSHIPS

Scholarship information is available on the Huizenga School website at http://www.huizenga.nova.edu/admission/enrollment_services.cfm

STUDENT HANDBOOK

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

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

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

STUDENT IDENTIFICATION CARD

All students must obtain an NSU student identification card before starting classes. The identification card must be carried at all time when on any of the NSU campuses. The identification card is available free of charge through the registrar's office, located in the Horvitz Administration building on the main campus.

For off campus locations, the form may be downloaded at <http://www.nova.edu/nsucard/>. Submit the completed form along with a passport size photo to:

NSU Card Office – Campus Card Services
Nova Southeastern University
3301 College Avenue
Ft. Lauderdale, FL. 33314

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

Bachelor's Division

The mission of the bachelor's division is to provide a high-quality educational program designed to prepare students for lifelong learning and leadership roles in business and the professions.

DEGREE PROGRAMS

The Bachelor of Science degree offered through the H. Wayne Huizenga School of Business and Entrepreneurship provides the following majors:

Accounting	Finance	Sport and Wellness Studies
Business Administration	Professional Management	

The following business concentrations are offered to students who are majoring in a business field. Each concentration consists of four courses (12 credits.)

Accounting	Hospitality Management	International Business	Marketing
Banking and Finance	Human Resource Management	Management	

The following business minors are offered to students who are not majoring in a business field. Each business minor consists of three to six courses (15-18 credits) depending on subject area.

Accounting	Business	Human Resource Management	Marketing
Banking and Finance	Hospitality Management	International Business	

UNDERGRADUATE CATALOG

Huizenga School undergraduate business students should refer to the Farquhar College of Arts and Sciences catalog for information regarding academic policies and procedures, admissions, course descriptions, degree programs, financial aid, registration, scholarships and grants, and tuition and fees. Students who have questions or would like assistance in any of these areas should contact their Huizenga School enrollment counselor for guidance.

The Farquhar College of Arts and Sciences catalog is located at <http://undergrad.nova.edu/catalog/>.

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.

The master's degree programs serve more than 2,100 students online and at on-campus and field-based cluster locations throughout Florida and the United States, and the Caribbean. Nova Southeastern University takes the talents of its full-time and adjunct faculty to students, giving them the opportunity to upgrade managerial skills while increasing overall organizational effectiveness and value as a result of advanced management and skills education.

PROGRAM FORMATS

Building on its reputation for flexible program scheduling, the Huizenga School offers master's degree programs in different formats to meet the needs of its students. There are four terms per year in the master's degree programs.

ONE-YEAR FULL-TIME

One-year Full-time students pursue their studies on the Main campus by attending weekday classes and participating in optional internships, which allow them to put their newly acquired knowledge to work solving real business problems. In the one-year full-time day program, students meet Mondays through Thursday over a nine-week term.

WORKING PROFESSIONALS /WEEKEND

Working professionals pursue their programs by attending classes in an 18-month/weekend delivery format. The weekend format is designed for students to meet five weekends over the course of a twelve week term (typically every other weekend). Classes are set in early and late offerings. The early schedule is Friday evening from 6:00 – 8:00, and Saturday morning from 8:00 – noon. The late schedule is 8:15 – 10:15 Friday night, and Saturday afternoon from 1:00 – 5:00. Depending on the needs of companies and other clients, the Huizenga School will provide customized delivery modalities to meet specific needs.

ONLINE

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

More and more companies are delivering their corporate training through online learning methods. We believe that exposing our students to this type of technology will allow them to become better learners and better employees, whereby increasing their knowledge capital and adding value to the workforce.

All Huizenga School students are required to adhere to the minimum computer requirements as stated in this catalog. Meeting or exceeding these requirements allows our students the opportunity to learn without the restrictions imposed by outdated technology.

PROGRAM SCHEDULE AND LENGTH

PROGRAM SCHEDULE

The program schedule consists of four terms per year, commencing in October, January, April, and July. Students attending class on 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. The weekend programs may be completed utilizing an alternate weekend, Friday night/Saturday format.

Cohorts for the One-year Full-time M.B.A. program begin in the October, January, and April, with an academic orientation program facilitating students' introduction to the M.B.A. program. Students may join an existing cohort in July. Typically, One-year Full-time classes are held on a Monday/Wednesday, and Tuesday/Thursday rotation.

PROGRAM LENGTH

One-year Full-time M.B.A. students may complete their program in one year, but are not required to do so. Students pursuing a weekend or online master's program typically complete their program in 18 months.

ADMISSIONS PROCEDURES

All students who wish to apply to the Huizenga School at Nova Southeastern University must provide to the Office of Enrollment Services a variety of documents. Transcripts and all other information concerning admission should be sent to: Nova Southeastern University, Attn: Enrollment Processing Services, H. Wayne Huizenga School of Business and Entrepreneurship, PO Box 299000 Fort Lauderdale, Florida 33329-9906.

APPLICATION FOR ADMISSIONS

The completed master's admission application and a non-refundable \$50 application fee (see Table of Contents for Student Fees and Tuition) should be submitted prior to the term for which admission is desired. Students are encouraged to complete the admissions application located on the Huizenga School website.

COLLEGE TRANSCRIPTS

Official transcripts from each college and university attended must be submitted to Enrollment Processing Services or the Office of Enrollment Services. Transcripts are considered official when they are sent directly from a college or university to NSU or provided in a sealed envelope to a Huizenga School admissions official. All transcripts must be in English and contain the official institution seal and/or authorized signature. If transcripts were issued under a previous name, please attach a statement to the application providing the previous name(s).

To be considered for Provisional Acceptance, students may submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average). Students with acceptance based upon unofficial documentation at time of application may register for one term only. All official documentation, including test scores (GMAT, GRE, and/or English proficiency if applicable) must be received within 45 days (excluding international students) from the start of the first term. Registration for future terms is contingent upon receipt and approval of all outstanding documents. If these documents are not received and accepted, the student will not be permitted to register for additional courses and current financial aid will be terminated.

ACCESS TO TECHNOLOGY

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

TRANSFER POLICY

The Huizenga School will consider up to the equivalent of two courses as transfer credits (equal to six semester credits) taken at the master's level or two courses (eight semester credits) taken at the doctoral level (with grades of not less than B) from another regionally accredited institution. Master's level courses accepted as transfer credit may not be used toward the graduate certificate programs listed in this catalog. Courses that have been applied toward another degree, the course content and credits are not equivalent of courses offered in the student's degree program, or the courses have been taken more than five-years before matriculation will not be accepted. 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 start a course and transfer in 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.

ACCEPTANCE OF STUDENTS

Accepted students will receive an acceptance letter from the Office of Enrollment Services mailed to the student's address of record. The Admission Review Committee reserves the right to request additional information from all applicants (e.g. resume, additional test scores).

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

SPECIAL ADMISSIONS CATEGORIES

INTERNATIONAL APPLICANTS

Graduates of foreign institutions are encouraged to apply. To be considered for admission, international transcripts must include a certified English translation. Records must show the equivalent of an earned bachelor's degree or higher from a regionally accredited institution in the United States.

International applicants whose native language is not English are required to submit evidence of their proficiency in the use of the English language by submitting an official score of 550 or higher (213 computerized) on the Test of English as a Foreign Language (TOEFL). Also a score of 6.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL.

NON-DEGREE SEEKING APPLICANTS

Students who do not intend to complete a master's degree program may apply for non-degree seeking status. Non-degree seeking students may take up to nine semester hours. Non-degree seeking students may not be used by international students on an F-1 visa or by anyone receiving any type of financial aid, including grants. Non-degree seeking students are not eligible for financial aid.

At the discretion of the appropriate program director, students may be granted admission with limited admissions documents. The student must be seeking a degree from another regionally accredited institution and is requesting to register for master's level courses at the Huizenga School to transfer back to their primary institution. Further information may be obtained by contacting the Huizenga School admissions office.

SECOND MASTER'S DEGREE

Students who have earned a master's degree with 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.

Courses taken outside of one's degree program may be applied to a second degree at a later date provided the second degree is completed within five years of the first course applied in the second degree. For example,

student's first degree program is MBA and decides to take courses in the M.S./HRM degree program while still pursuing the MBA. The M.S./HRM courses may be used towards the M.S./HRM second degree if they are all taken within a five-year period. The program director reserves the right to accept or deny any courses applied to the second master's degree.

ADMISSION REQUIREMENTS (EXCLUDING M.S. IN LEADERSHIP)

Applicants are evaluated based on 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.

The Huizenga School considers applicants on both quantitative and qualitative data. As a result, admission to the programs is competitive and regretfully not all those that meet the quantitative standards will be offered admission.

QUANTITATIVE MEASURES

Applicants with an undergraduate degree whose GPA is 2.5 or greater (overall or in the last 60 hours, based on a 4.0 scale) from a regionally accredited institution will be considered for admission. Applicants whose undergraduate GPA is between 2.25 and 2.49 (on a 4.0 scale) must also submit a GMAT score of 450 or greater (or GRE score of 1,000 or greater) to be considered for admission. At the discretion of the associate dean for academic affairs, a GMAT score may be required of any applicant (including applicants from non-regionally accredited institutions).

A score of 550 or higher on the test of English as a foreign language (TOEFL) is required for applicants possessing an undergraduate degree from a foreign institution. 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. Also a score of 6.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL. The TOEFL or equivalent exam requirement may be waived at the discretion of the directors of enrollment services and master's programs respectively 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. Exam waivers will be granted on extremely limited basis.

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).

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

QUALITATIVE MEASURES

Writing is an important component of the Huizenga School master's programs. As such, an essay is required from each applicant (located on the application form). The essay is evaluated based on clearness of thought, ability to articulate a position, proper grammar, and spelling precision. Applicants should take care when completing the essay as it is an important ingredient in the application process.

ADMISSION REQUIREMENTS FOR M.S. IN LEADERSHIP

The admissions committee selects students based upon their academic potential to successfully complete a graduate program. For consideration, a baccalaureate degree conferred by a regionally accredited college or university is required. In addition, factors such as career accomplishments as detailed in the career essay, optional letters of recommendation from employers, and community service as detailed in an optional resume submission are considered.

The Huizenga School values a global community of students and seeks to admit students with diverse backgrounds and experiences. Typically, applicants submit undergraduate transcripts with GPA's of 2.5 or greater. However, all persons with baccalaureate degrees are encouraged to apply to the Master of Science in

Leadership(M.S.L.) program. At the discretion of the program director, a GMAT score may be required of any applicant (including applicants from non-regionally accredited institutions).

CORPORATE SPONSORSHIP

Master's applicants who have not met the minimum admission requirements may seek admission through corporate sponsorship. Corporate sponsorship means the applicant is currently in a senior management position with significant responsibilities in a company, has adequate preparation to complete the graduate program, and is eligible for tuition reimbursement. A letter on company letterhead verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate human resources official, must accompany the application. Those seeking admission through corporate sponsorship must contact the Office of Enrollment Services for further 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
H. Wayne Huizenga School of Business and Entrepreneurship
Associate dean for academic affairs
3301 College Avenue
Fort Lauderdale, Florida 33314

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 in any graduate program course that has a specific knowledge prerequisite associated with it until such prerequisite courses are completed. For example, in the Master of Business Administration program, a student may enroll in an accounting prerequisite course while taking graduate courses in human resources or marketing since the accounting prerequisite course does not serve as a prerequisite.

For the Master of Accounting and Taxation programs, all program prerequisite must be completed before taking graduate courses. It is recommended that students speak to an enrollment counselor prior to taking classes so that a course schedule may be mapped out, especially those students wishing to sit for the CPA exam prior to program completion.

Students may have three options for satisfying a program prerequisite course: (1) they may successfully complete courses offered by the H. Wayne Huizenga School of Business and Entrepreneurship (undergraduate or graduate); (2) they may take the required course through an accredited institution with prior course approval in writing from the H. Wayne Huizenga School of Business and Entrepreneurship; or (3) they may successfully complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Consult your enrollment counselor for details and guidance.

PREREQUISITE COURSE SATISFACTION

Specific degree-related prerequisite course work must be satisfied before a student may pursue the appropriate graduate-level courses in that discipline. Each student receives a detailed listing of prerequisite course requirements after all official transcripts are received and student is admitted. Satisfactory completion of prerequisite courses (of three credits or more) requires grades of C or better. Course descriptions may be required to ensure undergraduate level coursework satisfying the prerequisite requirement is appropriate.

M.B.A. (includes all concentrations) — Business or corporate finance, economics (macro or micro), financial accounting, marketing, statistics

M.I.B.A. — Business or corporate finance, economics (macro or micro), financial accounting, marketing

M.P.A. — American government, financial accounting, statistics

M.S./HRM — Human resources

M.S./ML — none

M.Acc. — (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) basic understanding of elementary statistics, data processing, and mathematics

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

*For students who wish to enter the Master of Accounting or Master of Taxation Programs and who meet all of the admission requirements except item (a) above, NSU offers a special sequence of courses designed to meet that requirement. Call the program office for details, 800-672-7223, ext. 5000.

**Required as a prerequisite for graduate auditing courses.

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. For a complete disclosure of admission, academic, and other requirements, please refer to the table of contents for appropriate sections. Non-degree seeking students are not eligible for federal financial aid.

CHANGE OF MAJOR

Students who wish to change their major (degree program) within the Huizenga School must do so in writing to the Office of Enrollment Services. Student's seeking a change of major must be in good academic standing in their current program before consideration can be given for acceptance into their new program of study. The student's record will be re-evaluated for approval for the program in which they seek admission.

In addition to the above stated requirements, students wishing to change from a M.S. degree to another degree program within the Huizenga School must meet the admission standards for new program of study.

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: Law/Business (J.D./M.B.A.), Law/International Business (J.D./M.I.B.A.), Law/Accounting (J.D./M.Acc.), Law/Tax (J.D./M.Tax), Law/Public Administration (J.D./M.P.A.), Psychology/Business (Psy.D./M.B.A.), and Criminal Justice/Business (C.J./M.B.A.). Please contact the Office of Enrollment Services for additional information.

OFFICE OF ENROLLMENT SERVICES

The Office of Enrollment Services consists of a team of enrollment counselors that are available to guide you through your studies at the Huizenga School. The enrollment counselors are versed across the curricula to provide support to students from application through the graduation process. Registration for each new term is accessible online; however, enrollment counselors are available to counsel students. Advising is strongly recommended but not mandatory. To reach an enrollment counselor contact the Office of Enrollment Services toll free at 800-672-7223, or 954-262-5000. Students attending classes at one of the following sites should contact their enrollment counselor on-site for assistance: Bahamas, Jamaica, Miami, Orlando, or Tampa.

REGISTRATION POLICY

Students are required to register themselves for courses via the WebSTAR system located at www.webstar.nova.edu during the registration period. To access this system, students must have a WebSTAR PIN, which may be obtained by contacting Pin Help at (954) 262-4850 or (800) 541-6682 ext. 4850 weekdays or via email at pinhelp@nova.edu. After contacting the PIN Specialist, the PIN will be mailed to the student.

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

Note: Students admitted to the one year full-time M.B.A. are not permitted to take courses on the weekend or online unless an exceptional circumstance arises such as medical or family emergency. If an exceptional circumstance arises, student must present documentation to and receive permission from the program director.

LATE REGISTRATION POLICY

The late registration period follows the normal registration period. During the late registration period, students may register through WebSTAR and/or their enrollment counselor; however, a late fee will be added to each registration (see Table of Contents for Student Fees.) Students are encouraged to register early in the normal registration period as classes fill-up quickly. The Huizenga School reserves the right to refuse any late registrations during the late registration period. Consult the term dates for specific information.

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

DROP POLICY

Master's students wishing to drop a course must do so by completing the online master's drop request form located on the Huizenga School website. Students should be cautious of how a drop may reflect on the transcript.

Reference to the refund policy grid below which shows the grade, if any, that will display on a student's transcript when a course is dropped. Students who have questions regarding a drop should contact their enrollment counselor for assistance.

Drop request must be received during the term in which the student is registered for the course, otherwise the drop request will not be considered. Nonattendance/nonparticipation does not constitute a drop or refund request.

REFUND POLICY

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

Nonattendance/nonparticipation does not constitute a drop or refund request. If a student wishes to drop a course, he/she must complete the online master's drop request form located on the Huizenga School website. Neglecting to do so will result in a failing grade for the course and zero percent refund.

Master's students who complete the master's drop request form are entitled to a tuition refund based on the following schedules. Students should contact their enrollment counselor for exact refund amounts. Dropping a course outside the 50 percent refund window will result in zero tuition refund. The amounts below are defined regardless of a student's participation or attendance in class and is based on the date and time posted on the master's drop request form. The day the student drops is calculated into the refund amount.

5-weekend course:

Weekend	After class begins weekend 1 but prior to weekend 2	After class begins weekend 2 but prior to weekend 3	After class begins weekend 3 but prior to weekend 4	After class begins weekend 4 but prior to weekend 5	After class begins weekend 5
% refund	75%	50%	0%	0%	0%
Grade on transcript	None	None	W	W	Grade earned

How to read this grid: Five-weekend course - students who drop a course after class begins on the fifth weekend will receive the letter grade that reflects their performance in the course. A "W" will display on the transcript when a student drops a course after the second weekend ends but prior to the start of the fifth weekend of class. Drop percentage: If a student attends class the first weekend and drops prior to the second weekend, the student will receive a 75% refund.

4-weekend course (e.g. Jamaica):

Weekend	After class begins weekend 1 but prior to weekend 2	After class begins weekend 2 but prior to weekend 3	After class begins weekend 3 but prior to weekend 4	After class begins weekend 4
% refund	75%	50%	0%	0%
Grade on transcript	None	None	W	Grade earned

6-week online prerequisite course:

Week (Monday – Sunday)	1	2	3	4	5	6
% refund	75%	50%	0%	0%	0%	0%
Grade on transcript	None	None	W	W	W	Grade earned

9-week One-year day program (18 class meetings):

Week (Monday – Sunday)	1	2	3	4	5	6	7	8	9
% refund	75%	50%	0%	0%	0%	0%	0%	0%	0%
Grade on transcript	None	None	W	W	W	W	W	Grade earned	Grade earned

9-week One-year day program (9 class meetings):

Week (Monday – Sunday)	1	2	3	4	5	6	7	8	9
% refund	75%	50%	0%	0%	0%	0%	0%	0%	0%
Grade on transcript	None	None	W	W	W	W	W	Grade earned	Grade earned

10-week online course:

Week (Monday – Sunday)	1	2	3	4	5	6	7	8	9	10
% refund	75%	50%	0%	0%	0%	0%	0%	0%	0%	0%
Grade on transcript	None	None	W	W	W	W	W	W	Grade earned	Grade earned

None indicates the course will not show as an attempt on the transcript. Refunds are made within 30 days after the effective date of withdrawal.

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

ATTENDANCE POLICY

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

CLASS CANCELLATIONS

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

MASTER'S STUDENT FEES AND TUITION

STUDENT FEES

Application Fee	\$ 50
Registration Fee.....	\$ 20
Late Registration Fee.....	\$ 200
Reinstatement & Readmission Request Fee	\$ 125
Rescheduling Fee (master's capstone workshops)	\$ 100
Graduation Fee (excluding cap and gown).....	\$ 75
Student Activity Fee (per semester, main campus only)	\$ 10
Materials Fee: Value Integration Capstone Course	\$ 150
Materials Fee: GMP 5848	\$ 150
Technology Fee (per term, excluding prerequisite courses).....	\$ 50
Transcript Fee.....	\$ 5

TUITION

Tuition: Weekend Programs (per credit, excluding M.Acc & MTax)	\$ 485
Tuition: Weekend M.Acc & MTax (per credit)	\$ 485
Tuition: Day Program (per credit)	\$ 525
Tuition: Online Programs (per credit, excluding M.Acc & MTax)	\$ 535
Tuition: Online M.Acc & MTax (per credit)	\$ 550
Tuition: GMP 5110, 5111, 5112, and 5804 (per course).....	\$ 100
Tuition: GMPF 5711 (per course).....	\$ 100
Tuition: GMPF 5712 (per course).....	\$ 200
Tuition: Prerequisite Courses (excluding M.Acc courses, per course)	\$ 730
Tuition: M.Acc. Prerequisite Courses (per course).....	\$ 850
Tuition: Specialization Courses (varies, see enrollment counselor for details)	

Tuition and fees are subject to change without notice.

To avoid confusion on the matter of fees, students are encouraged to contact an enrollment counselor in the Office of Enrollment Services. The late registration fee is charged anytime a registration is submitted after the closing date of regular registration (excluding first time enrollments).

The reinstatement fee is a charge to reactivate students who have not enrolled in courses for one year or longer and who seek to re-enroll in their program of study (see Table of Contents for Active Status and Reinstatement policy). Payment of the reinstatement fee does not guarantee reinstatement.

The rescheduling fee is charged to any student who registers for a capstone workshop and fails to cancel and/or does not attend the course as registered.

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. In the event that extreme circumstances necessitate the deferment of partial tuition, the student must contact their enrollment counselor to make individual arrangements.

ALUMNI SCHOLARSHIP

The Huizenga School encourages continuing education by awarding an alumni scholarship to qualified applicants. Undergraduate students who have completed their bachelor's degree at Nova Southeastern University and qualify for admissions into one of the Huizenga Schools master's degree program, are granted an alumni scholarship of

25 percent reduction off published tuition rates with the following provisions; the student must begin in a master's degree program at the Huizenga School immediately (can not skip a term) after completion of bachelor's degree; the student must continue with the master's degree by taking at least one course per term for the duration of the degree program (dropped courses are permitted however at least one course must remain active for each term of enrollment to include prerequisites); and the student remains in good academic standing with no acts of academic misconduct in the record. If a student fails to meet these provisions, the alumni scholarship will be cancelled. Students will not receive a credit of tuition payments for terms prior to making an official request to the office of enrollment services.

Alumni of a Huizenga School master's degree program who wish to continue their education by seeking a Master's Specialization Certificate or a second Master's degree are granted an alumni scholarship of 25 percent reduction off published tuition rates with the following provisions; the student must remain in good academic standing and the tuition scholarship is not applicable to undergraduate level prerequisite courses. If the student does not remain in good academic standing, the alumni scholarship will be cancelled. To be considered an alumnus of a Huizenga School master's degree program, a student must have their first Master's degree conferred, reapply for admission, and gain entry in accordance with the Huizenga School's admissions standards. Students taking specialization or second-degree courses before the first Master's degree is conferred will not receive the alumni discount.

This tuition reduction may not be used in conjunction with any other type of discount.

GOVERNMENT EMPLOYEE SCHOLARSHIP

Students who are city, county, federal, or other U.S. government employees may be entitled to a scholarship for the Master of Public Administration Program. Persons seeking this scholarship which is equal to a 30% reduction in tuition costs must notify the office of enrollment services via their enrollment counselor. Proof of employment will be required which may include a photocopy of the employee ID and/or letter from the appropriate human resources officer on official original letterhead. Students will not receive a credit of tuition payments for terms prior to making an official request to the office of enrollment services. The scholarship may only be applied to the current or future term's registration. Contact your enrollment counselor for details.

This tuition reduction may not be used in conjunction with any other type of discount.

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. A student who has a question regarding his or her grade should contact the professor within one term of receiving the course grade.

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	See incomplete grade policy.
IF	Incomplete Failure	Given when students fail to satisfy an incomplete contract within the designated time period or when an incomplete contract has not been signed.
IW	Incomplete Withdrawal	Given when a student notifies their enrollment counselor 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	See master's drop policy.
WU	University Withdrawal	Withdrawn by 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, may request an incomplete. The grade of Incomplete (I) will be granted only in cases of extreme hardship. In such cases, a student requiring an incomplete must submit a written appeal with full rationale to the course professor at least two weeks prior to the end of the term. The student does not have a right to an incomplete, which may be granted only when there is clear evidence of just cause. Should the course professor agree, an incomplete contract would be prepared by the professor. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (three months). The incomplete contract must be submitted to the program office no later than when the course professor's final grades are due.

The program office will monitor each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to IF. An IF will calculate into the GPA as an F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript.

A student who is absent at or misses the final examination without prior approval is not eligible to receive an incomplete unless extenuating circumstances exist.

During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

CHANGE OF GRADE POLICY

Change of grades are only entertained by the Program Office if a miscalculation has occurred. If a student believes an error has occurred with the grade calculation, the student should immediately contact the professor. A student has one academic term, from the term the course was taken, in which to seek clarification from the professor. Grade changes will not be accepted after that time. The Program Office retains the final authority to accept or deny grade changes.

REPEATING A COURSE

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

When repeating a course due to academic misconduct, the original grade is not discharged and will calculate into the student's GPA.

GRADUATE ACADEMIC STANDARDS

GPA REQUIREMENT

Students must maintain a cumulative grade point average (GPA) of 3.0, including specialization courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students must attempt to 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 who fail to raise the GPA to a 3.0 or higher while on probation will be suspended from the Huizenga School for one academic year with no appeal.

If a student possesses a very low cumulative GPA, which could not be raised to a 3.0 or higher with one term on probation, the student will be suspended immediately without the option of probation. The official transcript will indicate the term dates of when a student is on academic probation, suspension, and/or dismissed.

GRADE REQUIREMENT

Students must not earn more than two grades below a B during the duration of their course of study. Students who receive more than two grades below a B will be placed on academic probation for one term. Students must retake course(s) for which a substandard grade was received within their next registered term. Students who do not earn a B or higher when retaking a course(s) will be suspended from the Huizenga School for one academic year with no appeal. Note: a B- (2.7 quality points) is below a B (3.0 quality points.) The official transcript will indicate the term dates of when a student is on academic probation and/or dismissed.

ACADEMIC PROGRESS

Huizenga School students are expected to make reasonable progress toward completing degree requirements. An enrollment history containing an excessive number of dropped courses, withdrawn courses, and/or incomplete grades are indicators of unsatisfactory academic performance and progress. Upon examination of the record, the associate dean for academic affairs may recommend suspension or dismissal.

ACADEMIC STANDING AND PROBATION

Students may only enter probation status one time in their level of study (undergraduate, master's and doctoral). Once a student has satisfied the probation requirements and is no longer on probation, he/she must remain in good academic standing for the duration of their degree program. Students who fall below good academic standing for a second time will automatically be suspended with no appeal, and cannot reapply for one year from term of suspension. Students are not permitted to change degree programs while on probation.

TAKING COURSES WHILE ON PROBATION

Probation is a serious matter that should not be taken lightly. Students on probation may only take courses in compliance with the terms of their probation. When a student is on probation and the course begins, a drop request with less than 100% refund (in accordance with the refund policy) will be treated as an attempt in the course (same as a failing grade.) The student will be suspended for one year without appeal for failure to reach academic standards in the first registered term following the onset of probation. Students are advised to take courses under probation only when ready to devote maximum amount of time to the courses.

PROCESS FOR READMISSION

A suspended student may petition for readmission to the Huizenga School after a period of one-year from term of suspension. The student must appeal for readmission in writing to the Academic Review Committee at least 30 days prior to the first day of the term in which they wish to reenroll. Each petition must include a readmission fee (nonrefundable, see Table of Contents for Student Fees.) In the petition, the student should state the reasons why academic potential has improved since suspension. Following review, notification of decisions by the Committee

will be sent to the student's local address of record unless an address for correspondence regarding the appeal is specified in the appeal letter from the student. The student may contact an enrollment counselor for information on the appeals process or a pending appeal. Readmission is not guaranteed.

CONTINUED PROBATION UPON READMISSION

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0.) Readmitted students will automatically be placed on continued probation upon reentry into their program. If the student is unable to achieve and maintain good academic standing in their program during any term following readmission they will be dismissed from the school and will not be eligible for readmission again.

NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record. Students are required to have read this catalog and be cognizant of the probation policies. Ignorance to the policy is not accepted.

TIME LIMIT

The time limit for all master's degree programs is five years from first course taken, including prerequisites. Students taking longer than five years to complete the program of study, to include meeting graduation requirements, may be required to retake courses at the discretion of the program director. Students may petition the program office for an extension of the time limit, which is granted only in extenuating circumstances.

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

Students 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.

Students seeking reinstatement in a program must submit their application for reinstatement with the fee (nonrefundable, see Table of Contents for Student Fees). 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. Reinstatement is not guaranteed.

GRADUATION REQUIREMENTS

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

1. Admission as a degree-seeking candidate
2. Completion of all curriculum and program requirements (including prerequisite courses)
3. Satisfactory fulfillment of the GPA and Grade Requirements for course work taken (including specialization courses taken at the master's level)
4. Payment of all tuition and fees
5. Completion of the form Application for Degree and payment of graduation fee. The Application for Degree form may be downloaded from the school's website, or obtained from the Office of Enrollment Services or the Office of the University Registrar. Students should complete the form at the time of registration for their final term.
6. Fulfillment of all obligations to the library, the student's program, and the comptroller's office.

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

NSU's Huizenga School awards six master's degrees: master of accounting, master of business administration, master of international business administration, master of public administration, master of science, and master of taxation. The diploma indicates the student has earned a master's degree in one of the areas previously listed; it does not indicate the major. The academic transcript, the official record of academic achievement at NSU, indicates degree earned, major field of study, and specialization/concentration, if any.

GRADUATION WITH HONORS

Membership in Sigma Beta Delta is the highest national recognition a business student can receive at a college or university with a Sigma Beta Delta chapter. To be eligible for membership, a business student must rank in the upper 20 percent of the graduating class and be invited to membership by the faculty officers. MPA students are not eligible for membership.

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

Each year students are notified by mail if they meet the criteria to join Sigma Beta Delta. Those students who are invited to join may attend a special inductee ceremony typically held the same day as summer graduation. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at sigmabetadelta@huizenga.nova.edu.

PI ALPHA ALPHA (MPA STUDENTS ONLY)

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

Each year students are notified by mail if they meet the criteria to join Pi Alpha Alpha. Masters students must complete 30 credits of their program by the end of the Winter term each year and maintain a GPA of 3.7. All graduating Doctoral students are invited to join. Those students who are invited to join may attend a special inductee ceremony typically held the same day as summer graduation.

STUDENT GRIEVANCE PROCEDURE

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

- A. Any student who has a grievance shall file such a grievance in writing 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) brought forth.
 - 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 H. Wayne Huizenga School of Business and Entrepreneurship. One shall be an administrator in the H. Wayne Huizenga School of Business and Entrepreneurship. One shall be either an alumna or alumnus or a currently enrolled NSU student.
 3. The parties shall attend the grievance hearing before the panel, at which time both parties shall submit their evidence and arguments concerning the matter. The parties shall be notified of the time, date, and place of the hearing. All hearings shall be conducted on the main campus during normal working hours. There shall be no meeting of the grievance committee unless an active appeal has been filed in accordance with this procedure. 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 H. Wayne Huizenga 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.

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

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

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

Step 7: The committee’s findings and decision will be submitted to the accused student’s program director, who either will 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 H. Wayne Huizenga School of Business and Entrepreneurship will not guarantee a student the right to continue attending classes pending the outcome of further legal processes.

MASTER'S DEGREE PROGRAMS

MASTER OF ACCOUNTING

- Working Professionals Program (weekend and online)

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.

Prerequisite Courses

	Credits
GMPF 5711 Internet Technology (online students only, not-for-credit).....	0
(Required for any M.Acc. student taking an online course. Course must be taken in first term.)	
GMPF 5712 Accounting Principles Review (online only, not-for-credit)	0

Required Courses

	Credits
GMP 5713 Accounting Theory	3
GMP 5725 Financial Statement Analysis.....	3
GMP 5731 Accounting Information and Control Systems.....	3
GMP 5733 Advanced Managerial Accounting.....	3
GMP 5751 eAuditing.....	3
GMP 5753 Fund Accounting.....	3
GMP 5761 Taxation of Individuals	3
GMP 5762 Taxation of Corporations and Partnerships.....	3
GMP 5781 Business Law I.....	3
GMP 5782 Business Law II.....	3

Elective Courses

GMP 5715 Emerging Auditing Technologies	3
GMP 5717 Forensic Accounting	3
GMP 5721 Research on Accounting Ethics and Professional Responsibility	3
GMP 5735 Controllership	3
GMP 5736 Internal and Operational Auditing	3
GMP 5741 Financial Accounting and Reporting CPA Review	3
GMP 5742 Business Environment and Concepts CPA Review	2
GMP 5743 Auditing CPA Review	3

GMP 5744	Regulation CPA Review	2
GMP 5750	eCommerce Accounting.....	3
GMP 5756	International Accounting.....	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
GMP 5797	Concepts of Consulting for Accountants	1
GMP 5798	Financial Accounting Research.....	1
Total	40

Note: GMPF 5712 is required of all students without an undergraduate degree in accounting and have not taken an accounting principles course within the past five years. Students that have completed a principles course within the past five years may elect to “test out.”

*If the equivalent of any required graduate course was taken at the undergraduate level, courses must be substituted for elective courses.

Students intending to qualify for the CPA exam should work closely with their enrollment counselor and/or the program director to ensure their program will satisfy Florida requirements (see page 50).

MASTER OF BUSINESS ADMINISTRATION

- Working Professionals Program (weekend and online)

Program Objectives

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

You will be immersed in new and innovative approaches and ideas to meet the challenges of continuous change. The M.B.A. curriculum will dare you to shift the way you approach decision-making. The 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	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 (select one)	
GMP 5100 Master’s Project	4
GMP 5101 Master’s Thesis	4
GMP 5102 Value Integration Capstone Course**	4
Total.....	43

* Offered online only. Course must be taken in the student’s first 15 graduate credits. Students should reference the Table of Contents for Minimum Computer Requirements.

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

Master’s specializations - see Table of Contents

MASTER OF BUSINESS ADMINISTRATION -- ONE-YEAR FULL-TIME

• Full-time Program (day)

Program Objectives

Designed for full-time students and professionals retraining for a career change, the M.B.A. One-year program is conducted during weekdays at the campus in Fort Lauderdale, Florida. Students take three or four courses per semester for four semesters. Cohorts start in October, January, and April, with an academic orientation program facilitating students' introduction to the M.B.A. program. Students may join an existing cohort in July.

In addition to the M.B.A. course curriculum, the One-year Program includes Career Development workshops (Resume Writing, Business Communication, and Interviewing.)

Internships are an integral part of the One-year M.B.A. Program. Students choose to learn in the corporate or government setting and apply their M.B.A. skills in a practical setting. The opportunity affords the forum to gain practical experience and establish important contacts within the business community.

Curriculum	Credits
GMP 5114 21st Century Management Practices.....	3
GMP 5113 Managing Information Systems*	3
GMP 5115 Legal, Ethical, and Social Values of Business.....	3
GMP 5117 Delivering Superior Customer Value.....	3
GMP 5120 Managing Organizational Behavior.....	3
GMP 5130 Managing Human Resources	3
GMP 5140 Quantitative Thinking	3
GMP 5150 Economic Thinking.....	3
GMP 5160 Accounting for Decision Makers	3
GMP 5170 Managerial Marketing.....	3
GMP 5180 Applying Managerial Finance.....	3
GMP 5190 Entrepreneurial and Strategic Thinking	3
GMP 5195 Operations and Systems Management	3
GMP 5103 Computer Technology Skills	1
GMP 5110 Effective Resume Writing Workshop	0
GMP 5111 Business Communication Workshop	0
GMP 5112 Interviewing Techniques Workshop	0
 Capstone (select one)	
GMP 5101 Master's Thesis	4
GMP 5104 M.B.A. One-year Value Integration Capstone Course**.....	4
GMP 5108 M.B.A. One-year Internship	4
Total.....	44

* GMP 5113 is an on-ground course with a significant online component.

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

Internship Program

Upon completion of the internship, students will have enriched and supplemented their academic studies and life experiences. Because they have been immersed in the intensive MBA Program One Year for six to nine months, students profit greatly from the opportunity to observe and use the theories under study. Working under an assigned, experienced corporate mentor, students are guided in every-day work duties as well as given the larger picture in the company and field of their chosen internship. In addition, student's gain experience necessary to obtaining a desired position upon graduation.

MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN ENTREPRENEURSHIP

- Working Professionals Program (weekend and partial online)

Program Objectives

The goal of the program is to assist students in gaining the skills, knowledge, and confidence to become successful entrepreneurs. The experiential learning process teaches students to think, while the term project and testing process will improve analytical as well as writing skills. Students participating in the entrepreneurship concentration will build a portfolio of their projects that can be used for real-life situations.

Curriculum	Credits
GMP 5012 21st Century Management Practices.....	3
GMP 5014 Information Technology Applications in Management Decisions*	3
GMP 5020 Managing Organizational Behavior	3
GMP 5040 Quantitative Thinking	3
GMP 5050 Economic Thinking.....	3
GMP 5060 Accounting for Decision Makers	3
GMP 5070 Managerial Marketing.....	3
GMP 5827 Import/Export Management.....	3
GMP 5940 Entrepreneurship/Law and Ethics	3
GMP 5950 Delivering Superior Customer Value/Entrepreneurship	3
GMP 5960 Entrepreneurship & Venture Initiation.....	3
GMP 5970 Entrepreneurship/Finance	3
GMP 5980 Entrepreneurship/Management	3
Capstone	
GMP 5102 Value Integration Capstone Course**	4
Total.....	43

* Offered online only. Course must be taken in the student's first 15 graduate credits. Students should reference the Table of Contents for Minimum Computer Requirements.

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

Master's specializations - see Table of Contents

MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN FINANCE

• Working Professionals Program (weekend and online)

Program Objectives

The finance concentration provides a broad understanding of corporate finance, securities analysis, portfolio management, and financial institutions and markets. By placing primary emphasis on theory and analysis, and making extensive use of the relevant techniques of economic analysis, mathematics, and statistics, the finance concentration courses equip the student with the tools for dealing with important practical issues. Graduates may enter their professional careers with positions in financial departments of general businesses, investment banking firms, broker-dealer firms, management consulting firms, and various departments of commercial banks and other domestic and international financial institutions.

Curriculum	Credits
GMP 5012 21st Century Management Practices.....	3
GMP 5014 Information Technology Applications in Management Decisions*	3
GMP 5020 Managing Organizational Behavior	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 5095 Operations and Systems Management	3
GMP 5530 Money Markets and Monetary Institutions ***	3
GMP 5535 Futures and Options ***	3
GMP 5560 Advanced Financial Policy ***	3
GMP 5620 Investment Principles and Policies ***	3
Capstone	
GMP 5102 Value Integration Capstone Course**	4
Total.....	43

* Offered online only. Course must be taken in the student's first 15 graduate credits. Students should reference the Table of Contents for Minimum Computer Requirements.

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

*** Courses are only available online.

Master's specializations - see Table of Contents

MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN HEALTH SERVICES ADMINISTRATION

- Working Professionals Program (weekend and partial online)

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 (select one)

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

* Offered online only. Course must be taken in the student's first 15 graduate credits. Students should reference the Table of Contents for Minimum Computer Requirements.

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

Master's specializations - see Table of Contents

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

- Working Professionals Program (weekend and online)

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 Workshop*	0
GMP 5805† Financial Decisions for International Managers*	3
GMP 5806 International Economics	3
GMP 5812 International Legal Environment	3
GMP 5821 Cross Cultural Management and Negotiations	3
GMP 5833 Global Marketing Management	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 Global Supply Chain Management	3
GMP 5839 International Competitiveness.....	3
GMP 5840 Multinational Diversification Strategies	3
GMP 5847 International Field Seminar**.....	3
GMP 5109 M.I.B.A. Internship**	3

Capstone (select one)

GMP 5846 International Seminar	4
GMP 5848 Strategic International Decisions‡	4
GMP 5101 Master's Thesis	4
Total.....	43

* GMP 5804 and GMP 5805 are offered online only. Students should reference the Table of Contents for Minimum Computer Requirements.

** 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 after completion of 12 credit hours of academic studies and GMP 5109 after completion of 18 credit hours of academic studies. GMP 5109 may not be taken as a capstone course.

*** Students may elect to take GMP 5846 International Seminar (3 cr.) as a capstone. Those choosing this option must also complete GMP 5850 Emerging Markets Seminar (1 cr.).

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

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

Master's specializations - see Table of Contents

MASTER OF PUBLIC ADMINISTRATION

- Working Professionals Program (weekend and online)

Program Objectives

The mission of the M.P.A. program is to provide students with management skills to lead our public and community agencies as well as to understand the social, economic, and political context in which public decisions are made.

The M.P.A. program serves adult learners who are already in public sector careers above the entry level, who aspire to greater responsibility and management positions as agency or organization leaders. The curriculum aims to improve the students' knowledge and skills as public sector managers, enhance their ability to analyze public organization problems, create solutions to issues facing contemporary real-world organizations, and increase their understanding of management principles. The competing organizational goals of accountability and efficiency under fragmented authority that includes political, legislative, judicial, and executive oversight sets public management apart from business organizations. In this environment, programmatic and organization goals are often intentionally not clear and, in addition, all management decisions are open to public and media scrutiny and inspection. M.P.A. students learn to lead and manage their organizations under these conditions, which require unique skills in addition to competencies required in any organization that operates in a business-like manner.

Curriculum

Credits

GMP 5450	Public Administration in Theory and Practice.....	3
GMP 5451	Managing Information and Technology in the Public Sector.....	3
GMP 5455	Alternative Dispute Resolution (ADR) in Government.....	3
GMP 5456	Public Organization Theory and Behavior.....	3
GMP 5457	Grant Writing in the Public/Nonprofit Sector.....	3
GMP 5460	Administrative Law	3
GMP 5465	Public-Sector Human Resource Management	3
GMP 5467	Ethics and Public Administration	3
GMP 5473	Public Budgeting.....	3
GMP 5477	Public-Sector Statistical Analysis	3
GMP 5480	Public Policy Analysis	3
GMP 5499	Public and Nonprofit Strategic Management.....	3

Capstone

GMP 5402	M.P.A. Integration Capstone Course*	4
Total.....		40

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

Master's specializations - see Table of Contents

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

• Working Professionals Program (weekend and online)

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 Employee Relations: Principles, Problems, and Cases	3
GMP 5300 Career Development	3
GMP 5320 Management Communications.....	3
GMP 5340 Measuring Human Resources	3
GMP 5360 Human Resource Development.....	3
GMP 5365 Seminar in Hiring and Developing Employees.....	3
GMP 5375 Employee Health and Reward Systems	3
GMP 5380 Team Building.....	3
GMP 5385 Organization Consultation	3
Capstone (select one)	
GMP 5100 Master's Project	4
GMP 5101 Master's Thesis	4
GMP 5102 Value Integration Capstone Course**	4
Total.....	43

* Offered online only. Course must be taken in the student's first 15 graduate credits. Students should reference the Table of Contents for Minimum Computer Requirements.

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

Master's specializations - see Table of Contents

MASTER OF SCIENCE IN LEADERSHIP

- Working Professionals Program (weekend and partial online)

Program Objectives and Philosophy

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

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

Curriculum

Credits

GMP 5012	21st Century Management Practices.....	3
GMP 5015	Legal, Ethical, and Social Values of Business.....	3
GMP 5020	Managing Organizational Behavior	3
GMP 5030	Managing Human Resources	3
GMP 5380	Team Building.....	3
GMP 5630	Leadership Theory and Practice.....	3
GMP 5640	Coaching and Influencing Skills	3
GMP 5650	Contemporary Leadership Research	3
GMP 5660	Leadership: A Behavioral Science Approach	3
GMP 5670	Project Leadership.....	3
GMP 5680	Leading Change	3
GMP 5690	Great Leadership Books.....	3
GMP 5695	Situational Leadership*.....	4
Total.....		40

*One-week course offered in Ft. Lauderdale, Florida only.

Master’s specializations - see Table of Contents

MASTER OF TAXATION

- Working Professionals Program (weekend and online)

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
GMPF 5711 Internet Technology (online students only, not-for-credit).....	0
(Required for any M.Tax student taking an online course. Course must be taken in first term.)	
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. In addition, GMP 5761 and GMP 5762 or their equivalent must be taken prior to any other Tax Course.

Note: For students entering the program without an undergraduate degree in business or accounting, GMPF 5760 is required in students first term.

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 responsible for keeping current on state 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

SPECIALIZATIONS

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

Grades earned in specialization courses calculate into a student's master's level GPA unless the student has his or her degree conferred prior to taking the course. In addition, specialization courses that calculate into the student's GPA are subject to all Academic Standards requirements (see Table of Contents for Academic Standards). Specialization classes taken after the student's degree is conferred are not financial aid eligible.

Below are the specializations currently available. Please note: many of the specializations require specific prerequisite course work. Please consult your enrollment counselor before pursuing a specialization.

Entrepreneurship	Management Information Systems
GMP 5960 Entrepreneurship/Venture Initiation	(Courses taken at the Graduate School of Computer and Information Sciences)
GMP 5970 Entrepreneurship/Finance	
GMP 5980 Entrepreneurship/Management	MMIS 501 Introduction to Java Programming
Finance (select three of the following)	MMIS 620 Management Information Systems
GMP 5530 Money Market and Monetary Institutions	MMIS 630 Databases in MIS
GMP 5535 Futures and Options	MMIS 653 Telecommunications and Computer Networking
GMP 5560 Advanced Financial Policy	Marketing (select three of the following)
GMP 5620 Investment Principles and Policies	GMP 5550 Sales Management
Health Services Administration	GMP 5565 Marketing in an eBusiness Environment
GMP 5440 Health Policy Development	GMP 5570 Marketing Research
GMP 5475 Strategic Management of Healthcare Org.	GMP 5833 Global Marketing Management
(plus one of the following courses)	International Business
GMP 5081 Healthcare Finance and Budgeting	GMP 5815 International Finance
GMP 5420 Ethical and Legal Issues in Health Services	GMP 5821 Cross Cultural Management and Negotiations
GMP 5443 Economics of Health Services	GMP 5833 Global Marketing Management
Human Resource Development	International Economics
GMP 5320 Management Communications	GMP 5806 International Economics
GMP 5360 Human Resource Development	GMP 5809 International Accounting
GMP 5385 Organization Consultation	GMP 5815 International Finance
Human Resource Management	International Logistics
GMP 5300 Career Development	GMP 5812 International Legal Environment
GMP 5365 Seminar in Hiring and Developing Employees	GMP 5827 Import/Export Management
GMP 5375 Employee Health and Reward Systems	GMP 5830 Global Supply Chain Management
Leadership	International Management
GMP 5630 Leadership Theory and Practice	GMP 5821 Cross Cultural Management and Negotiations
(plus two of the following courses)	GMP 5824 International Human Resource Management
GMP 5650 Contemporary Research in Leadership	GMP 5833 Global Marketing Management
GMP 5660 Leadership: A Behavioral Science Approach	International Strategy
GMP 5670 Project Leadership	GMP 5818 New International Ventures
GMP 5680 Leading Change	GMP 5839 International Competitiveness
GMP 5695 Situational Leadership	GMP 5840 Multinational Diversification Strategies

MASTER'S COURSE DESCRIPTIONS

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 degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs.

GMPF 5002 Introductory Quantitative Analysis (3 cr.)

Review of college algebra and elementary calculus, probability theory, and statistical analysis. Course satisfies program prerequisite of statistics for master's degree 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 degree 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 of marketing for master's degree 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 a cash and working capital basis, reporting earnings per share, and accounting for other selected transactions. Prerequisite: GMPF 5006 or equivalent.

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 degree 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. Prerequisites: GMPF 5006 and 5007 or equivalents.

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. Prerequisites: GMPF 5006 and 5007 or equivalents.

GMPF 5200 Introductory Human Resource Management (3 cr.)

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 (0 cr.)

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

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.

GMPF 5760 Accounting and Finance for Tax Professionals (0 cr.)

For students entering the Master of Taxation program without an undergraduate degree in business or accounting (excluding economics), this course is required in students first term. The course covers the basics of accounting, focusing on the financial statements. In addition, an overview of the fundamentals of finance is presented. Coverage includes financial markets, portfolio risks, and capital structure.

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

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

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

Students enter MIS courses with varied levels of knowledge and understanding. Effective managers know what information systems are, how they affect the organization and its employees, and how IT can make businesses more competitive. This course will help students learn to design and develop computer applications, which use common end-user software packages to solve problems facing managers today. Internet and electronic commerce and the underlying technology, capabilities, and benefits of the Internet are explored. The use of the NSU Electronic Library is required. Course must be taken in the student's first or second term. Course must be taken within first 15 graduate credits or a registration hold will be placed on the student account.

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

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

GMP 5017 Delivering Superior Customer Value (3 cr.)

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

GMP 5020 Managing Organizational Behavior (3 cr.)

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

GMP 5030 Managing Human Resources (3 cr.)

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

GMP 5040 Quantitative Thinking (3 cr.)

Students will learn to apply statistical reasoning, methods, and tools in detecting, diagnosing, and making decisions about problems and opportunities. Students will gain the quantitative intelligence to improve problem-solving and decision-making processes, which optimize organizational and stakeholder value. Prerequisite: GMPF 5002 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 or equivalent and GMP 5040.

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 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 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 5040, and GMP 5050.

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 5001 and GMPF 5008 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. Prerequisite: Course may only be taken within last 12 credit hours of program, excluding capstone course.

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: GMPF 5002 or equivalent.

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. This class is pass/fail and does not calculate into the student's 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. This class is pass/fail and does not calculate into the student's 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. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself.

GMP 5103 Computer Technology Skills (1 cr.)

The Computer Technology Skills course is designed to enhance students' competence with business-related software as well as the Internet. Functional exercises are done utilizing spreadsheets, databases, Microsoft Word, PowerPoint, and Web page development. This course is a mandatory requirement for the MBA One-Year Program. 5103 consists of eight 2-hour sessions in the lab and is held during the first term.

GMP 5104 M.B.A. One-year 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. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself.

GMP 5108 M.B.A. Internship (4 cr.)

The Huizenga School fosters learning through the application of classroom theory in the workplace. One Year MBA students have the option of participating in the Internship Program for academic credit. In conjunction with our corporate partners, students work under supervision developing their managerial capabilities. The minimum requirement for the internship is completion of 20 hours of work per week for one term. The internship is offered as a pass/fail course for four credits, as an alternative to the Values Integration Workshop capstone course. Course registration for internship is done through an enrollment counselor (not online) after conferral with the MBA One-Year Program Office. 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; for paid internships only.

GMP 5109 M.I.B.A. Internship (3 cr.)

The Huizenga School fosters learning through the application of classroom theory in the workplace. One Year MIBA students have the option of participating in the Internship Program for academic credit. In conjunction with our corporate partners, students work under supervision developing their managerial capabilities. The minimum requirement for the internship is completion of 20 hours of work per week for one term. MIBA students take this course as a 3-credit substitute for either GMP 5830, Global 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; for paid internships only.

GMP 5110 Effective Resume Writing Workshop (0 cr.)

The Effective Resume Writing Workshop, the first of three Business Development Workshops, is held during the first term. It consists of three sessions, each lasting 2 hours. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the One-Year MBA Program without passing this course.

GMP 5111 Business Communication Workshop (0 cr.)

The Business Communication Workshop, second of the three Business Development Workshops, is held during the second term. It consists of three sessions, each lasting 3 hours. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the MBA One-Year Program without passing this course. The workshop is based upon lecture and practicing the skills learned through role-play exercises, group discussion, and small group activities.

GMP 5112 Interviewing Techniques Workshop (0 cr.)

The Interviewing Techniques Workshop, last of the three Business Development Workshops, is held during the third term. It consists of three sessions, each lasting 3 ½ hours. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the One-Year MBA Program without passing this course. The workshop is based upon lecture and discussion. Considerable class time is spent in preparing and executing practice oral structured interviews.

GMP 5113 Managing Information Systems (3 cr.)

This course is designed to provide the student with an opportunity to enhance understanding of use of data, information, and processing technology in managerial decision-making. It serves as an introduction to the fundamental of information systems concepts and techniques. The primary focus is to bridge the gap between business needs and information systems solutions through an understanding of the interconnections between technology-based information systems and the organization. Prerequisite: GMP 5103.

GMP 5114 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 5115 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 5117 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 5120 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 5130 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 5140 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 or equivalent.

GMP 5150 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 or equivalent and GMP 5140

GMP 5160 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 or equivalent.

GMP 5170 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 or equivalent.

GMP 5180 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 or equivalent and GMP 5140, and GMP 5150.

GMP 5190 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. Prerequisite: Course may only be taken within last 12 credit hours of program, excluding capstone course.

GMP 5195 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: GMPF 5002 or equivalent.

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. In addition, students will compare and appreciate inquiry with the standard problem-solving approach as they learn about a variety of models, methods, and tools. Prerequisite: Must be taken within last 12 credit hours.

GMP 5260 Employee 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. Prerequisite: GMPF 5200 or equivalent.

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. Prerequisite: GMPF 5200 or equivalent.

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. Prerequisite: GMPF 5200 or equivalent.

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 influence organizational quality, productivity, services, and profitability. HR will be assessed as a system within a system. Students will learn how to position HR as a strategic partner. Prerequisite: GMPF 5200 or equivalent.

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. Prerequisite: GMPF 5200 or equivalent.

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. Prerequisite: GMPF 5200 or equivalent.

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. Prerequisite: GMPF 5200 or equivalent.

GMP 5380 Team Building (3 cr.)

This course focuses on a variety of models within the spectrum of team building. It will maintain a direct focus upon the concept of team as a vital part of task performance in organizations. It will present the concept of team as the key to increasing performance in all kinds of organizations. The team will be presented as the foundation to creating the high-performance organization. An emphasis will be placed on the integration and development of high performance teams originating from work groups, pseudo-teams, and real teams.

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. Prerequisite: GMPF 5200 or equivalent.

GMP 5402 M.P.A. Integrative Capstone Course (4 cr.)

The M.P.A. capstone workshop focuses on the knowledge, skills, and abilities that define a competent public or non-profit sector manager. A central theme of the course is the roles, responsibilities, and outlooks of the manager today and the competing influences in public decision making under fragmented authority that result in public sector management as the art of compromise.

Through role-playing in the various roles of elected officials or professional administrators, students will conduct a city council meeting to experience the actual administration of the political agenda. They will learn to integrate public values and ethical perspectives in decision-making including the mobilization of support for decision-outcomes and garnering resources for implementation of policy. This course gives students first-hand experience in dealing with political mandates that often come loaded down with special interests that make it hard to reconcile the manager's desire to guard the general public interest with politically driven policy. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself.

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 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 5455 Alternative Dispute Resolution (ADR) 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 Writing in the Public/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. Prerequisite: undergraduate American government 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 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 5001 or equivalent.

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. Prerequisite GMPF 5002 or undergraduate statistics course.

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 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. Prerequisite: GMP 5450.

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 5535 Futures and Options (3 cr.)

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

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: Graduate-level marketing.

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.)

This course will deal with a thorough analysis of the theory and application of investments in relation to business cycles, institutional behavior and risk and return opportunities in the economics setting. The course is presented from the investor's viewpoint and incorporates applied and empirical methodologies. The course covers investment strategies and policies. Prerequisite: Graduate-level finance.

GMP 5630 Leadership Theory and Practice (3 cr.)

This course addresses leadership as a set of theories and models as basis for determining the specific environmental context within which an array of behaviors for success are identified. The development of leadership theory and practice from Shakespeare to New Science Leadership will be surveyed to develop a contemporary leadership reality. Students will individually build a personal leadership paradigm based upon theories, best practices, beliefs and assumptions as applied to a specific organization. An additional focus will be on how leaders help followers shift paradigms. The bottom line will be a composed, rational perspective of leadership.

GMP 5640 Coaching and Influencing Skills (3 cr.)

This course focuses on the leader's role as coach. You will learn how to empower employees and energize them to reach their full performance potential. Students will discuss best practices. Multiple models for coaching success will be considered, including the practical applications of an influencing skills model. The desirability of organization-wide coaching systems will be addressed.

GMP 5650 Contemporary Leadership Research (3 cr.)

This course focuses on the academic and business research of the last two years. This means that students would develop a practical understanding of the most up-to-date literature that helps leaders know the purposes, actions, and accomplishments of others. Research will be considered that addresses how leaders create high-quality performance that continuously energizes and inspires followers to maintain highest quality products/services. Students will be required to conduct two leadership research studies; one will be based upon traditional problem-solving, and the other will use the contemporary approach called appreciative inquiry.

GMP 5660 Leadership: A Behavioral Science Approach (3 cr.)

This course provides a behavioral science background for the development of leadership theory. Beginning with organizational research in the early 20th century, the course reviews the landmark theories and research that have paved the way for our current understanding of motivation, management, and leadership. Reviewing and re-examining these core theories will provide a new understanding for students of why managers and employees act in the ways they do. It will also show how leadership plays a critical role in influencing individual and team behavior to achieve the organization's goals and objectives. After a review of these important and ground-breaking behavioral science theories, the concepts of leadership style and follower readiness are introduced using the Situational Leadership model. The importance of matching leadership style to follower readiness level

through a task-oriented diagnosis is also presented. This model will aid students in appreciating how their own leadership style affects individuals they try to influence both within their organizations and in all other aspects of their lives. This will also prepare them for the situational leadership course.

GMP 5670 Project Leadership (3 cr.)

While most projects are carried forward by managers, leaders oftentimes take charge of projects because of the vital nature of the project. In addition, leaders must be able to point big picture strategies and tactics for project managers and evaluate the progress and results of projects. Students will work on the leadership skills that result in overall effectiveness of the people and technology being used for projects.

GMP 5680 Leading Change (3 cr.)

Individuals in organizations are continuously required to change in leadership, structures, regulatory requirements, markets, and products/services. These efforts are successful when leaders choose to take and perform a leadership role in the change process. Theories and models will be presented and discussed. Case studies of successful change in organizations will be included. Practical tools and their specific use will be addressed.

GMP 5690 Great Leadership Books (3 cr.)

A large number of books written on some aspect of leadership lend themselves to intellectual and behavioral analysis. They also provide for student self-reflection. Five faculty members will choose an individual book and will be responsible for guided discussion on that book; electronic or live. Each of the five books will be chosen from a contemporary listing of professional books written on leadership. An example of the type of books that will be used in the course is Good to Great by Jim Collins.

GMP 5695 Situational Leadership (4 cr.)

This course addresses Situational Leadership concepts and use of the model. The course is taught with particular emphasis on hands-on experience at diagnosing situations and practical real-life applications. The three main components of leadership: diagnosing, adapting, and communicating are discussed. Students will apply Situational Leadership techniques through a filmed case experience and make decisions on leadership styles, readiness levels, and performance evaluation. This course is taught by a team, including the originator of the Situational Leadership Theory, Dr. Paul Hersey. It is taught in a week-long intensive format. Prerequisite: GMP 5630 and GMP 5660.

GMP 5713 Accounting Theory (3 cr.)

This course serves as the first graduate course students take in the Master of Accounting program. This course studies the generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income, influence of professional standards, and the future of the profession are examined. Prerequisite: Completion of all program prerequisite 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 prerequisite courses prior to course enrollment.

GMP 5717 Forensic Accounting (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 prerequisite courses prior to course enrollment.

GMP 5721 Research on Accounting Ethics and Professional Responsibility (3 cr.)

This course reviews the research on moral development and ethical choices, their dilemmas and accepted solutions for accounting professionals. It reviews the psychological, social, and other theories used to predict human choices and applies them to the current practice and environments of public and corporate accounting.

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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite courses prior to course enrollment.

GMP 5741 Financial Accounting and Reporting CPA Review (3 cr.)

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

GMP 5742 Business Environment and Concepts CPA Review (2cr.)

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

GMP 5743 Auditing CPA Review (3 cr.)

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

GMP 5744 Regulation CPA Review (2 cr.)

The course covers topics found in business law and taxation courses. The course is an intensive review designed to facilitate the successful completion of the Regulation section of the CPA exam.

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 prerequisite 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 5010 or equivalent and completion of all program prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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 prerequisite 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. Prerequisites: GMP 5762 and completion of all program prerequisite courses prior to course enrollment.

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 prerequisite 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.)

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 prerequisite 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 prerequisite courses prior to course enrollment.

GMP 5797 Concepts of Consulting for Accountants (1 cr.)

This course introduces the student to the concepts and techniques of consulting in the accounting industry..

GMP 5798 Financial Accounting Research (1 cr.)

This course provides the skills necessary to conduct research to be used in problem solving.

GMP 5804 Managing Information Systems Workshop (0 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 (3 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: GMPF5001 or equivalent and GMPF 5008 or equivalent.

GMP 5806 International Economics (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 non-tariff 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: GMPF 5001 or equivalent 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: GMPF 5008 or equivalent 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 Cross Cultural Management and Negotiations (3 cr.)

Cross Cultural Management and Negotiations provides a theoretical framework of analysis for examining the meaning of culture globally. By focusing on the analysis of national and organizational cultures and the impact of individual behaviors, the course gives a strong basis for managers to successfully manage in different countries and different populations. The course examines management theory of culture and cross-cultural issues and relationships, and the practical means of managing cultural differences and negotiating across cultures.

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 Global Supply Chain Management (3 cr.)

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

task. In recognition of this strategic challenge, Global Supply Chain Management explores the development and management of strategic global supply chains.

GMP 5833 Global Marketing Management (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: GMPF 5005 or equivalent.

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 hyper competition.

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, Global 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. This class calculates into the student's GPA. This course is not financial aid eligible when taken by itself in one term.

GMP 5850 Emerging Markets Seminar (1 cr.)

The Emerging Markets Seminars (EMS) is designed to further develop graduate students understanding and knowledge of international business in a foreign nation in an emerging market. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the courses are offered in a center of foreign business. The weeklong series of seminars covers a broad range of topics, linked by a common focus on international strategy. The aim of the seminars is to introduce a global business approach to students, whose particular backgrounds will determine their level of conceptual understanding and subsequent learning experience. Recognizing the importance of conceptual and practical learning, the seminars are conducted by both academic and industry speakers. Topics covered include cultural differences, international strategy, regional politics, the internal political situation, marketing, international finance, quality in services, organizational development and change, international negotiations, and international operations. The selection of topics will vary each year, as will the host institution and city.

GMP 5851 Emerging Markets Seminar II (1 cr.)

The Emerging Markets Seminar II (EMS) is designed to further develop graduate students understanding and knowledge of international business in a foreign nation in an emerging market. 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.

GMP 5852 Emerging Markets Seminar III (1 cr.)

The Emerging Markets Seminar III (EMS) is designed to further develop graduate students understanding and knowledge of international business in a foreign nation in an emerging market. 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.

GMP 5940 Entrepreneurship/Law and Ethics (3 cr.)

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

GMP 5950 Delivering Superior Customer Value/Entrepreneurship (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 for the entrepreneurial firm.

GMP 5960 Entrepreneurship/Venture Initiation (3 cr.)

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

GMP 5970 Entrepreneurship/Finance (3 cr.)

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

GMP 5980 Entrepreneurship/Management (3 cr.)

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

MMIS 501 Introduction to Java Programming (3 cr.)

This course is an introduction to the Java programming language. The course will include an introduction to the concepts of object oriented programming and will show how Java supports this programming paradigm. You will learn about the Java environment and will write both applets (programs that execute in a Web browser) and applications (stand alone program). In addition to learning about basic language statements, you will also learn how Java provides support for such diverse applications as Web pages, multimedia, educational, etc.

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. Issues such as personnel selection, policy development, and organizational interfacing are discussed. Conceptual foundations and 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 Database Systems (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. The architectures of database systems, data models for database systems (network, hierarchical, relational, and object-oriented model), client–server database applications, distributed databases, and object-oriented databases.

MMIS 653 Telecommunications and Computer Networking (3 cr.)

This course provides a framework for understanding telecommunications fundamentals and computer network functionality, characteristics, and configurations. Topics include wire-free and wire-based communications; network topologies, protocols, and architectures; emerging trends in network technologies and services; and the role of ISDN (Integrated Services Digital Network) and ATM (Asynchronous Transfer Mode) in the corporate environment. Strategies for network planning, implementation, and management are introduced. Recent advances in standardization, internetworking, and deployment of LANs (local area networks), MANs (metropolitan area networks), and WANs (wide area networks) are examined.

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 interdisciplinary programs are carefully balanced to ensure the depth and rigor associated with doctoral education. For easy identification of course work and requirements, the 60-credit programs are divided into four components: common core courses, specialty courses, 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, academicians, government administrators, and consultants in the fields of business, public administration, and international business. Many of our students and alumni 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. Students may choose to take core and specialization courses in Management in one of two formats, weekend or national seminar. Weekend courses meet one weekend per month (all day Saturday and Sunday) for three months. The weekend format meets on the main campus in Fort Lauderdale, as well as at multiple locations throughout the United States. National seminars meet six consecutive days on the main campus and are scheduled three times per year. Additionally, a Summer Institute program offered on the main campus in July offers weeklong courses in many specialization areas. Students typically attend three courses and one national seminar or workshop per year to maintain their active status.

The Professional Studies Workshop, a required component of the program, is held as a three to six day course in conjunction with professional association meetings. Research courses are held on the main campus. CSA 6082, 6083, and 6085 are also offered online.

Doctoral Class Schedule

Although classes meet according to a set schedule, pre-class assignments are required and due before the first in-class meeting. A final assignment is normally due within 30 days of the final class meeting. Every effort is made to hold classes on scheduled dates and at the scheduled cluster sites. On rare occasions, at the discretion of the program office, meeting dates may be changed or cancelled. Students are notified via email, mail, or phone of the change. 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.

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

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 based on demonstrated academic achievement as evidenced by their graduate GPA in the form of official graduate transcripts, score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), and their professional experience as indicated on the resume or curriculum vitae. Test scores that date more than five years prior to the date of program application are not valid. Please note that the Admissions Committee will not evaluate applications until all necessary documentation, including official transcripts and test scores, have been received.

Admission to the doctoral programs is competitive, and regretfully, not all those who meet the quantitative standards stated below will be offered admission. Most accepted applicants have graduate GPA's of 3.25 or higher and competitive GMAT/GRE test scores.

To be considered for admission, applicants must submit:

1. A completed doctoral application form with signature page.
2. A nonrefundable application fee.
3. An earned master's or doctorate degree from a regionally accredited institution or foreign evaluation. An academic background in business or public administration if preferred.
4. Official GMAT or GRE test scores that are no more than five years old from time of application.
5. Official transcripts in English from all undergraduate and graduate institutions attended, received directly from each institution. If transcripts were issued under a previous name, please attach a note to your application indicating this.
6. A career essay between 500 to 1000 words in length, discussing professional development goals and objectives. Prospective students are encouraged to discuss potential fields of research, as appropriate.

7. 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

All application materials should be sent to:

Nova Southeastern University
Attn: Enrollment Processing Services
H. Wayne Huizenga School of Business and Entrepreneurship
PO Box 299000
Fort Lauderdale, Florida 33329-9903.

Candidates applying to any doctoral program must meet the minimum computer requirements (see Table of Contents for Minimum Computer Requirements.) Candidates must have a working knowledge of computers and of the Microsoft Office suite including Word, Excel, and PowerPoint.

Applicants with an earned doctoral degree from a regionally accredited institution will be considered for admission based on official transcripts showing degree conferral and a professional resume. The GMAT or GRE test scores may not be required.

The doctoral program office reserves the right to request additional information from the applicant.

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 discretion of the associate dean for academic affairs or the admissions committee.

GRADUATES OF FOREIGN INSTITUTIONS

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

- Determination that the degree is equivalent to a U.S. master's or doctoral degree. A professional evaluation may be required and original documents must be submitted.
- Determination of the graduate grade point average on a 4.0 scale. A professional evaluation may be required and original documents must be submitted.
- Official Test of English as a Foreign Language (TOEFL) score of 230 or higher on the computer-based test. The TOEFL must have taken within one year of application. Also a score of 7.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL.
- Official GMAT or GRE score test score. The GMAT or GRE test must have been taken within one year of application.

The TOEFL may be waived at the discretion of the associate dean for academic affairs for applicants who have successfully completed university degree programs conducted in English or for applicants satisfying a personal interview.

ADMISSIONS COMMITTEE

The admissions committee for the doctoral programs is composed of faculty members and led by the associate dean for academic affairs at the H. Wayne Huizenga School of Business and Entrepreneurship. The doctoral program office is responsible for assembling each applicant's credentials for review by the committee. The associate dean for academic affairs or the doctoral program office officially notifies applicants of their admission status, as well as changes in status throughout their matriculation.

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
H. Wayne Huizenga School of Business and Entrepreneurship
Associate dean for academic affairs
3301 College Avenue
Fort Lauderdale, Florida 33314

TRANSFER POLICY

The university will accept as transfer credit up to the equivalent of two courses (eight credits) taken at the doctoral level (with grades of not less than B, or a 3.0 on a 4.0 scale) from another regionally accredited institution, provided the courses 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 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.

NON-DEGREE SEEKING STUDENTS

Students submitting applications to the Huizenga School who do not intend to complete a degree program must adhere to identical admission and academic standards as degree-seeking students. Non-degree seeking students are only permitted to complete eight credits at the doctoral level. For a complete disclosure of admission, academic, and other requirements, please refer to the table of contents for appropriate sections.

Non-degree seeking students are not eligible for federal financial aid.

PREREQUISITE COURSE SATISFACTION

Students may be accepted to their program of study prior to completing their prerequisite course requirements. These students however, must complete prerequisite courses prior to enrolling in the doctoral course associated with that prerequisite course. Students may not enroll concurrently in a prerequisite course and its associated doctoral course. Students must complete all prerequisite course requirements within one year of entry into the program. If students intend to complete their prerequisite course requirements at Nova Southeastern University, they must satisfy any undergraduate level prerequisite course requirements for the master's level course. Students taking graduate level prerequisite courses with Nova Southeastern University will not be eligible for federal financial aid unless the prerequisite courses are taken concurrently with doctoral courses. Students who do not complete their prerequisite courses within one year of entry into the program will not be eligible to take doctoral level courses until their prerequisite courses are completed.

Students may complete their prerequisite course requirements by enrolling in a master's level courses through NSU or another regionally accredited institution. Any prerequisite course taken through NSU will appear on the student's transcript, although the grade will not calculate into the student's cumulative doctoral grade point average. Satisfactory completion of prerequisite courses requires grades of B or better.

MASTER'S LEVEL PREREQUISITE 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)

DOCTORAL PROGRAM REQUIREMENTS SUMMARY

Successful doctoral candidates meet the following requirements:

- Completion of at least 60 doctoral credit hours (a minimum of 38 credit hours and 22 research/dissertation credit hours)
- Completion of program with a minimum GPA of 3.0
- Fulfillment of the residency requirement by completing at least 12 graduate credit hours within a given year
- Passing grade 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

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. Students are permitted to take the comprehensive exam twice. Students who fail to pass the comprehensive exam on the second attempt will be dismissed from the program.

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 possible. Publications, along with supporting documentation, should be submitted to the associate dean for academic affairs or the chair of the 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. One of these committee members must be a full-time faculty member at NSU. 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 a two-credit course and is the starting point for the research component and provides the guide by which dissertation research will be conducted and presented. Students should take this course during their first term in the program. The seminars in Data Analysis (CSA 6085), 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 6085 is a four-credit course; and CSA 6082 and CSA 6083 are two-credit courses. CSA 6082, CSA 6083, and CSA 6085 are available online. The Readings and dissertation courses follow these research 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 develops a prospectus. A formal dissertation proposal becomes the blueprint for the research project. This proposal is approved by the dissertation committee and reviewed by the chair of doctoral programs. 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.

DISSERTATION REGISTRATION GUIDELINES

Students eligible to register for Readings courses must register every term for dissertation courses. This is required even for students taking other courses. If a student is working on any portion of the dissertation with any faculty member or dissertation committee member, the student must register for dissertation credits. Students who are not registered for dissertation credits are not eligible for service from dissertation committee members.

If students do not have an approved dissertation draft prior to registering for CSA 6094, they must register for CSA 6097 (Dissertation Continuation) each term until the draft is approved. The tuition for CSA 6097 is equal to two credit hours. Dissertation continuation credits are not eligible for financial aid unless taken with other course credits.

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

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 reinstatement 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. Students are cautioned that they will jeopardize their grades in courses, as well as their overall performance in the program, should they miss classes. Nonattendance/nonparticipation does not constitute a drop or refund request.

DROP 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 \$2,720 = \$1,811.52 refunded

Based on clock hours

$48 - 16 = 32$ hours not received

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

66.6 percent \times \$2,720 = \$1,811.52 refunded

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

REPEATING A COURSE

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

When repeating a course due to academic misconduct, the original grade is not discharged and will calculate into the students GPA.

CLASS CANCELLATIONS

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

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 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.

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.

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.

Students who register for a course and do not attend will receive the grade of F on their transcript. It is the student's responsibility to ensure he or she has been officially dropped from a course. This may be done by verifying registrations in WebSTAR.

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

I	Incomplete	See incomplete grade policy.
IF	Incomplete Failure	Given when students fail to satisfy an incomplete contract within the designated time period or when an incomplete contract has not been signed.
IW	Incomplete Withdrawal	Given when a student notifies their enrollment counselor 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	See doctoral drop policy
WU	University Withdrawal	Withdrawn by 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, may request an incomplete. The grade of Incomplete (I) will be granted only in cases of extreme hardship. In such cases, a student requiring an incomplete must submit a written appeal with full rationale to the course professor at least two weeks prior to the end of the term. The student does not have a right to an incomplete, which may be granted only when there is clear evidence of just cause. Should the course professor agree, an incomplete contract would be prepared by the professor. The incomplete contract must contain a description of the work to be completed and a completion date. The

completion period should be the shortest time possible. In no case may the completion date extend beyond one term (four months). The incomplete contract must be submitted to the program office no later than when the course grades are due.

The program office will monitor each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to IF. An IF will calculate into the GPA as an F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript. The grade of I does not apply to master's thesis or doctoral dissertation registrations.

A student who is absent at or misses the final examination without prior approval is not eligible to receive an incomplete unless extenuating circumstances exist.

During the incomplete grade period, the student is required to actively communicate with the professor to complete the remaining coursework.

CHANGE OF GRADE POLICY

Change of grades are only entertained by the Program Office if a miscalculation has occurred. If a student believes an error has occurred with the grade calculation, the student should immediately contact the professor. A student has one academic term, from the term the course was taken, in which to seek clarification from the professor. Grade changes will not be accepted after that time. The Program Office retains the final authority to accept or deny grade changes.

GRADUATION WITH HONORS

Membership in Sigma Beta Delta is the highest national recognition a business student can receive at a college or university with a Sigma Beta Delta chapter. To be eligible for membership, a business student must rank in the upper 20 percent of the graduating class and be invited to membership by the faculty officers.

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

Each year students are notified by mail if they meet the criteria to join Sigma Beta Delta. Those students who are invited to join may attend a special inductee ceremony typically held the same day as summer graduation. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at sigmabetadelta@huizenga.nova.edu.

GRADUATE ACADEMIC STANDARDS

GPA REQUIREMENT

Students must maintain a cumulative grade point average (GPA) of 3.0, including specialization courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students must attempt to 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 who fail to raise the GPA to a 3.0 or higher while on probation will be suspended from the Huizenga School for one academic year with no appeal.

If a student possesses a very low cumulative GPA, which could not be raised to a 3.0 or higher with one term on probation, the student will be suspended immediately without the option of probation. The official transcript will indicate the term dates of when a student is on academic probation, suspension, and/or dismissed.

GRADE REQUIREMENT

Students must not earn more than two grades below a B during the duration of their course of study. Students who receive more than two grades below a B will be placed on academic probation for one term. Students must retake course(s) for which a substandard grade was received within their next registered term. Students who do not earn a B or higher when retaking a course(s) will be suspended from the Huizenga School for one academic year with no appeal. Note: a B- (2.7 quality points) is below a B (3.0 quality points.) The official transcript will indicate the term dates of when a student is on academic probation and/or dismissed.

ACADEMIC PROGRESS

Huizenga School students are expected to make reasonable progress toward completing degree requirements. An enrollment history containing an excessive number of dropped courses, withdrawn courses, and/or incomplete grades are indicators of unsatisfactory academic performance and progress. Upon examination of the record, the associate dean for academic affairs may recommend suspension or dismissal.

ACADEMIC STANDING AND PROBATION

Students may only enter probation status one time in their level of study (undergraduate, master's and doctoral). Once a student has satisfied the probation requirements and is no longer on probation, he/she must remain in good academic standing for the duration of their degree program. Students who fall below good academic standing for a second time will automatically be suspended with no appeal, and cannot reapply for one year from term of suspension. Students are not permitted to change degree programs while on probation.

TAKING COURSES WHILE ON PROBATION

Probation is a serious matter that should not be taken lightly. Students on probation may only take courses in compliance with the terms of their probation. When a student is on probation and the course begins, a drop request with less than 100% refund (in accordance with the refund policy) will be treated as an attempt in the course (same as a failing grade.) The student will be suspended for one year without appeal for failure to reach academic standards in the first registered term following the onset of probation. Students are advised to take courses under probation only when ready to devote maximum amount of time to the courses.

PROCESS FOR READMISSION

A suspended student may petition for readmission to the Huizenga School after a period of one-year from term of suspension. The student must appeal for readmission in writing to the Academic Review Committee at least 30 days prior to the first day of the term in which they wish to reenroll. Each petition must include a readmission fee (nonrefundable, see Table of Contents for Student Fees.) In the petition, the student should state the reasons why academic potential has improved since suspension. Following review, notification of decisions by the Committee will be sent to the student's local address of record unless an address for correspondence regarding the appeal is specified in the appeal letter from the student. The student may contact an enrollment counselor for information on the appeals process or a pending appeal. Readmission is not guaranteed.

CONTINUED PROBATION UPON READMISSION

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0.) Readmitted students will automatically be placed on continued probation upon reentry into their program. If the student is unable to achieve good academic standing in their program during the two terms following readmission they will be dismissed from the school and will not be eligible for readmission again.

NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record.

GRADUATION REQUIREMENTS

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

1. Admission as a degree-seeking candidate
2. Completion of all curriculum and program requirements
3. Must be in good academic standing with the Huizenga School
4. Satisfactory fulfillment of the GPA and Grade Requirement for coursework completed
5. Successful completion of comprehensive examination
6. Satisfaction of program publication requirement
7. Completion and successful defense of dissertation
8. Payment of all tuition and fees
9. Completion of the form *Application for Degree* and payment of graduation fee. The *Application for Degree* form may be downloaded from the school's website, or obtained from the program office or the Office of the University Registrar.
10. Fulfillment of all obligations to the library, the student's program, and the comptroller's office.

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.

NSU's Huizenga School awards three doctoral degrees: doctor of business administration, doctor of international business administration, and doctor of public administration. The diploma indicates the student has earned a doctoral degree in one of the areas previously listed; it does not indicate the major. The academic transcript, the official record of academic achievement at NSU, indicates degree earned, major field of study, and specialization/concentration, if any.

DOCTORAL STUDENT FEES AND TUITION

Application Fee	\$ 50
Registration Fee.....	\$ 25
Late Registration Fee.....	\$ 200
Reinstatement Request Fee.....	\$ 500
Graduation Fee (excluding cap and gown).....	\$ 75
Transcript Fee.....	\$ 5
Tuition: Doctoral (per credit)	\$ 680
Online Communications and Internet Competency (CSA 6072)	\$ 50
Doctoral Seminar/Workshop Fees (in addition to tuition):	
Research and Services Fee	\$ 30
Business and Public Policy Seminar	\$ 150
Professional Studies Workshop.....	\$ 50
Dissertation Continuation Fee (per term).....	\$1360
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 the doctoral program office. The late registration fee is charged anytime a registration is submitted after the closing date of regular registration (excluding first time enrollments). The reinstatement fee is 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. In the event that extreme circumstances necessitate the deferment of partial tuition, the student must contact their enrollment counselor to make individual arrangements.

STUDENT GRIEVANCE PROCEDURE

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

A. Any student who has a grievance shall file such a grievance in writing 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 H. Wayne Huizenga School of Business and Entrepreneurship. One shall be an administrator in the H. Wayne Huizenga School of Business and Entrepreneurship. One shall be either an alumna or alumnus or a currently enrolled NSU student.

3. The parties shall attend the grievance hearing before the panel, at which time both parties shall submit their evidence and arguments concerning the matter. The parties shall be notified of the time, date, and place of the hearing. All hearings shall be conducted on the main campus during normal working hours. There shall be no meeting of the grievance committee unless an active appeal has been filed in accordance with this procedure. 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 H. Wayne Huizenga 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.

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

DOCTORAL DEGREE PROGRAMS

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 multi-sectored 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.

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 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 an enrollment counselor to develop a draft plan for completing the course and dissertation requirements.

Component One: Common Core - 26 credits

- CSA 6020 Organizational Behavior/Personnel Management (4 cr.)
- CSA 6030 Information and Decision Sciences (ITM specialty candidates replace with 6110) (4 cr.)
- CSA 6050 Operations Management (4 cr.)
- CSA 6080 Professional Studies Workshop (2 cr.)
- CSA 6120 Marketing Management and Research (4 cr.)
- CSA 6130 Financial Decision Making in Business (4 cr.)
- CSA 6140 Strategic Decision Making (4 cr.)

Component Two: Specialty Courses

Accounting - 16 credits

- CSA 6710 Seminar in Financial Accounting (4 cr.)
- CSA 6730 Seminar in Managerial Accounting (replaces 6140 in common core) (4 cr.)
- CSA 6740 Seminar in International Accounting (4 cr.)
- CSA 6760 Seminar in Accounting Information Systems and Auditing (4 cr.)

Finance - 12 credits (Select three from below)

- CSA 6510 International Finance (4 cr.)
- CSA 6520 Financial Institutions (4 cr.)
- CSA 6530 Financial Engineering (4 cr.)
- CSA 6540 Investments and Taxation (4 cr.)

Health Services Administration - 12 credits

- CSA 6610 Administrative Theory in Health Services (4 cr.)
- CSA 6620 Health Policy Analysis (4 cr.)
- CSA 6660 Legal Issues in Health Services (4 cr.)

Human Resource Management - 12 credits

- CSA 6315 Strategic Planning in Human Resource Management (4 cr.)
- CSA 6325 Employee Relations and Services (4 cr.)
- CSA 6330 Performance and Reward Systems (4 cr.)

Information Technology Management - 12 credits

- CSA 6910 Enterprise Architecture (4 cr.)
- CSA 6920 Telecommunications and Data Networks (4 cr.)
- CSA 6930 Applied Database Management Systems (4 cr.)

International Management - 12 credits

- CSA 6410 International Management (4 cr.)
- CSA 6450 Comparative Government and Economic Systems (4 cr.)
- CSA 6470 International Legal Framework (4 cr.)

Management - 12 credits

- CSA 6010 Administrative Theory and Practice (4 cr.)
- CSA 6040 Economic Analysis (4 cr.)
- CSA 6110 International Business and Finance (4 cr.)

Marketing - 12 credits

- CSA 6810 Marketing Theory (4 cr.)
- CSA 6830 Research Analysis for Marketing Decisions (4 cr.)
- CSA 6890 Marketing Topics (4 cr.)

Component Three: Competencies - 0 credits

- CSA 6072 Online Communications and Internet Competency (0 cr.)
- CSA 6073 Doctoral Student Orientation (0 cr.)
- CSA 6090 Comprehensive Exam
- CSA 6096 Publication Requirement (0 cr.)

Component Four: Research (dissertation-related units) – 22 credits

- CSA 6081 Applied Research Development (2 cr.)
- CSA 6082 Research Techniques (2 cr.)
- CSA 6083 Research Methods I (2 cr.)
- CSA 6085 Data Analysis (4 cr.)
- CSA 6150 Readings in Business Administration or applicable readings course that corresponds to a candidate's chosen specialty (4 cr.):
 - CSA 6370 Readings in Human Resource Management
 - CSA 6550 Readings in Finance
 - CSA 6650 Readings in Health Services
 - CSA 6750 Readings in Accounting
 - CSA 6850 Readings in Marketing
 - CSA 6950 Readings in Information Technology Management
- CSA 6091 Dissertation I (2 cr.)
- CSA 6092 Dissertation II (2 cr.)
- CSA 6093 Dissertation III (2 cr.)
- CSA 6094 Dissertation IV (2 cr.)

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 main 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 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 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 enrollment counselors to develop a draft plan for completing the course and dissertation requirements.

Component One: Common Core - 18 credits

- CSA 6030 Information and Decision Sciences (4 cr.)
- CSA 6050 Operations Management (4 cr.)
- CSA 6080 Professional Studies Workshop (2 cr.)
- CSA 6110 International Business and Finance (4 cr.)
- CSA 6140 Strategic Decision Making (4 cr.)

Component Two: Specialty Courses - 20 credits

- CSA 6410 International Management (4 cr.)
- CSA 6420 International Marketing (4 cr.)
- CSA 6430 International Finance and Banking (4 cr.)
- CSA 6450 Comparative Government and Economic Systems (4 cr.)
- CSA 6470 International Legal Framework (4 cr.)

Component Three: Competencies - 0 credits

- CSA 6072 Online Communications and Internet Competency
- CSA 6073 Doctoral Student Orientation
- CSA 6090 Comprehensive Exam
- CSA 6096 Publication Requirement

Component Four: Research (dissertation-related units) – 22 credits

- CSA 6081 Applied Research Development (2 cr.)
- CSA 6082 Research Techniques (2 cr.)
- CSA 6083 Research Methods (2 cr.)
- CSA 6085 Data Analysis I (4 cr.)
- CSA 6480 Readings in International Business (4 cr.)
- CSA 6091 Dissertation I (2 cr.)
- CSA 6092 Dissertation II (2 cr.)
- CSA 6093 Dissertation III (2 cr.)
- CSA 6094 Dissertation IV (2 cr.)

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 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. We seek to convey a broad theoretical foundation in ethics, value formation, 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.

Component One: Common Courses - 26 credits

- CSA 6010 Administrative Theory and Practice (4 cr.)
- CSA 6020 Organizational Behavior/Personnel Management (4 cr.)
- CSA 6030 Information and Decision Sciences (4 cr.)
- CSA 6040 Economic Analysis (4 cr.)
- CSA 6050 Operations Management (4 cr.)
- CSA 6080 Professional Studies Workshop (2 cr.)
- CSA 6140 Strategic Decision Making (4 cr.)

Component Two: Specialty Courses - 12 credits

- CSA 6220 Comparative Administrative Systems (4 cr.)
- CSA 6230 Financial Decision Making in Government (4 cr.)
- CSA 6240 Constitutional/Administrative Law (4 cr.)

Component Three: Competencies - 0 credits

- CSA 6072 Online Communications and Internet Competency
- CSA 6073 Orientation
- CSA 6090 Comprehensive Exam
- CSA 6096 Publication Requirement

Component Four: Research (dissertation-related courses) – 22 credits

- CSA 6081 Applied Research Development (2 cr.)
- CSA 6082 Research Techniques (2 cr.)
- CSA 6083 Research Methods (2 cr.)
- CSA 6085 Data Analysis I (4 cr.)
- CSA 6250 Readings in Public Administration (4 cr.)
- CSA 6091 Dissertation I (2 cr.)
- CSA 6092 Dissertation II (2 cr.)
- CSA 6093 Dissertation III (2 cr.)
- CSA 6094 Dissertation IV (2 cr.)

DOCTORAL 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 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 6085 Data Analysis I (4 cr.)

This course explores various bivariate methods of organizing, analyzing, testing, and presenting quantitative research data. Includes common concepts and techniques for hypothesis testing and analyzing results of surveys and experimental research projects, including the use of a computer statistical program. Students will complete a research project as part of the course requirements.

CSA 6091 – 6094 Dissertation I – IV (2 cr. each)

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

CSA 6096 Publication Requirement (0 cr.)

The Publication Requirement of the Doctoral Programs is designed to demonstrate the research, writing, and presentation abilities acquired and/or refined through doctoral studies. For students in the general DBA or DPA Programs, the publication should make a contribution in a business or public administration area of choice. For students in a specialty area, the publication should be a contribution in that specialty area.

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 non-tariff 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 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, and 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 (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 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 macro environment (overview) of the banking industry and other trends and problems in the environment of financial institutions are discussed. Prerequisites: Graduate-level accounting/finance and economics.

CSA 6530 Financial Engineering (4 cr.)

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

CSA 6540 Investments and Taxation (4 cr.)

The objectives of this course are to gain an understanding of the efficient market 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 SPSS 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. 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. 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.

CSA 7100 Situational Leadership (4 cr.)

This weeklong course provides managers and supervisors with a complete understanding of Situational Leadership concepts and use of the model. The course is taught with particular emphasis on hands-on experience at diagnosing situations and practical real-life applications. The three main components of leadership: diagnosing, adapting and communicating are determined. Students will apply Situational Leadership techniques through a filmed case experience and make decisions on leadership styles, readiness levels, and performance evaluation.

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<p>Jeffrey Fountain Ph.D. University of Northern Colorado</p>	<p>Rick Lester Ph.D. University of Mississippi M.A. University of Alabama</p>
<p>Lucille Genduso Ed.S. Nova Southeastern University M.B.A. Florida Atlantic University</p>	<p>Terrell Manyak Ph.D. University of California at Los Angeles M.P.A. Syracuse University</p>
<p>Jane Gibson D.B.A. Nova Southeastern University</p>	<p>Kader Mazouz Ph.D. University of Cincinnati M.S. University of Cincinnati</p>
<p>Charlie Harrington M.A. Northeastern University</p>	<p>Timothy McCartney Ph.D. University of Strasbourg</p>
<p>William Harrington Ed.D. Nova Southeastern University M.S. Boston College Graduate School</p>	<p>Stephen Muffler LL.M. University of Miami J.D. Nova Southeastern University</p>
<p>Judith Harris D.B.A. Boston University M.B.A. Boston University</p>	<p>Bahaudin Mujtaba D.B.A. Nova Southeastern University M.B.A. Nova Southeastern University</p>
<p>Paul Hersey Ph.D. University of Massachusetts M.B.A. University of Arkansas</p>	<p>Ronald Needleman Ph.D. City University of New York</p>
<p>Carol Hutton Ph.D. Florida State University M.S.N. Yale University</p>	<p>Anne Nelson D.B.A. Nova Southeastern University M.B.A. Averett University</p>
<p>Merriam “Micki” Johnson M.S. Florida Institute of Technology M.B.A. New Hampshire College</p>	<p>Stephanie Newell Ph.D. University of Massachusetts M.B.A. University of New Hampshire</p>
<p>William Johnson Ph.D. Arizona State University M.S. Northern Illinois University</p>	<p>Ordean Olson D.B.A. United States International University M.B.A. United States International University</p>
<p>John Joos D.B.A. Nova Southeastern University M.B.A. Nova Southeastern University</p>	<p>Miguel Orta J.D. Duke University M.I.B.A. Nova Southeastern University</p>
<p>Barbara Landau M.LAW New York University J.D. New York Law School</p>	<p>Marijan Paskov Ph.D. University of Illinois M.A. University of Illinois</p>
<p>Howard Lawrence Ph.D. University of Mississippi M.B.A. Memphis State University</p>	<p>Pedro Pellet Ph.D. University of Miami M.A. University of Puerto Rico</p>

Thomas Powers Ph.D. Michigan State University M.B.A. Eastern Michigan University	Andrew Sherbo Ph.D. St. Louis University M.B.A. University of Georgia
Peter Poznanski Ph.D. Texas Tech University M.S. Drake University	Jeffrey Silbert Ph.D. New York University M.P.A. New York University
Robert Preziosi D.P.A. Nova Southeastern University M.Ed. Florida Atlantic University	Randi Sims Ph.D. Florida State University M.S. Nova Southeastern University M.B.A. Nova Southeastern University
Steven Ramsier Ph.D. Clemson University M.S. Clemson University	Claire Starry Ph.D. University of Washington, Seattle M.A. University of Washington, Seattle
Richard Rees Ed.D. Rutgers University M.Ed. Rutgers University	Darlene Stevens Ph.D. University of Miami M.S. University of North Carolina at Greensboro
Joel Rodgers D.B.A. Nova Southeastern University M.B.A. University of Kentucky	John Turner Ph.D. St. Louis University M.A. Ball State University
Irving Rosenbaum D.P.A. Nova Southeastern University M.P.A. Baruch College	Leslie Tworoger D.B.A. Nova Southeastern University M.B.A. Nova Southeastern University
Robert Rosenberg J.D. University of Wisconsin	Thomas Tworoger D.B.A. Nova Southeastern University M.B.A. Nova Southeastern University
Robert Sellani D.B.A. Nova Southeastern University M.B.A. University of Miami	Arthur Weinstein Ph.D. Florida International University M.B.A. Florida International University
John T. Sennetti Ph.D. Virginia Polytech Institute and State Univ M.A. Bucknell University M.S. University of Florida	Pan Yatrakis Ph.D. New York University M.I.A. Columbia University M.B.A. Columbia University
Belay Seyoum Ph.D. McGill University LL.M. McGill University	Jane Zucker Ph.D. Columbia University M.I.B.A. Nova Southeastern University

NSU Directory of Resources

Athletics

Nova Southeastern University
Athletics Annex
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 262-8250

Bookstore

Rosenthal Student Center
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 262-4750
www.nsubooks.bkstore.com

Career Services

(954) 262-7201

Institute for Learning in Retirement

Nova Southeastern University
University Park Plaza
3424 South University Drive
Davie, Florida 33328
(954) 262-8471

Office of International Students (OIS)

(954) 262-7240
www.nova.edu/cwis/registrar/iss

Office of Residential Life

Nova Southeastern University
Leo Goodwin Sr. Residence Hall
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 262-7052

Office of Student Financial Assistance

Nova Southeastern University
Horvitz Administration Building
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 262-3380

Office of the University Bursar

(954) 262-5200
(800) 806-3680

Office of the University Registrar

(954) 262-7200
(800) 806-3680

Public Safety

(954) 262-8981
(954) 262-8999 (after hours)

Recreation and Wellness Department

(954) 262-7301

Student Union

Rosenthal Student Center

Veterans Affairs

Nova Southeastern University
Office of Student Financial Services and Registration
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 262-7236

Women's Resource Institute

Nova Southeastern University
House 4
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 262-8451

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.

Nova Southeastern University Degree Offerings

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
Psy.S in School Psychology
Postdoctoral M.S. Degree in Clinical Psychopharmacology

Criminal Justice Institute

M.S. in Criminal Justice

Farquhar College of Arts and Sciences

B.A. in Communication Studies
B.A. in English
B.A. in History
B.A. in Humanities
B.A. in Theatre
B.S. in Applied Professional Studies
B.S. in Athletic Training
B.S. in Biology (premedical)
B.S. in Computer Information Systems
B.S. in Computer Science
B.S. in Environmental Science/Studies
B.S. in Legal Studies (prelaw)
B.S. in Marine Biology
B.S. in Paralegal Studies
B.S. in Psychology

Fischler School of Education and Human Services

A.A. in Early Childhood Education
B.S. in Elementary Education
B.S. in Exceptional Student Education
B.S. in Prekindergarten/Primary Education
M.A. in Teaching and Learning (4 specializations)
M.S. in Education (37 specializations)
M.S. in Human Services
M.S. in Instructional Technology and Distance Education
M.S. in Speech-Language Pathology
Ed.D. in Child, Youth, and Human Services (8 specializations)
Ed.D in Educational Leadership
Ed.D in Higher Educational Leadership (4 specializations)
Ed.D in Instructional Technology and Distance Education
Ed.D. in Organizational Leadership (12 specializations)
Ed.S. in Educational Specialist (22 specializations)
SLP.D. Doctor of Speech-Language Pathology

Graduate School of Humanities and Social Sciences

M.S. in Conflict Analysis and Resolution
M.S. in Family Therapy
Ph.D. in Conflict Analysis and Resolution
Ph.D. in Family Therapy
D.M.F.T Doctor of Marriage and Family Therapy
Graduate Certificate in Advanced Family Systems
Graduate Certificate in College Student Personnel Administration
Graduate Certificate in Conflict Analysis and Resolution
Graduate Certificate in Family Studies
Graduate Certificate in Family Systems Health Care
Graduate Certificate in Health Care Conflict Resolution
Graduate Certificate in Peace Studies

H. Wayne Huizenga School of Business and Entrepreneurship

B.S. in Accounting
B.S. in Business Administration
B.S. in Finance
B.S. in Professional Management
B. S. in Sport and Wellness Studies
M.Acc. Master of Accounting
M.B.A. Master of Business Administration (3 concentrations)
M.I.B.A. Master of International Business Administration
M.P.A. Master of Public Administration
M.Tax Master of Taxation
M.S. in Human Resource Management
M.S. in Leadership
D.B.A. Doctor of Business Administration (8 specializations)
D.I.B.A. Doctor of International Business Administration
D.P.A. Doctor of Public Administration

Health Professions Division

B.H.Sc. Health Science
B.S./M.M.S. Physician Assistant
B.S. in Nursing
M.B.S. Biomedical Sciences
M.H.S. Health Science
M.O.T. Occupational Therapy
M.P.H. Public Health
M.S. in Clinical Vision Research
M.S. in Craniofacial Research
Au.D. Doctor of Audiology
D.H.Sc. Doctor of Health Science
D.M.D. Doctor of Dental Medicine

Health Professions Division (con't)

D.O. Osteopathic Medicine
D.P.T. Doctor of Physical Therapy
O.D. Doctor of Optometry
O.T.D. Doctor of Occupational Therapy
Pharm.D. Doctor of Pharmacy
Ph.D. in Occupational Therapy
Ph.D. in Physical Therapy

Shepard Broad Law Center

M.H.L. Master's in Health Law
J.D. 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. in Computing Technology in Education
Ph.D. in Information Science
Ph.D. in Information Systems

Oceanographic Center

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

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

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.

In the event that a decrease in enrollment makes continuing a program academically non-viable or if the program is forced to close for any other reason, provisions will be made for students to continue the program at another site without additional cost to the student. If it is not possible to provide a completion alternative, students will be given a full refund of tuition and fees.