

# H. Wayne Huizenga School of Business and Entrepreneurship



## Graduate Catalog 2006-2007



# H. WAYNE HUIZENGA SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

## 2006 – 2007 Student Catalog

### MASTERS AND DOCTORAL PROGRAMS

Policies and programs set forth herein are effective September 2006, except for tuition which is effective July 2006 for master's programs, and May 2006 for doctoral programs. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog by accessing the Huizenga School website at [www.huizenga.nova.edu](http://www.huizenga.nova.edu) and downloading this document.

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

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501) 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:

- Doctor of Business Administration with specialty options in: (1) accounting, (2) finance, (3) human resource management, (4) international business, (5) management, (6) marketing, and (7) operations management.
  - Doctor of Public Administration
  - Master of Accounting
  - Master of Business Administration
  - Master of Business Administration with concentration options in: (1) entrepreneurship, (2) finance, and (3) 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
- Master's certificates in : (1) entrepreneurship, (2) finance, (3) health services administration, (4) human resource development, (5) human resource management, (6) international business, (7) international economics, (8) international logistics, (9) international management, (10) international strategy, (11) leadership, (12) management information systems, and (13) marketing
- Bachelor of Science in Accounting
  - Bachelor of Science in Business Administration
  - Bachelor of Science in Finance
  - Bachelor of Science in Marketing
  - Bachelor of Science in Sport and Recreation Management

# President's Message



Since 1964, when a small group of progressive men and women first broke ground on an independent institution of academic excellence in Fort Lauderdale, Nova Southeastern University has grown to a position of strength as the largest private institution of higher education in the southeastern United States. Since I began my tenure over nine years ago as NSU's President, I have remained steadfast in my goal—to continue developing high quality academic programs that prepare students for leadership positions and emerging challenges of the 21st century.

The NSU learning environment focuses on providing students with high quality educational opportunities—on campus or off. In our pursuit of excellence, the university holds to certain values, including collaboration, community service, diversity, educational access, entrepreneurship, innovation, and integrity. Each year we build on these values by incorporating new academic programs into our educational community while encouraging our colleges, schools, and centers to approach ideas and issues from a multidisciplinary perspective.

The H. Wayne Huizenga School of Business and Entrepreneurship, dedicated to those values, is at the heart of our academic community. The H. Wayne Huizenga School of Business and Entrepreneurship, with a focus on academic excellence and open intellectual exploration, educates its students through a diverse spectrum of majors representing the humanities, math, science and technology, and social and behavioral sciences. The college also provides a broad liberal arts education—including critical thinking, communication, and research skills—for all NSU undergraduates as they prepare to become responsible citizens of the world.

Our educational values are also being supported by the realization of dreams for campus expansion. In recent years, we have opened the Jim and Jan Moran Family Center Village, a role model for early education programs across the country. We also opened the Carl DeSantis Building, home to the H. Wayne Huizenga School of Business and Entrepreneurship and the Graduate School of Computer and Information Sciences, which has been designated a National Center of Academic Excellence in Information Assurance Education by the U.S. Department of Homeland Security.

Because we believe in the importance of research and scholarship at all academic levels, we are proud that the Alvin Sherman Library, Research, and Information Technology Center supports NSU's strong academic research environment. Together with the Rose and Alfred Miniaci Performing Arts Center, the library also serves both NSU's academic community and the residents of Broward County.

The NSU University Center, a 260,000 square-foot recreation and athletic complex in the center of main campus has just opened its doors. It is home to an athletic and event arena, a wellness and fitness venue; the university's student union; and a performing arts wing that will house a black box theater, a musical recital hall, rehearsal space that will support development of theatre, music, and other creative activities.

Development of these excellent campus facilities, along with supporting the dedicated faculty and staff who inhabit them, translate into an atmosphere of achievement where our students will continue to find the education and preparation they need to compete in the dynamic, technology-intensive workplace. Everyone associated with Nova Southeastern 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 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.

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

# Master's Program Calendar

## 2006 - 2007 Class Meeting Dates

### 2006 Calendar - Fall

Sequence I	October 6, 7, 20, 21; November 3, 4, 17, 18; December 8, 9
Sequence II	October 13, 14, 27, 28; November 10, 11; December 1, 2, 15, 16
Online	October 3 - December 9
1 <sup>st</sup> 6 Week Prereq.	October 3 - November 11
2 <sup>nd</sup> 6 Week Prereq.	November 13 - December 23
Jamaica	October 7, 8, 21, 22; November 4, 5; December 9, 10
Mon/Wed Day	October 9, 11, 16, 18, 23, 25, 30; November 1, 6, 8, 13, 15, 27, 29 December 4, 6, 11, 13
Tue/Thur Day	October 10, 12, 17, 19, 24, 26, 31; November 2, 7, 9, 14, 16, 28, 30 December 5, 7, 12, 14
Day Student Capstone Course	Tentative Dates: December 18 – 22

### 2007 Calendar - Winter

Sequence I	January 5, 6, 19, 20; February 9, 10, 23, 24; March 9, 10
Sequence II	January 12, 13, 26, 27; February 16, 17; March 2, 3, 16, 17
Online	January 8 - March 17
1 <sup>st</sup> 6 Week Prereq.	January 2 - February 10
2 <sup>nd</sup> 6 Week Prereq.	February 12 - March 24
Jamaica	January 6, 7, 20, 21; February 10, 11; March 10, 11
Mon/Wed Day	January 8, 10, 17, 22, 24, 29, 31; February 5, 7, 12, 14, 19, 21, 26, 28 March 5, 7, 12
Tue/Thur Day	January 9, 11, 18, 23, 25, 30; February 1, 6, 8, 13, 15, 20, 22, 27 March 1, 6, 8, 13
Day Student Capstone Course	Tentative Dates: March 19 - 23

### 2007 Calendar - Spring

Sequence I	April 13, 14, 27, 28; May 11, 12; June 1, 2, 15, 16
Sequence II	April 20, 21; May 4, 5, 18, 19; June 8, 9, 22, 23
Online	April 2 - June 9
1 <sup>st</sup> 6 Week Prereq.	April 2 - May 12
2 <sup>nd</sup> 6 Week Prereq.	May 14 - June 23
Jamaica	April 14, 15, 28, 29; May 12, 13; June 16, 17
Mon/Wed Day	April 16, 18, 23, 25, 30; May 2, 7, 9, 14, 16, 21, 23 June 4, 6, 11, 13, 18, 20 -- Spring Break May 28 - June 1
Tue/Thur Day	April 17, 19, 24, 26; May 1, 3, 8, 10, 15, 17, 22, 24 June 5, 7, 12, 14, 19, 21 -- Spring Break May 28 - June 1

**2007 Calendar - Summer**

Sequence I	July 6, 7, 20, 21; August 3, 4, 17, 18; September 7, 8
Sequence II	July 13, 14, 27, 28; August 10, 11, 24, 25; September 14, 15
Online	July 2 - September 8
1 <sup>st</sup> 6 Week Prereq.	July 2 - August 11
2 <sup>nd</sup> 6 Week Prereq.	August 13 - September 22
Jamaica	July 7, 8, 21, 22; August 18, 19; September 8, 9
Mon/Wed Day	July 9, 11, 16, 18, 23, 25, 30; August 1, 6, 8, 13, 15, 20, 22, 27, 29 September 5, 10
Tue/Thur Day	July 10, 12, 17, 19, 24, 26, 31; August 2, 7, 9, 14, 16, 21, 23, 28, 30 September 6, 11
Day Student Capstone Course	Tentative Dates: September 17 - 21

**2007 Calendar - Fall**

Sequence I	October 5, 6, 19, 20; November 2, 3, 16, 17; December 7, 8
Sequence II	October 12, 13, 26, 27; November 9, 10, 30; December 1, 14, 15
Online	October 1 - December 8
1 <sup>st</sup> 6 Week Prereq.	October 1 - November 10
2 <sup>nd</sup> 6 Week Prereq.	November 12 - December 22
Bahamas	October 13 (no Friday class), 26, 27; November 9, 10, 30; December 1, 14, 15
Jamaica	October 6, 7, 20, 21; November 3, 4; December 8, 9
Mon/Wed Day	October 8, 10, 15, 17, 22, 24, 29, 31; November 5, 7, 12, 14, 26, 28 December 3, 5, 10, 12
Tue/Thur Day	October 9, 11, 16, 18, 23, 25, 30; November 1, 6, 8, 13, 15, 27, 29 December 4, 6, 11, 13

These dates are subject to change. Please visit the Huizenga School website at [www.huizenga.nova.edu](http://www.huizenga.nova.edu) for complete information.

# Doctoral Program Calendar

<b>Term</b>	<b>Sessions</b>	<b>Sequence I</b>	<b>Sequence II</b>	<b>Summer Institute</b>	<b>National Cluster</b>
Fall 2006	Sessions 1 Sessions 2 Sessions 3	September 9, 10 October 7, 8 November 4, 5	September 16, 17 October 21, 22 November 18, 19	N/A	December 3-8
Winter 2007	Sessions 1 Sessions 2 Sessions 3	January 6, 7 February 3, 4 March 3, 4	January 20, 21 February 24, 25 March 17, 18	N/A	April 15-20

All 2007 dates, please check with the Office of Program Management for 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 6<sup>th</sup> largest independent, not-for-profit, 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 80,000 alumni.

Using fall-term enrollment as a measure, Nova Southeastern University is the largest independent institution of higher education in the Southeast and the 7<sup>th</sup> 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.

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

To advance the personal growth and professional development of individuals in business, government, and nonprofit organizations by providing readily accessible and convenient educational opportunities of superior value.

### **VISION**

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

### **MISSION**

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

### **PHILOSOPHY**

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

We can only realize our vision if all faculty and staff of the Huizenga School, with the support of our other stakeholders, are dedicated to innovation in courses, curricula, delivery methods, and services to students according to students needs.

The success of the Huizenga School is contingent upon the ability of our faculty, staff, and students to apply newly acquired knowledge to create value in their respective business, academic, government, and nonprofit organizations in particular, and society as a whole.

### **PRINCIPLES**

1. Conduct all of our academic affairs with integrity.
2. Be committed to the Huizenga School's *vision, mission, philosophy, and principles*.
3. Treat each other with dignity, respect, and sensitivity so as to create a caring environment that allows faculty, staff, and students to reach their greatest potential.
4. Stay focused on, and anticipate the needs of our constituents so we can prepare our students to be "shapers" of our society, not mere "reactors."
5. Set high expectations for ourselves and demonstrate initiative, judgment, flexibility, and teamwork so we may fulfill our mission and vision.
6. Have a compelling desire to advance the knowledge of how organizations function, and apply this knowledge so that developing creative solutions is a major focus of life.

7. Have the vision, creativity, openness, and receptivity to challenge the status quo, to create learning and change, and view our role in the Huizenga School and the University as part of a dynamic process rather than a set of static, fixed relationships with related tasks.
8. Constantly try to understand the contributions we can make to the *vision* and *mission* of the organization, and seek to contribute where there is a clear, comparative advantage.
9. Believe that lifelong learning, and the application of that learning, greatly enhances society.
10. Be culturally mature and demonstrate a strong appreciation for diversity and the richness it brings to life and learning.

*Vision, Mission, Principles, April 10, 2006*  
*H. Wayne Huizenga School of Business and Entrepreneurship*

### **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

## **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

The H. Wayne Huizenga School of Business and Entrepreneurship is also accredited by:  
University Council of Jamaica and the International Assembly for Collegiate Business Education

## **NONDISCRIMINATION STATEMENT**

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

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

## **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, William S. Richardson, Ocean Science 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 wire line and wireless technology. Electronic classrooms and group study rooms are popular areas. Using compact shelving, it has a book capacity of 1.4 million volumes. Within the facility is the 500-seat Rose and Alfred Miniaci Performing Arts Center, enhancing university curricular support and the improvement of the quality of life in South Florida. Overall, the current university's libraries house approximately 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](http://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](mailto: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 certificates 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; City of Volusia County; Federal Express; GATX; Lucent Technologies; NABI: Palm Beach Sheriff's Office; North Broward Hospital District; Salomon Brothers, Inc; Royal Caribbean Cruise Lines; Sears, TYCO; 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.

## **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 Marketing
- Bachelor of Science in Sport and Recreation Management

### **Minors:**

- Accounting
- Finance
- Business
- Entrepreneurship
- Human Resource Management
- International Business
- Leadership
- Management
- Marketing

### **Master's Division**

- Master of Accounting
- Master of Business Administration
- Master of Business Administration
  - Concentrations:
    - Entrepreneurship
    - Finance
    - Health Services Administration
    - Real Estate Development
- 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 CERTIFICATES**

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



## **Doctoral Division**

- Doctor of Business Administration
  - Specialties:
    - Accounting
    - Finance
    - Human Resource Management
    - International Business Management
    - Marketing
    - Operations Management

## **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 part-time faculty members, see Table of Contents for Faculty and Administration.) Outstanding part-time faculty augments the full-time faculty of the H. Wayne Huizenga School of Business and Entrepreneurship. Part-time faculty are selected based on qualifications in teaching, research, publication, and consulting. The Huizenga School reserves the right to utilize additional full-time and part-time 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.

### **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

American Council on Education (ACE)	<a href="http://www.acenet.edu">www.acenet.edu</a>
Association to Advance Collegiate Schools of Business (AACSB)	<a href="http://www.aacsb.edu">www.aacsb.edu</a>
Association of American Colleges and Universities (AAC&U)	<a href="http://www.aacu-edu.org">www.aacu-edu.org</a>
College Board (CB)	<a href="http://www.collegeboard.com">www.collegeboard.com</a>
Conference of Southern Graduate Schools (CSGS)	<a href="http://www.csgs.org">www.csgs.org</a>
Council of Graduate Schools (CGS)	<a href="http://www.cgsnet.org">www.cgsnet.org</a>
Florida Association of Colleges and Universities (FACU)	<a href="http://www.facufloida.com">www.facufloida.com</a>
Foundation for Independent Higher Education (FIHE)	<a href="http://www.fihe.org">www.fihe.org</a>
Hispanic Association of Colleges and Universities (HACU)	<a href="http://www.hacu.net">www.hacu.net</a>
Independent Colleges and Universities of Florida (ICUF)	<a href="http://www.icuf.org">www.icuf.org</a>
National Association of Independent Colleges & Universities (NAICU)	<a href="http://www.naicu.edu">www.naicu.edu</a>
Nat'l. Association of Schools of Public Affairs & Administration (NASPAA)	<a href="http://www.naspaa.org">www.naspaa.org</a>
Southern Association of College & University Business Officers (SACUBO)	<a href="http://www.sacubo.org">www.sacubo.org</a>
Southern Regional Education Board's Electronic Campus (SREC)	<a href="http://www.electroniccampus.org">www.electroniccampus.org</a>
University Continuing Education Association (UCES)	<a href="http://www.ucea.edu">www.ucea.edu</a>

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](http://www.webstar.nova.edu).

During enrollment at NSU, should a student's name legally change, the student should forward proper documentation (typically copy of the social security card) to the Registrar's Office so the 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 Academic Advisor 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 your academic advisor.

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

### **ACADEMIC 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](http://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](http://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](http://www.webstar.nova.edu) typically 7 – 10 days (45-60 days for doctoral) after course completion. Students may contact their Academic Advisor if grades are not posted by stated times. Students will not receive grade reports through regular mail.

Students who submit tuition and fees to their employer should use WebSTAR to access the course fees and grades. Students may print out this information from WebSTAR and submit to their employer. If the employer requires additional information, students should contact their Academic Advisor 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](http://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 America Online (AOL), use of AOL is prohibited for students in the Master of Accounting and Taxation programs.

## **NSU BOOKSTORE**

The NSU bookstore is located at University Park Plaza (UPP), which is located at the traffic light just south of 30<sup>th</sup> Street. To reserve your books online you may access:

## **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 [https://www.nova.edu/sbin/account\\_request](https://www.nova.edu/sbin/account_request). Usernames are provided immediately and activated within two hours. All email communications between faculty, administration, staff 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](http://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](mailto:pinhelp@nova.edu). Help and log-in instructions are available on the WebSTAR site. Additionally, students can access their PIN number online by visiting:

<https://www.nova.edu/sbin/pinhelp>

## **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  
8945 West Russell Road, Suite 170  
Las Vegas, NV 89148  
(702) 942-3450

Jamaica Student Educational Center  
1 Argyle Road  
Kingston 5 & Montego Bay  
876-978-3311

Miami Student Educational Center  
8585 SW 124<sup>th</sup> 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  
[813-393-4990](tel:813-393-4990)

## **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 the state of Florida, in Miami-Dade, Broward or Palm Beach counties. 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](mailto:intl@nova.edu) or visit the International Student Office at [www.nova.edu/cwis/registrar/iss](http://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](http://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.

Course withdrawals will not be permitted to avoid the academic consequences of plagiarism levied by the faculty and/or associate dean. These consequences may include reduced or failing course grades.

## **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 :

[www.huizenga.nova.edu/currentstudents/scholarships.cfm](http://www.huizenga.nova.edu/currentstudents/scholarships.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](http://www.nova.edu/cwis/studentaffairs/forms/ustudenthandbook.pdf)

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

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

## **STUDENT IDENTIFICATION CARD**

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

For off campus locations, the form may be downloaded at <http://www.nova.edu/nsucard>.

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

NSU Card Office – Campus Card Services  
Nova Southeastern University  
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.

# 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 2,500 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 part-time 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 on Monday and Wednesdays or Tuesdays and Thursdays 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 12 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 as an online format option. 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. The Huizenga School believes that exposing its 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 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 begins 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. 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 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. 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 providing the previous name.

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. International students must be fully accepted to begin their program of study. All official documentation, including test scores (GMAT, GRE, and/or English proficiency if applicable) must be received within 45 days 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 not be awarded.

### **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 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 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.

## **GRADUATES OF FOREIGN INSTITUTIONS**

- Applicants with a degree from a foreign institution may be considered for admission to a Huizenga School Master's Program with:
  - Determination that the degree is equivalent to a U.S. degree. An independent academic evaluation may be required and original documents must be submitted.
  - Determination of the grade point average on a 4.0 scale. An independent academic evaluation may be required and original documents must be submitted.
  - Test of English as a Foreign Language (TOEFL) 213 on the computer-based test; 550 on the paper-based test.
  - International English Language Testing System (IELTS) 6.0 on the test module.
  - GMAT score of 450; GRE score of 1,000.
- The TOEFL may be waived at the discretion of the executive associate dean for applicants who have successfully completed university degree programs conducted in English or for applicants satisfying a personal interview.

## **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 student status 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 Master's Program 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 Academic Advising in writing and complete an application for admission. Upon receipt, prior course work will be evaluated to determine if any courses can be credited toward both degrees. Applicants will be notified in writing of 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, if a student's first degree program is the MBA and the student 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 MASTERS OF SCIENCE 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.

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 written score of 550 or higher (213 computerized), or a 79 on the internet format on the Test of English as a Foreign Language (TOEFL). Also a score of 6.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL.

## **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 1000 or greater) to be considered for admission. At the discretion of the executive associate dean, a GMAT score may be required of any applicant (including applicants from a non-regionally accredited institutions)

Official Test of English as a Foreign Language (TOEFL) score of 213, or higher on the computer-based test, (550 paper based ) or a 79-80 on the internet format 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. The TOEFL must have been taken within one year of application. A score of 6.0 on the International English Language Testing System exam is also acceptable in lieu of the TOEFL. The TOEFL or equivalent exam requirement may be waived at the discretion of the Assistant Dean ,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 and GRE can be obtained from the Educational Testing Service. P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08451-6000 (GRE).

### **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, 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 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 Academic Advising for further information.

### **ADMISSIONS APPEAL PROCEDURE**

Any student who is denied admission has the right to appeal the decision, in writing, to the executive associate dean. 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  
Executive associate dean  
3301 College Avenue  
Fort Lauderdale, Florida 33314

### **PREREQUISITE COURSES**

Those students who must complete prerequisite courses for the master's 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. Undergraduate courses with similar course titles, as detailed in the listing below and on the next page, that are not offered by the business school may not be accepted. For example, courses offered from hospitality or other university divisions may not be accepted. For those students who must have passed an undergraduate accounting course for matriculation in their chosen graduate degree, the undergraduate course in accounting must have been taken in the past five years before admission to the program.

For the Master of Accounting and Taxation programs, all program prerequisites must be completed before taking graduate courses. It is recommended that students speak to an Academic Advisor 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 Academic Advisor 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. 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./L — 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 Office of Program Management 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 Academic Advising. 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 the 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 Pharmacy/Business (Pharm D./M.B.A.) Please contact the Office of Academic Advising for additional information.

### **OFFICE OF ACADEMIC ADVISING**

The Office of Academic Advising consists of a team of Academic Advisors that are available to guide you through your studies at the Huizenga School. The Academic Advisors are versed across the curricula to provide support to students from acceptance through the graduation process. Registration for each new term is accessible online; however, Academic Advisors are available to counsel students. Advising is strongly recommended but not mandatory. To reach an Academic Advisor, contact the Office of Academic Advising toll free at 800-672-7223, or 954-262-5000. Students attending classes at one of the following sites should contract their Academic Advisor on-site for assistance: Bahamas, Jamaica, Miami, Orlando, or Tampa. Doctoral students should contact their enrollment counselor in the doctoral program office at 1-800-672-7223, ext. 5143 or (954) 262-5143.

### **REGISTRATION POLICY**

Students are required to register themselves for courses via the WebSTAR system located at [www.webstar.nova.edu](http://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](mailto: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 Assistant Dean or the Office of Program Management.

## **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 Academic Advisor; 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.

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 Academic Advisor for assistance.

A 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 a 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 Academic Advisor for exact refund amounts. Dropping a course outside the 50 percent refund window will result in a zero tuition refund. The amounts below are defined regardless of a student's participation or attendance in class, and are 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 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
Late Registration Fee .....	\$ 200
Reinstatement & Readmission Request Fee .....	\$ 125
Graduation Fee (excluding cap and gown) .....	\$ 75
Materials Fee (LED 5695) .....	\$ 150
Materials Fee: Value Integration Capstone Course .....	\$ 150
Materials Fee: GMP 5848 .....	\$ 150
Transcript Fee .....	\$ 5
University Service Fee .....	\$ 250

### TUITION

Tuition: Weekend Programs (per credit, excluding M.Acc & MTax) .....	\$ 541
Tuition: Weekend M.Acc & MTax (per credit) .....	\$ 541
Tuition: Day Program (per credit) .....	\$ 594
Tuition: Online Programs (per credit, excluding M.Acc & MTax) .....	\$ 594
Tuition: Online M.Acc & MTax (per credit) .....	\$ 594
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) .....	\$ 880
Tuition: M.Acc. Prerequisite Courses (per course) .....	\$ 880
Tuition: Certificate Courses (varies, see Academic Advisor 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 Academic Advisor in the Office of Academic Advising. The late registration fee is charged anytime a registration is submitted after the closing date of regular registration (excluding first time enrollments).

The 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, students must contact their Academic Advisor to make individual arrangements.

## **ALUMNI AWARD**

The Huizenga School encourages continuing education by awarding an alumni award 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 eligible for an alumni award of \$135 off per credit of 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. The award will change each year based upon stated tuition rates. The award will not apply to prerequisite or day MBA workshops of -0- credit. Students will not receive a credit of tuition payments for terms prior to making an official request to the office of Academic Advising. For students receiving 100% corporate tuition reimbursement, or those students having their tuition paid directly by their company at 100%, the 25% alumni award is not applicable.

Alumni of a Huizenga School master's degree program who wish to continue their education by seeking a Master's 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 certificate or second-degree courses before the first Master's degree is conferred will not receive the alumni discount. Please contact your academic advisor prior to the start of the term to have the scholarship applied.

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

## **GOVERNMENT EMPLOYEE AWARD**

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 Academic Advising via their Academic Advisor. 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 Academic Advising. The scholarship may only be applied to the current or future term's registration. Contact your Academic Advisor 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:

<u>GRADE</u>		<u>QUALITY POINTS</u>
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 Academic Advisor 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 Office of Program Management no later than when the course professor's final grades are due.

The Office of Program Management 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 Office of Program Management 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 Office of Program Management 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 certificate courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students 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 executive associate dean 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 Office of Academic Advising 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 Academic Advisor for information on the appeals process or a pending appeal. Readmission is not guaranteed.

### **CONTINUED PROBATION UPON READMISSION**

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0.) Readmitted students will automatically be placed on continued probation upon reentry into their program

## **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. 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.

## **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 Assistant Dean . Students may petition the Office of Program Management for an extension of the time limit, which is granted only in extenuating circumstances.

## **ACTIVE STATUS AND REINSTATEMENT**

Master's Students are considered actively engaged in graduate study if they are enrolled in one or more graduate or prerequisite courses at the Huizenga School in a given term. Students who interrupt their studies for four consecutive terms (12 months) are considered inactive and will be withdrawn from their program.

Students 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 master's 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 certificate 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 conferral fee. The Application for Degree form may be downloaded from the school's website, or obtained from the Office of Academic Advising 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 bursar'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 certificate/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](mailto:sigmabetadelta@huizenga.nova.edu). Students found to be in violation of the NSU code of student conduct and academic responsibility are not eligible to become members of any honor society affiliated with the H. Wayne Huizenga School of Business and Entrepreneurship of Nova Southeastern University.

## **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. Students involved in matters concerning behavioral or academic misconduct to include plagiarism will not be invited to join any honor societies.

## **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 executive associate dean. The written grievance will contain a concise statement of all relevant facts and the relief sought.

B. Upon receipt of a written grievance, the executive associate dean 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 executive associate dean will review the grievance and evidence to determine whether the grievance presents a complaint, upon which action should be taken. If the grievance is found to have no basis, to be insubstantial, or to be wholly a question of academic discretion, the grievance shall be dismissed without further action. The student will be 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 executive associate dean may invoke one of the following procedures:

a. Informal Resolution Procedure: The executive associate dean may informally meet with all parties and try to resolve the issue(s) brought forth.

b. Formal Resolution Procedure: If the executive associate dean 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.

Students attending class in South Carolina may also contact the South Carolina Commission on Higher Education at (803) 737-2260 as part of the grievance procedure.

## **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 executive associate dean will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.

Step 10: The decision of the executive associate dean 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.

#### Program Learning Goals

1. Identify accounting theory and how it is applied in practice.
2. Use specific tools and a general understanding of the components of a set of financial statements to evaluate the fairness and financial condition of firms from the perspective of the user.
3. Examine how accounting data can be used by internal managers for planning and controlling operations and the assessment of other management responsibilities.
4. Develop the tools and understanding necessary to design, implement, and control new and existing accounting information systems.
5. Use the applicable tax laws to assess the tax positions of individuals, corporations, partnerships, estates and trusts.
6. Explain the concepts of business law.
7. Use traditional and emerging techniques of auditing in organizations in financial, operational, and fraud audits.
8. Use techniques and accounting principles specific to nonprofit entities to make entries and prepare financial reports.
9. Examine and apply the tools and techniques necessary to accomplish the tasks of planning, controlling, reporting and administrating as it applies to management and controllers.

#### Prerequisite Courses

#### Credits

ACTP 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.)	
ACTP 5712 Accounting Principles Review (online only, not-for-credit) .....	0

<b>Required Courses</b>	<b>Credits</b>
ACT 5713 .....	Accounting Theory 3
ACT 5725 .....	Financial Statement Analysis 3
ACT 5731 .....	Accounting Information and Control Systems 3
ACT 5733 .....	Advanced Managerial Accounting 3
ACT 5741 .....	Financial Accounting and Reporting CPA Review 3
ACT 5742 .....	Business Environment and Concepts CPA Review 2
ACT 5743 .....	Auditing CPA Review 3
ACT 5744 .....	Regulation CPA Review 2
ACT 5751 .....	eAuditing 3
ACT5753 .....	Fund Accounting 3
MGT 5781 .....	Business Law I 3
MGT 5782 .....	Business Law II 3
TXX 5761 .....	Taxation of Individuals 3
TXX 5762 .....	Taxation of Corporations and Partnerships 3

<b>Elective Courses</b>	
ACT 5715 .....	Emerging Auditing Technologies 3
ACT 5717 .....	Forensic Accounting 3
ACT 5721 .....	Research in Accounting Ethics and Professional Responsibility 3
ACT 5735 .....	Controllership 3
ACT 5736 .....	Internal and Operational Auditing 3
ACT 5750 .....	eCommerce Accounting 3
ACT 5756 .....	International Accounting 3
ACT 5797 .....	Concepts of Consulting for Accountants 1
ACT 5798 .....	Financial Accounting Research 1
TXX 5763 .....	Taxation of Estates, Trusts, and Gifts 3
TXX 5764 .....	Taxation of Pensions and Profit-Sharing Plans 3
TXX 5765 .....	Tax Policy 3
TXX 5766 .....	U.S. Taxation of International Transactions 3
TXX 5767 .....	IRS Practice and Procedure 3
TXX 5768 .....	Real Estate Taxation 3
TXX 5769 .....	Tax Planning and Research 3
TXX 5770 .....	Taxation of Exempt Organizations 3
TXX 5771 .....	Taxation of Limited Liability Companies and Sub S Corporations 3
TXX 5772 .....	Special Topics in Taxation 3

Total ..... 40

Note: ACTP 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.

\*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 Academic Advisor and/or the program director to ensure their program will satisfy Florida requirements.

## **MASTER OF ACCOUNTING (CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE ACCOUNTING MAJOR)**

- 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.

### **Program Learning Goals**

1. Identify accounting theory and how it is applied in practice.
2. Use specific tools and a general understanding of the components of a set of financial statements to evaluate the fairness and financial condition of firms from the perspective of the user.
3. Examine how accounting data can be used by internal managers for planning and controlling operations and the assessment of other management responsibilities.
4. Develop the tools and understanding necessary to design, implement, and control new and existing accounting information systems.
5. Use the applicable tax laws to assess the tax positions of individuals, corporations, partnerships, estates and trusts.
6. Explain the concepts of business law.
7. Use traditional and emerging techniques of auditing in organizations in financial, operational, and fraud audits.
8. Use techniques and accounting principles specific to nonprofit entities to make entries and prepare financial reports.
9. Examine and apply the tools and techniques necessary to accomplish the tasks of planning, controlling, reporting and administrating as it applies to management and controllers.

### **Prerequisite Courses**

### **Credits**

ACTP 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.)	
ACTP 5712 Accounting Principles Review (online only, not-for-credit) .....	0

<b>Required Courses</b>	<b>Credits</b>
ACT 5713 .....	Accounting Theory 3
ACT 5725 .....	Financial Statement Analysis 3
ACT 5731 .....	Accounting Information and Control Systems 3
ACT 5733 .....	Advanced Managerial Accounting 3
ACT 5741 .....	Financial Accounting and Reporting CPA Review 3
ACT 5742 .....	Business Environment and Concepts CPA Review 2
ACT 5743 .....	Auditing CPA Review 3
ACT 5744 .....	Regulation CPA Review 2
ACT 5751 .....	eAuditing 3
ACT5753 .....	Fund Accounting 3
MGT 5781 .....	Business Law I 3
MGT 5782 .....	Business Law II 3
TXX 5761 .....	Taxation of Individuals 3
TXX 5762 .....	Taxation of Corporations and Partnerships 3

**Elective Courses**

ACT 5715 .....	Emerging Auditing Technologies 3
ACT 5717 .....	Forensic Accounting 3
ACT 5721 .....	Research in Accounting Ethics and Professional Responsibility 3
ACT 5735 .....	Controllership 3
ACT 5736 .....	Internal and Operational Auditing 3
ACT 5750 .....	eCommerce Accounting 3
ACT 5756 .....	International Accounting 3
ACT 5797 .....	Concepts of Consulting for Accountants 1
ACT 5798 .....	Financial Accounting Research 1
TXX 5763 .....	Taxation of Estates, Trusts, and Gifts 3
TXX 5764 .....	Taxation of Pensions and Profit-Sharing Plans 3
TXX 5765 .....	Tax Policy 3
TXX 5766 .....	U.S. Taxation of International Transactions 3
TXX 5767 .....	IRS Practice and Procedure 3
TXX 5768 .....	Real Estate Taxation 3
TXX 5769 .....	Tax Planning and Research 3
TXX 5770 .....	Taxation of Exempt Organizations 3
TXX 5771 .....	Taxation of Limited Liability Companies and Sub S Corporations 3
TXX 5772 .....	Special Topics in Taxation 3
Total .....	40

Note: ACTP 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.

\*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 Academic Advisor and/or the program director to ensure their program will satisfy Florida requirements.

**Prerequisites:**

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.

## **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.

### **Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

### **Curriculum**

### **Credits**

ACT 5060	Accounting for Decision Makers	3
ECN 5050	Economic Thinking	3
FIN 5080	Applying Managerial Finance	3
HRM 5030	Managing Human Resources	3
ISM 5014	Information Technology Applications in Management Decisions*	3
MGT 5012	21st Century Management Practices	3
MGT 5015	Legal, Ethical, and Social Values of Business	3
MGT 5020	Managing Organizational Behavior	3
MGT 5090	Entrepreneurial and Strategic Thinking	3
MKT 5017	Delivering Superior Customer Value	3

MKT 5070	.....	Managerial Marketing	3
OPS 5095	.....	Operations and Systems Management	3
QNT 5040	.....	Quantitative Thinking	3

**Capstone (select one)**

MGT 5100	.....	Master's Project	4
MGT 5101	.....	Master's Thesis	4
MGT 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 certificates - see Table of Contents

## **MASTER OF BUSINESS ADMINISTRATION**

**(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE BUSINESS ADMINISTRATION MAJOR)**

- 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.

### **Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

<b>Curriculum</b>		<b>Credits</b>
ACT 5060	.....Accounting for Decision Makers	3
ECN 5050	.....Economic Thinking	3
FIN 5080	.....Applying Managerial Finance	3
HRM 5030	.....Managing Human Resources	3
ISM 5014	.....Information Technology Applications in Management Decisions*	3
MGT 5012	.....21st Century Management Practices	3
MGT 5015	..... Legal, Ethical, and Social Values of Business	3
MGT 5020	..... Managing Organizational Behavior	3
MGT 5090	.....Entrepreneurial and Strategic Thinking	3

MKT 5017	..... Delivering Superior Customer Value	3
MKT 5070	..... Managerial Marketing	3
OPS 5095	..... Operations and Systems Management	3
QNT 5040	..... Quantitative Thinking	3

**Capstone (select one)**

MGT 5100	..... Master's Project	4
MGT 5101	..... Master's Thesis	4
MGT 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 certificates - see Table of Contents

**Prerequisites:**

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

## 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, April, and July with an academic orientation program facilitating students' introduction to the M.B.A. program.

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.

### Program Learning Goals

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

### Curriculum

### Credits

ACT 5060	Accounting for Decision Makers	3
ECN 5050	Economic Thinking	3
FIN 5080	Applying Managerial Finance	3
HRM 5030	Managing Human Resources	3
ISM 5103	Computer Technology Skills	1
ISM 5113	Managing Information Systems*	3
MGT 5012	21st Century Management Practices	3
MGT 5015	Legal, Ethical, and Social Values of Business	3
MGT 5020	Managing Organizational Behavior	3
MGT 5090	Entrepreneurial and Strategic Thinking	3
MGT 5110	Effective Resume Writing Workshop	0
MGT 5111	Business Communication Workshop	0
MGT 5112	Interviewing Techniques Workshop	0

MKT 5017	..... Delivering Superior Customer Value	3
MKT 5070	..... Managerial Marketing	3
OPS 5095	..... Operations and Systems Management	3
QNT 5040	..... Quantitative Thinking	3

**Capstone (select one)**

MGT 5101	..... Master's Thesis	4
MGT 5104	..... M.B.A. One-year Value Integration Capstone Course**	4
MGT 5108	..... M.B.A. One-year Internship	4
Total ..		44

\* ISM 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 -- ONE-YEAR FULL-TIME  
(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE BUSINESS ADMINISTRATION MAJOR)**

- 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, April, and July with an academic orientation program facilitating students' introduction to the M.B.A. program.

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.

**Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

<b>Curriculum</b>	<b>Credits</b>
ACT 5060 .....	Accounting for Decision Makers 3
ECN 5050 .....	Economic Thinking 3
FIN 5080 .....	Applying Managerial Finance 3
HRM 5030 .....	Managing Human Resources 3
ISM 5103 .....	Computer Technology Skills 1
ISM 5113 .....	Managing Information Systems* 3
MGT 5012 .....	21st Century Management Practices 3
MGT 5015 .....	Legal, Ethical, and Social Values of Business 3
MGT 5020 .....	Managing Organizational Behavior 3
MGT 5090 .....	Entrepreneurial and Strategic Thinking 3
MGT 5110 .....	Effective Resume Writing Workshop 0
MGT 5111 .....	Business Communication Workshop 0
MGT 5112 .....	Interviewing Techniques Workshop 0
MKT 5017 .....	Delivering Superior Customer Value 3

MKT 5070	.....	Managerial Marketing	3
OPS 5095	.....	Operations and Systems Management	3
QNT 5040	.....	Quantitative Thinking	3

**Capstone (select one)**

MGT 5101	.....	Master's Thesis	4
MGT 5104	.....	M.B.A. One-year Value Integration Capstone Course**	4
MGT 5108	.....	M.B.A. One-year Internship	4
Total	.....		44

\* ISM 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

**Prerequisites:**

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

**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.

**Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

**Curriculum**

**Credits**

ACT 5060 .....	Accounting for Decision Makers	3
ECN 5050 .....	Economic Thinking	3
ENT 5990 .....	International Trade for Entrepreneurs	3
ENT 5940 .....	Entrepreneurship/Law and Ethics	3
ENT 5960 .....	Entrepreneurship & Venture Initiation	3
ENT 5970 .....	Entrepreneurship/Finance	3
ENT 5980 .....	Entrepreneurship/Management	3
MGT 5012 .....	21st Century Management Practices	3
MGT 5014 .....	Information Technology Applications in Management Decisions*	3
MGT 5020 .....	Managing Organizational Behavior	3
MKT 5070 .....	Managerial Marketing	3
MKT 5950 .....	Delivering Superior Customer Value/Entrepreneurship	3
QNT 5040 .....	Quantitative Thinking	3

**Capstone**

MGT 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 certificates - see Table of Contents

**MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN ENTREPRENEURSHIP  
(CURRICULUM FOR STUDENTS WITHOUT BUSINESS ADMINISTRATION MAJOR)**

- 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.

**Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

<b>Curriculum</b>	<b>Credits</b>
ACT 5060 .....Accounting for Decision Makers	3
ECN 5050 .....Economic Thinking	3
ENT 5990 ..... International Trade for Entrepreneurs	3
ENT 5940 ..... Entrepreneurship/Law and Ethics	3
ENT 5960 ..... `Entrepreneurship & Venture Initiation	3
ENT 5970 ..... Entrepreneurship/Finance	3
ENT 5980 .....Entrepreneurship/Management	3
MGT 5012 ..... 21st Century Management Practices	3
MGT 5014 .....Information Technology Applications in Management Decisions*	3
MGT 5020 ..... Managing Organizational Behavior	3
MKT 5070 .....Managerial Marketing	3
MKT 5950 ..... Delivering Superior Customer Value/Entrepreneurship	3
QNT 5040 .....Quantitative Thinking	3
<b>Capstone</b>	
MGT 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 certificates - see Table of Contents

**Prerequisites:**

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

## 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.

### Program Learning Goals

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

### Curriculum

	<b>Credits</b>
ACT 5060 .....	Accounting for Decision Makers 3
ECN 5050 .....	Economic Thinking 3
FIN 5080 .....	Applying Managerial Finance 3
FIN 5530 .....	Money Markets and Monetary Institutions *** 3
FIN 5535 .....	Futures and Options *** 3
FIN 5560 .....	Advanced Financial Policy *** 3
FIN 5620 .....	Investment Principles and Policies *** 3
ISM 5014 .....	Information Technology Applications in Management Decisions* 3
MGT 5012 .....	21st Century Management Practices 3
MGT 5020 .....	Managing Organizational Behavior 3
MKT 5070 .....	Managerial Marketing 3
OPS 5095 .....	Operations and Systems Management 3
QNT 5040 .....	Quantitative Thinking 3

**Capstone**

MGT 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 certificates - see Table of Contents

**MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN FINANCE  
(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE BUSINESS ADMINISTRATION MAJOR)**

- 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.

**Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

<b>Curriculum</b>	<b>Credits</b>
ACT 5060 .....Accounting for Decision Makers	3
ECN 5050 .....Economic Thinking	3
FIN 5080 .....Applying Managerial Finance	3
FIN 5530 ..... Money Markets and Monetary Institutions ***	3
FIN 5535 .....Futures and Options ***	3
FIN 5560 ..... Advanced Financial Policy ***	3
FIN 5620 .....Investment Principles and Policies ***	3
ISM 5014 .....Information Technology Applications in Management Decisions*	3
MGT 5012 ..... 21st Century Management Practices	3
MGT 5020 ..... Managing Organizational Behavior	3
MKT 5070 .....Managerial Marketing	3
OPS 5095 ..... Operations and Systems Management	3
QNT 5040 .....Quantitative Thinking	3

**Capstone**

MGT 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 certificates - see Table of Contents

**Prerequisites:**

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

## **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.

### **Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

### **Curriculum**

### **Credits**

ACT 5060	Accounting for Decision Makers	3
ECN 5443	Economics of Health Services	3
FIN 5081	Health Care Finance and Budgeting	3
HRM 5030	Managing Human Resources	3
ISM 5014	Information Technology Applications in Management Decisions*	3
MGT 5012	21st Century Management Practices	3
MGT 5020	Managing Organizational Behavior	3
MGT 5420	Ethical and Legal Issues in Health Services	3
MGT 5440	Health Policy Development	3
MGT 5475	Strategic Management of Health Care Organizations	3

MKT 5017	..... Delivering Superior Customer Value	3
MKT 5070	..... Managerial Marketing	3
QNT 5040	..... Quantitative Thinking	3

**Capstone (select one)**

MGT 5100	..... Master's Project	4
MGT 5101	..... Master's Thesis	4
MGT 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 certificates - see Table of Contents

## **MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN HEALTH SERVICES ADMINISTRATION**

**(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE BUSINESS ADMINISTRATION MAJOR)**

- 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.

### **Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

### **Curriculum**

	<b>Credits</b>
ACT 5060 .....	Accounting for Decision Makers 3
ECN 5443 .....	Economics of Health Services 3
FIN 5081 .....	Health Care Finance and Budgeting 3
HRM 5030 .....	Managing Human Resources 3
ISM 5014 .....	Information Technology Applications in Management Decisions* 3
MGT 5012 .....	21st Century Management Practices 3
MGT 5020 .....	Managing Organizational Behavior 3
MGT 5420 .....	Ethical and Legal Issues in Health Services 3
MGT 5440 .....	Health Policy Development 3
MGT 5475 .....	Strategic Management of Health Care Organizations 3

MKT 5017	..... Delivering Superior Customer Value	3
MKT 5070	..... Managerial Marketing	3
QNT 5040	..... Quantitative Thinking	3

**Capstone (select one)**

MGT 5100	..... Master's Project	4
MGT 5101	..... Master's Thesis	4
MGT 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 certificates - see Table of Contents

**Prerequisites:**

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

**MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN REAL ESTATE DEVELOPMENT**

- Working Professionals Program (weekend and partial online)

**Program Objectives**

The MBA in Real Estate Development will provide an advanced education that will prepare graduates for key industry leadership positions involving the complex issues of land stewardship and managed growth in a high-risk, increasingly complex, multifunctional, tightly regulated, capital intensive, and highly technical industry. Students will receive unparalleled education from an academic curriculum that integrates all of the elements of real estate development, and focuses on long-term opportunities, appropriate internships, and mentoring relationships with industry leaders. The program will provide graduates with the qualitative and quantitative tools necessary for their role in shaping the future of this industry.

**Program Philosophy**

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

**Program Learning Goals**

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

**Curriculum**

**Credits**

ACT 5060	.....Accounting for Decision Makers	3
ECN 5050	.....Economic Thinking	3
FIN 5080	.....Applying Managerial Finance	3
MGT 5012	.....21 <sup>st</sup> Century Management Practices	3
MGT 5015	..... Legal, Ethical and Social Values of Business	3
MGT 5020	..... Managing Organizational Behavior	3
MKT 5070	.....Managerial Marketing	3
QNT 5040	.....Quantitative Thinking	3
REE 5878	.....Real Estate Development Process	3
REE 5880	.....Real Estate Finance	3
REE 5882	..... Land use Planning and Project	3

REE 5884	.....Land Use Regulation	3
REE 5886	.....Project and Construction Management	3

**Capstone**

REE 5888	..... Real Estate Development Capstone	3
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Total .....		42
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\* 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 certificates - see Table of Contents

# Master of Business Administration with a Concentration in Real Estate Development

## (CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE BUSINESS ADMINISTRATION MAJOR)

- Working Professionals Program (weekend and partial online)

### Program Objectives

The MBA in Real Estate Development will provide an advanced education that will prepare graduates for key industry leadership positions involving the complex issues of land stewardship and managed growth in a high-risk, increasingly complex, multifunctional, tightly regulated, capital intensive, and highly technical industry. Students will receive unparalleled education from an academic curriculum that integrates all of the elements of real estate development, and focuses on long-term opportunities, appropriate internships, and mentoring relationships with industry leaders. The program will provide graduates with the qualitative and quantitative tools necessary for their role in shaping the future of this industry.

### Program Philosophy

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

### Program Learning Goals

1. Apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers.
2. Effectively design organizational and operations functions, systems, and processes.
3. Apply accounting, financial, and marketing information to make effective decisions.
4. Demonstrate knowledge of employment law and how HR impacts the firm.
5. Explain the development, management, and use of information systems and its impact on organizations.
6. Display personal and interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders.
7. Demonstrate an understanding of the importance of law, ethics, personal morality, and corporate social behavior.
8. Use statistical reasoning and quantitative tools in detecting, diagnosing, and making decisions about problems and opportunities in business settings.
9. Articulate an understanding of American business enterprises and how entrepreneurial and strategic thinking drives the competitive global economy.
10. Develop critical thinking and decision making skills to make effective management decisions.
11. Demonstrate the ability to effectively communicate ideas to others.

### Curriculum

### Credits

ACT 5060	.....Accounting for Decision Makers	3
ECN 5050	.....Economic Thinking	3
FIN 5080	.....Applying Managerial Finance	3
MGT 5012	..... 21 <sup>st</sup> Century Management Practices	3
MGT 5015	..... Legal, Ethical and Social Values of Business	3
MGT 5020	..... Managing Organizational Behavior	3
MKT 5070	.....Managerial Marketing	3
QNT 5040	.....Quantitative Thinking	3
REE 5878	.....Real Estate Development Process	3

REE 5880	..... Real Estate Finance	3
REE 5882	..... Land use Planning and Project	3
REE 5884	..... Land Use Regulation	3
REE 5886	..... Project and Construction Management	3

**Capstone**

REE 5888	..... Real Estate Development Capstone	3
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Total .....	42
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\* 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 certificates - see Table of Contents

**Prerequisites:**

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

## 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 socio-cultural 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.

### Program Learning Goals

1. Present comprehensive analysis of political economical motivations, and subsequent macroeconomic policies for trade and investment.
2. Compare international accounting procedures and analyzing national and multinational company financial reports.
3. Utilize knowledge of the cultural similarities and differences in the philosophy and practice of management around the world in business dealings.
4. Develop marketing strategies for a variety of markets in diverse cultural, political, and economic circumstances.
5. Utilize knowledge of the international legal environment.
6. Manage the import/export process.
7. Manage global supply change.
8. Develop comprehensive business plan.
9. Manage international financial operations.
10. Manage international firms in a globally competitive environment.
11. Utilize concepts of international competitiveness.
12. Advise firms on how to perform mergers and acquisitions.
13. Practice international business management and strategy in nations apart from the home country.

### 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
ECN 5806	International Economics	3
FIN 5805	Financial Decisions for International Managers*	3
INB 5821	Cross Cultural Management and Negotiations	3
ISM 5804	Managing Information Systems Workshop*	0

MGT 5812	.....International Legal Environment	3
MKT 5833	..... Global Marketing Management	3

**First Required Courses**

ACT 5809	.....International Accounting	3
FIN 5815	..... International Finance	3
HRM 5824	.....International Human Resource Management	3
INB 5827	..... Import/Export Management	3

**Second Required Courses**

INB 5818	..... New International Ventures	3
INB 5830	.....Global Supply Chain Management	3
INB 5839	..... International Competitiveness	3
INB 5840	.....Multinational Diversification Strategies	3
INB 5847	.....International Field Seminar**	3
INB 5109	..... M.I.B.A. Internship**	3

**Capstone (select one)**

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

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

\*\* If students elect to enroll in INB 5847 or MGT 5109, they will not enroll in either INB 5830 or INB 5840. Students are eligible for INB 5847 after completion of 12 credit hours of academic studies and MGT 5109 after completion of 18 credit hours of academic studies. MGT 5109 may not be taken as a capstone course.

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

Master's certificates - see Table of Contents

## **MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE INTERNATIONAL BUSINESS ADMINISTRATION MAJOR)**

- 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 socio-cultural 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.

### **Program Learning Goals**

1. Present comprehensive analysis of political economical motivations, and subsequent macroeconomic policies for trade and investment.
2. Compare international accounting procedures and analyzing national and multinational company financial reports.
3. Utilize knowledge of the cultural similarities and differences in the philosophy and practice of management around the world in business dealings.
4. Develop marketing strategies for a variety of markets in diverse cultural, political, and economic circumstances.
5. Utilize knowledge of the international legal environment.
6. Manage the import/export process.
7. Manage global supply change.
8. Develop comprehensive business plan.
9. Manage international financial operations.
10. Manage international firms in a globally competitive environment.
11. Utilize concepts of international competitiveness.
12. Advise firms on how to perform mergers and acquisitions.
13. Practice international business management and strategy in nations apart from the home country.

### **Curriculum**

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

<b>Core Courses</b>		<b>Credits</b>
ECN 5806	..... International Economics	3
FIN 5805	..... Financial Decisions for International Managers*	3
INB 5821	..... Cross Cultural Management and Negotiations	3
ISM 5804	..... Managing Information Systems Workshop*	0

MGT 5812	.....International Legal Environment	3
MKT 5833	..... Global Marketing Management	3

**First Required Courses**

ACT 5809	.....International Accounting	3
FIN 5815	..... International Finance	3
HRM 5824	.....International Human Resource Management	3
INB 5827	..... Import/Export Management	3

**Second Required Courses**

INB 5818	..... New International Ventures	3
INB 5830	.....Global Supply Chain Management	3
INB 5839	..... International Competitiveness	3
INB 5840	.....Multinational Diversification Strategies	3
INB 5847	.....International Field Seminar**	3
INB 5109	..... M.I.B.A. Internship**	3

**Capstone (select one)**

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

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

\*\* If students elect to enroll in INB 5847 or MGT 5109, they will not enroll in either INB 5830 or INB 5840. Students are eligible for INB 5847 after completion of 12 credit hours of academic studies and MGT 5109 after completion of 18 credit hours of academic studies. MGT 5109 may not be taken as a capstone course.

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

Master's certificates - see Table of Contents

**Prerequisites:**

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

## 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.

### Program Learning Goals

1. Display the capacity to lead and manage in public and non-profit organizations.
2. Develop the capacity to adapt and innovate in changing environments and during unforeseen events.
3. Apply concepts knowledge in relevant circumstances.
4. Embrace diversity and respect others.
5. Demonstrate effective written and oral communication skills.
6. Conduct themselves ethically in all situations.

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

### Capstone

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

\* This course is not financial aid eligible when taken by itself. Master's certificates - see Table of Contents.

**MASTER OF PUBLIC ADMINISTRATION**

**(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE PUBLIC ADMINISTRATION MAJOR**

- 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.

**Program Learning Goals**

1. Display the capacity to lead and manage in public and non-profit organizations.
2. Develop the capacity to adapt and innovate in changing environments and during unforeseen events.
3. Apply concepts knowledge in relevant circumstances.
4. Embrace diversity and respect others.
5. Demonstrate effective written and oral communication skills.
6. Conduct themselves ethically in all situations.

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

**Capstone**

PUB 5402 M.P.A. Integration Capstone Course* .....	4
<b>Total</b> .....	<b>40</b>

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

Master's certificates - see Table of Contents

**Prerequisites:**

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

## 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 with the knowledge to enhance their organizations' effectiveness through the proper management of human resources. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives. 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.

### Program Learning Goals

1. Define leadership in a values-based framework to determine actions that help sustain an organization.
2. Identify those strategies that will optimize and communicate superior customer value.
3. Use materials, techniques, and models as part of organization change strategies to solve employee based problems.
4. Understand all aspects of labor relations administration dispute resolution.
5. Plan, collect data, and analyze career information that serves as a basis for individual career management.
6. Apply critical thinking decision making skills to solve HR problems.
7. Identify communications problems in organizations and use tools, strategies, and methods to eliminate the problems.
8. Build a human resource development plan for an organization.
9. Compare and contrast a variety of strategies & tools that organizations use to recruit, hire, and retain employees.
10. Analyze the strategies and options that can be used by organizations to maintain an effective level of employee performance.
11. Use a diverse set of behaviors to enhance the team building ability of an organization.
12. Value a consultative approach.
13. Analyze decisions using the value theory of management™ to determine if the value of the organization has been increased over time.

### Curriculum

	<b>Credits</b>
HRM 5240 .....	Advanced Organizational Development 3
HRM 5260 .....	Employee Relations: Principles, Problems, and Cases 3
HRM 5300 .....	Career Development 3
HRM 5340 .....	Measuring Human Resources 3
HRM 5355 .....	....Strategic Human Resource Management 3
HRM 5360 .....	Human Resource Development 3
HRM 5365 .....	Talent Management 3
HRM 5375 .....	Employee Health and Reward Systems 3
HRM 5381 .....	Special Topics In Human Resource Management 3

HRM 5385	..... Organization Consultation	3
ISM 5014	..... Information Technology Applications in Management Decisions*	3
MGT 5012	..... 21st Century Management Practices	3
MKT 5017	Delivering Superior Customer Value .....	3

**Capstone (select one)**

MGT 5100	..... Master's Project	4
MGT 5101	..... Master's Thesis	4
MGT 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 certificates - see Table of Contents

**MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE HUMAN RESOURCE MANAGEMENT MAJOR)**

- 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 with the knowledge to enhance their organizations’ effectiveness through the proper management of human resources. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives. 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.

**Program Learning Goals**

1. Define leadership in a values-based framework to determine actions that help sustain an organization.
2. Identify those strategies that will optimize and communicate superior customer value.
3. Use materials, techniques, and models as part of organization change strategies to solve employee based problems.
4. Understand all aspects of labor relations administration dispute resolution.
5. Plan, collect data, and analyze career information that serves as a basis for individual career management.
6. Apply critical thinking decision making skills to solve HR problems.
7. Identify communications problems in organizations and use tools, strategies, and methods to eliminate the problems.
8. Build a human resource development plan for an organization.
9. Compare and contrast a variety of strategies & tools that organizations use to recruit, hire, and retain employees.
10. Analyze the strategies and options that can be used by organizations to maintain an effective level of employee performance.
11. Use a diverse set of behaviors to enhance the team building ability of an organization.
12. Value a consultative approach.
13. Analyze decisions using the value theory of management™ to determine if the value of the organization has been increased over time.

<b>Curriculum</b>	<b>Credits</b>
HRM 5240 ..... Advanced Organizational Development	3
HRM 5260 ..... Employee Relations: Principles, Problems, and Cases	3
HRM 5300 ..... Career Development	3
HRM 5340 ..... Measuring Human Resources	3
HRM 5355 ..... Strategic Human Resource Management	3
HRM 5360 ..... Human Resource Development	3
HRM 5365 ..... Talent Management	3

HRM 5375	.....Employee Health and Reward Systems	3
HRM 5381	Special Topics In Human Resource Management	3
HRM 5385	.....Organization Consultation	3
ISM 5014	.....Information Technology Applications in Management Decisions*	3
MGT 5012	.....21st Century Management Practices	3
MKT 5017	Delivering Superior Customer Value .....	3

**Capstone (select one)**

MGT 5100	.....Master's Project	4
MGT 5101	.....Master's Thesis	4
MGT 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 certificates - see Table of Contents

**Prerequisites:**

M.S./HRM — Human resources

**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.

**Program Learning Goals**

1. Describe the importance of leadership in organizational and private life.
2. Discuss the role of behavioral science in the development of leadership theory.
3. Apply three methods for conducting research on leadership.
4. Build a framework for analyzing leaders, followers, situations, and experiences.
5. Discuss recent research on leadership in both the private and public sector.
6. Recognize the behaviors and critical success factors for effective project management.
7. Identify appropriate leader behaviors in each stage of project management.
8. Discuss the relationship between leadership theories/models and organization change.
9. Identify critical success factors for leading change in organizations.
10. Describe theories, models and frameworks from great leadership writings and their application to today’s organizations.
11. Choose leadership styles that match the readiness levels of followers.
12. Discuss coaching for behavioral change as a part of effective leadership.

**Curriculum**

**Credits**

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

\*One-week course offered in Ft. Lauderdale, Florida only. Master’s certificates - 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.

### Program Learning Goals

1. Identify accounting theory and how it is applied in practice.
2. Use specific tools and a general understanding of the components of a set of financial statements to evaluate the fairness and financial condition of firms from the perspective of the user.
3. Examine how accounting data can be used by internal managers for planning and controlling operations and the assessment of other management responsibilities.
4. Develop the tools and understanding necessary to design, implement and control new and existing accounting information systems.
5. Using the applicable tax laws to develop an understanding of the tax position of clients and the effect of transactions in property.
6. Develop proficiency sufficient to analyze the taxable position of corporations, partnerships, estates and trusts.
7. Develop an understanding of the principles used to calculate estate, gift and trust taxes.
8. Using the current tax laws, develop a competency sufficient to enable the computation of taxes pertinent to pensions and profit sharing plans as well as to provide advice in the areas of tax planning.
9. Develop an understanding of both current and alternative tax bases, policies, and their consequences.
10. Develop and use the tax laws applicable to the taxation of international transactions.
11. Understand the taxes that the State of Florida imposes upon its citizens and corporations.
12. Develop the skills necessary to engage in tax planning and to conduct tax research.

### Curriculum

### Credits

ISMP 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.)	
TXX 5761 .....	Taxation of Individuals 3
TXX 5762 .....	Taxation of Corporations 3
TXX 5763 .....	Taxation of Estates, Trusts, and Gifts 3
TXX 5764 .....	Taxation of Pensions and Profit-Sharing Plans 3
TXX 5765 .....	Tax Policy 3
TXX 5766 .....	U.S. Taxation of International Transactions 3
TXX 5767 .....	IRS Practice and Procedure 3
TXX 5768 .....	Real Estate Taxation 3
TXX 5769 .....	Tax Planning and Research 3
TXX 5770 .....	Taxation of Exempt Organizations 3
TXX 5771 Taxation of Limited Liability Companies and Sub-Chapter S Corporations	3
TXX 5772 .....	Special Topics in Taxation 3
Total .....	36

Note: If the equivalent of TXX 5761 and TXX 5762 were taken in the undergraduate program, six hours of additional electives will be substituted with permission of the program director. In addition, TXX 5761 and TXX 5762 or their equivalent must be taken prior to any other Tax Course.

## MASTER OF TAXATION(CURRICULUM FOR STUDENTS WITHOUT UNDERGRADUATE TAXATION MAJOR)

- 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.

### Program Learning Goals

1. Identify accounting theory and how it is applied in practice.
2. Use specific tools and a general understanding of the components of a set of financial statements to evaluate the fairness and financial condition of firms from the perspective of the user.
3. Examine how accounting data can be used by internal managers for planning and controlling operations and the assessment of other management responsibilities.
4. Develop the tools and understanding necessary to design, implement and control new and existing accounting information systems.
5. Using the applicable tax laws to develop an understanding of the tax position of clients and the effect of transactions in property.
6. Develop proficiency sufficient to analyze the taxable position of corporations, partnerships, estates and trusts.
7. Develop an understanding of the principles used to calculate estate, gift and trust taxes.
8. Using the current tax laws, develop a competency sufficient to enable the computation of taxes pertinent to pensions and profit sharing plans as well as to provide advice in the areas of tax planning.
9. Develop an understanding of both current and alternative tax bases, policies, and their consequences.
10. Develop and use the tax laws applicable to the taxation of international transactions.
11. Understand the taxes that the State of Florida imposes upon its citizens and corporations.
12. Develop the skills necessary to engage in tax planning and to conduct tax research.

<b>Curriculum</b>	<b>Credits</b>
ISMP 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.)	
TXX 5761 .....	Taxation of Individuals 3
TXX 5762 .....	Taxation of Corporations 3
TXX 5763 .....	Taxation of Estates, Trusts, and Gifts 3
TXX 5764 .....	Taxation of Pensions and Profit-Sharing Plans 3
TXX 5765 .....	Tax Policy 3
TXX 5766 .....	U.S. Taxation of International Transactions 3
TXX 5767 .....	IRS Practice and Procedure 3
TXX 5768 .....	Real Estate Taxation 3
TXX 5769 .....	Tax Planning and Research 3
TXX 5770 .....	Taxation of Exempt Organizations 3
TXX 5771 Taxation of Limited Liability Companies and Sub-Chapter S Corporations	3
TXX 5772 .....	Special Topics in Taxation 3
Total .....	36

Note: If the equivalent of TXX 5761 and TXX 5762 were taken in the undergraduate program, six hours of additional electives will be substituted with permission of the program director. In addition, TXX 5761 and TXX 5762 or their equivalent must be taken prior to any other Tax Course.

**Prerequisites:**

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

## **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

## CERTIFICATES

Students may elect to concentrate their studies in a number of certificate areas. Certificates require that three or four additional courses be taken within a specific content area. A notation of a certificate area is indicated on a student's transcript and a certificate is awarded to students. Certificate courses may be taken while completing graduate degree courses. Most certificates are available online. Grades earned in certificate 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, certificate courses that calculate into the student's GPA are subject to all Academic Standards requirements (see Table of Contents for Academic Standards). Certificate classes taken after the student's degree is conferred are not financial aid eligible.

Below are the certificates currently available. Please note: many of the certificates require specific prerequisite course work. Please consult your Academic Advisor before pursuing a certificate.

<b>Entrepreneurship</b>	INB 5830 Global Supply Chain Management
ENT 5960 Entrepreneurship/Venture Initiation ENT 5970 Entrepreneurship/Finance	<b>International Management</b>
ENT 5980 Entrepreneurship/Management	INB 5821 Cross Cultural Management and Negotiations
<b>Finance</b> (select three of the following)	HRM 5824 International Human Resource Mgmt
FIN 5530 Money Market and Monetary Institutions	MKT 5833 Global Marketing Management
FIN 5535 Futures and Options	<b>International Strategy</b>
FIN 5560 Advanced Financial Policy	INB 5818 New International Ventures
FIN 5620 Investment Principles and Policies	INB 5839 International Competitiveness
<b>Health Services Administration</b>	INB 5840 Multinational Diversification Strategies
MGT 5440 Health Policy Development	<b>Leadership</b>
MGT 5475 Strategic Management of Healthcare Org. (plus one of the following courses)	LED 5630 Leadership Theory and Practice (plus two of the following courses)
FIN 5081 Healthcare Finance and Budgeting	LED 5650 Contemporary Research in Leadership
MGT 5420 Ethical and Legal Issues in Health Services	LED 5660 Leadership: A Behavioral Science Approach
ECN 5443 Economics of Health Services	LED 5670 Project Leadership
<b>Human Resource Development</b>	LED 5680 Leading Change
HRM 5355 Strategic Human Resource Management	LED 5695 Situational Leadership
HRM 5360 Human Resource Development	<b>Management Information Systems</b>
HRM 5385 Organization Consultation	(Courses taken at the Graduate School of Computer and Information Sciences)
<b>Human Resource Management</b>	MMIS 501 Introduction to Java Programming
HRM 5300 Career Development	MMIS 620 Management Information Systems
HRM 5365 Talent Management	MMIS 630 Databases in MIS
HRM 5375 Employee Health and Reward Systems	MMIS 653 Telecommunications and Computer Networking
<b>International Business</b>	<b>Marketing</b> (select three of the following)
FIN 5815 International Finance	MKT 5550 Sales Management
INB 5821 Cross Cultural Management and Negotiations	MKT 5565 Marketing in an eBusiness Environment
MKT 5833 Global Marketing Management	MKT 5570 Marketing Research
<b>International Economics</b>	MKT 5833 Global Marketing Management
ECN 5806 International Economics	<b>Real Estate Development</b>
ACT 5809 International Accounting	REE 5878 Real Estate Development Process
FIN 5815 International Finance	REE 5880 Real Estate Finance: Markets, Analysis, and Strategies
<b>International Logistics</b>	Select one of the following:
INB 5812 International Legal Environment	REE 5882 Land Use Planning and project Design
INB 5827 Import/Export Management	REE 5884 Land Use Regulations
INB 5830 Global Supply Chain Management	

## MASTER'S COURSE DESCRIPTIONS

### **ACT 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: ACTP 5001, FINP 5008, and QNT 5040.

### **ACT 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. Prerequisite: ACT 5741.

### **ACT 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: ACT 5743 and ACTP 5010.

### **ACT 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: ACT 5743 and ACTP 5010.

### **ACT 5721 Research in 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. Prerequisite: Completion of all program prerequisite courses.

### **ACT 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: ACT 5741.

### **ACT 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.

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

**ACT 5735 Controllership (3 cr.)**

A seminar in the function of financial controllers, including their role in planning, controlling, reporting, and administering today's business environment. Prerequisite: ACTP 5001, ACTP 5004, ACTP 5006, ACTP 5007, ACTP 5009, ACTP 5010.

**ACT 5736 Internal and Operational Auditing (3 cr.)**

A seminar that investigates the duties and responsibilities of the internal auditor with an emphasis on operational auditing. Prerequisite: ACT 5743

**ACT 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. Prerequisites: Completion of all program prerequisite courses.

**ACT 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. Prerequisites: Completion of all program prerequisite courses.

**ACT 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. Prerequisites: Completion of all program prerequisite courses.

**ACT 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. Prerequisites: Completion of all program prerequisite courses.

**ACT 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. Prerequisite: ACTP 5001, ACTP 5004, ACTP 5006, ACTP 5007, ACTP 5009, ACTP 5010.

**ACT 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: ACT 5731 and ACT 5743.

**ACT 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. Prerequisites: Completion of all program prerequisite courses.

**ACT 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. Prerequisites: Completion of all program prerequisite courses.

**ACT 5797 Concepts of Consulting for Accountants (1 cr.)**

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

**ACT 5798 Financial Accounting Research (1 cr.)**

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

**ACT 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. Prerequisites: ACTP 5001 or equivalent and FIN 5805.

**ACTP 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.

**ACTP 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. Prerequisite: ACTP 5001 or ACT 2200 or equivalent.

**ACTP 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. Prerequisite: ACTP 5001 or ACT 2200.

**ACTP 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: ACTP 5001 or ACT 2200, ACTP 5006 or ACT 3050.

**ACTP 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: ACTP 5006 or ACT 3050, ACTP 5007 or ACT 3060.

**ACTP 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: ACTP 5004, ACTP 5006, ACTP 5007, ACTP 5009.

**ACTP 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 this course.

**ACTP 5760 Accounting and Finance for Tax Professionals (3 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.

**ECN 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: QNT 5040, ECNP 5003.

**ECN 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: ECNP 5003 or ECN 2020.

**ECN 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: ECNP 5003 or equivalent.

**ECNP 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.

**ENT 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.

**ENT 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: FIN 5970.

**ENT 5990 International Trade for Entrepreneurs (3 cr.)**

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

**FIN 5080 Applying Managerial Finance (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: FINP 5008 Business Finance or equivalent, QNT 5040, and ECN 5050.

**FIN 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: FINP 5008 and ACTP 5001.

**FIN 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 ACTP 5001.

**FIN 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.

**FIN 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. Prerequisite: FIN 5620.

**FIN 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.

**FIN 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.

**FIN 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: ACTP 5001 or equivalent and FIN 5008 or equivalent.

**FIN 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: FINP 5008 or equivalent and FIN 5805.

**FIN 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: FINP 5008 or FIN 3010, ENT 5960.

**FINP 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.

**HRM 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.

**HRM 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. Prerequisites: MGT 5012, ISM 5014, MKT 5017, HRM 5260, HRM 5300, HRM 5340, HRM 5360, HRM 5365, HRM 5381.

**HRM 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: HRMP 5200 or HRM 5030 or HRM 4160.

**HRM 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: HRMP 5200 or HRM 5030 or HRM 4160.

**HRM 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: HRMP 5200 or HRM 5030 or HRM 4160.

**HRM 5355 Strategic Human Resource Management (3 cr.)**

This course compares where HRMN is now and where it needs to be in the future based upon needed competencies. There are many business trends that will influence the future of organizations. HRM must play a key role during those times of transition; students will address ways in which HRM can provide services that help the organization meet business objectives. Students will learn how to assess the state of an HR department as a major contributor to successful problem-solving and decision-making. Students will learn how to develop alignment amount vision, strategy and values in the development of the paradigm that rejects the traditional approach to HR that many organizations have not yet escaped from. Students will build skills in strategy development, inclusive of key explosion points. Prerequisite: HRMP 5200 or HRM 4160.

**HRM 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: HRMP 5200 or HRM 5030 or HRM 4160.

**HRM 5365 Talent Management (3 cr.)**

This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to recruit high quality talent; development of systems that will provide highest levels of both personal and professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength the organization; development of retention strategies that tie rewards to performance of talent; creation of workforce planning systems that will provide succession planning of best talent within the organization; and utilization of technological systems to support these functions within human resources planning. Prerequisite: HRMP 5200 or HRM 5030 or HRM 4160.

**HRM 5375 Employee Health 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: HRMP 5200 or HRM 5030 or HRM 4160.

**HRM 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.

**HRM 5381 Special Topics in Human Resource Management (3 cr.)**

- Quality of Work Life
- Second-Career Decision and Midlife Change
- Conflict Management/Team Management
- Job Analysis, Job Design, and Job Enrichment
- Incentive Systems and Incentive Contracting
- Management Education and Training

Prerequisite: HRMP 5200 or HRM 5030 or HRM 4160.

**HRM 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: HRMP 5200 or HRM 5030 or HRM 4106.

**HRM 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.

**HRM 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. Prerequisite: INB 5821.

**HRMP 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.

**INB 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 INB 5830, Global Supply Chain Management or INB

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.

**INB 5818 New International Ventures (3 cr.)**

New International Ventures focuses on developing students abilities to prepare to start a new international business. Students develop a specific business idea, then examine the political risk, market opportunity, and operating conditions of their international market destination. The business plan is developed using market research options, entry modes, resource allocation, financial projections, and overall strategy for new ventures. The emphasis is on developing the ability of students to start a new business in another country using the business plan model. Prerequisites: ECN 5806, ACT 5809, MGT 5812, FIN 5815, INB 5821, INB 5827, and MKT 5833.

**INB 5119 MIBA Internship Extension (0 cr)**

Students may register for this extension course if they begin their internship during a term and need to continue into a continuing term only. International students must receive permission from the MBA One Year Program Director to enroll. (see course INB 5109)

**INB 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.

**INB 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. Prerequisite: ECN 5806, MGT 5812.

**INB 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. Prerequisite: ECN 5806, MGT 5812, INB 5821, MKT 5833.

**INB 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. Prerequisites: FIN 5805, ECN 5806, ACT 5809, MGT 5812, FIN 5815, INB 5821, HRM 5824, INB 5827, MKT 5833.

**INB 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. Prerequisites: FIN 5805, ECN 5806, ACT 5809, MGT 5812, FIN 5815, INB 5821, HRM 5824, INB 5827, MKT 5833.

**INB 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, non-probation status and in good academic standing, and no matters of behavior misconduct pending review, and a 3.0 GPA.

**INB 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 Global Supply Chain Management or 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.

**INB 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.

**INB 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.

**INB 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.

**INB 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.

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

Managers are no longer able to afford the luxury of abdicating participation in information systems decisions. Managers who choose to do so risk having their business decisions compromised. With the proliferation of the Web and e-business, information systems are at the heart of virtually every business interaction, process, and decision. This is a class about using and managing information, geared for current and future managers. 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.

**ISM 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.

**ISM 5113 Managing Information Systems (3 cr.)**

This course is designed to provide the student with an opportunity to enhance understanding of the 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 inter connections between technology-based information systems and the organization. Prerequisite: ISM 5103.

**ISM 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.

**ISM 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.

**ISMP 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.

**LED 5630 Leadership Theory and Practice (3 cr.)**

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

**LED 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.

**LED 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.

**LED 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 20<sup>th</sup> 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.

**LED 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.

**LED 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.

**LED 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.

**LED 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. Prerequisites: LED 5630 and LED 5660.

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 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 academic advisor (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.

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 5118 MBA Internship Extension (0 cr.)**

The Huizenga School fosters applied learning of classroom theory by providing One Year MBA and MIBA students with the option of completing an internship. In conjunction with our corporate partners, students work under supervision developing their managerial capabilities. (see course MGT 5108)

**MGT 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.

**MGT 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.

**MGT 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.

**MGT 5782 Business Law II (3 cr.)**

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

**MGT 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.

**MGT 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.

**MKTP 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.

**MKT 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.

**MKT 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: MKTP 5005.

**MKT 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.

**MKT 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.

**MKT 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.

**MKT 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: MKTP 5005 or equivalent.

**MKT 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.

**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.

**OPS 5095 Operations and Systems Management (3 cr.)**

Operations and systems management are key to the implementation of an organization's selected strategy. This course is an introduction to the design and optimization of transformational processes for the delivery of goods and services to both internal and external customers. The focus will be on applying various techniques to achieve competitive advantage through operations strategy.

**PUB 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.

**PUB 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.

**PUB 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.

**PUB 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,

theory to management theory and organization effectiveness.

**PUB 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.

**PUB 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: PUB 5450.

**PUB 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: PUB 5450.

**QNT 5040 Quantitative Thinking (3 cr.)**

The application of quantitative techniques has expanded rapidly in business decision-making. This course is an introduction to the potential usefulness, limitations, and format of various quantitative techniques used in the decision-making process in business. Lecture, discussion and problem solution are used to present concepts of descriptive statistics, theoretical probability distributions, confidence levels, simulation, hypothesis testing, correlation, regression and forecasting techniques. Prerequisite: QNTP 5002 or MATH 3020 or QNT 4610.

**QNT 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: QNTP 5002 or MATH 3020 or QNT 4610.

**QNTP 5002 Introductory Statistics (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.

**REE 5878 Real Estate Development Process (3 cr.)**

This course provides a comprehensive examination of the nature and current state of the industry and its development process which includes site feasibility, acquisitions, financial feasibility, planning and design, construction management, the life cycle of projects, and the interrelationships of the functional components of the process to each other. Deal-making aspects such as negotiation, structuring, and acquisition strategies will be included. This course will be taken upon entry into the program to provide the student with an understanding of the overall operation of the process and the industry. It also will serve as an introduction to each of the remaining real estate development courses in the program, each of which will build upon some aspect of this course.

**REE 5880 Real Estate Finance (3 cr.)**

This course will examine macroeconomic effects on the cost and availability of money, investor rates of return, and underwriters' ratios. It will discuss the financial benefits and liabilities of investment in real estate, including cash flows, appreciation, and tax shelter. Financing strategies will be reviewed for both public and private companies and involve traditional sources of capital such as commercial banks, insurance companies, and venture capitalists, as well as relatively new sources such as REITs, TIF financing, CMBSs, CDDs, MSTUs, and other forms of real estate securitization. The risk/return aspects will be explored with a view toward avoiding the effects of future "credit crunches." Discounted cash flow analysis, development phasing, budgeting, value engineering and enhancement, the impact of leveraging, and the analysis of financial instruments, as well as financial and proforma statements will be included. Prerequisite: FIN 5080. REE 5878 must be taken before or concurrently with this course.

**REE 5882 Land Use Planning and Project (3 cr.)**

This course provides an introduction to the relationship between land use planning and project design in the overall real estate development process. Project planning and design combines art and science for arranging uses of parcels of land to achieve their highest and best operational character and profitability. This course is designed to facilitate an understanding of the importance of site planning and product design. These disciplines involve the efforts of architects, planners, designers, landscape architects, and others in a coordinated effort. The course consists of lectures, reading assignments, a group project, and a mid-term test and final exam. Invited lecturers include land planners, designers, architects, attorneys, and developers. Pertinent software, such as CAD, may be utilized. Prerequisite: REE 5878

**REE 5884 Land Use Regulation (3 cr.)**

This course discusses the legal and regulatory requirements of the entitlement and development approval or permitting process. This includes discussion of laws pertaining to wetlands, endangered species, historical and archaeological sites, air and water quality, hazardous wastes and toxic substances, as well as the purpose, content, and use of environmental impact statements. Issues of Smart Growth and sustainable development are covered. Also covered is the impact on private property rights of land use regulation and growth management through developments of regional impact, comprehensive planning laws, adequate public facilities requirements, concurrency requirements, zoning, and impact fees and other exactions. The course emphasizes strategic thinking and creative approaches to navigating the labyrinth of federal, state, and local laws, rules, and regulations. Primary attention will be focused on growth management and development controls in Florida, but not to the exclusion of other states. Prerequisite: REE 5878.

**REE 5886 Project and Construction Management (3 cr.)**

This course focuses on the stage in the development process that follows entitlements and development permitting. The course is intended to provide students with an understanding of the participants, components, and chronology of the construction process associated with real estate development and how these elements can be integrated to create viable and successful developments. The course will discuss the multitude of activities which are needed to produce the products of real estate development, including transformation of inputs into outputs. It will provide the student with a broad perspective on the construction phase of real estate development projects. The course includes negotiating, administering, and enforcing contracts for the construction of infrastructure and vertical improvements. The use of case studies, site visits, and guest lecturers who are actively engaged in the construction industry are incorporated into the program. Prerequisite: REE 5882. REE 5884 must be taken before or concurrently with this course.

**REE 5888 Real Estate Development Capstone (3 cr.)**

Upon completing the classroom requirements, the students will be required to attend the ULI Fall Meeting for the four days of discussions, panel sessions, project tours, and meetings. A fifth day will be added onsite for a comprehensive examination, and possible additional presentations by industry spoke persons. Prerequisites: Completion of all courses with an REE prefix. 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.

**TXX 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.

**TXX 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: TXX 5761.

**TXX 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: TXX 5761 and TXX 5762.

**TXX 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: TXX 5761 and TXX 5762.

**TXX 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: TXX 5761 and TXX 5762.

**TXX 5766 U.S. Taxation of International Transactions (3 cr.)**

This course surveys the U.S. income tax on foreign-earned income. The taxation methods of other countries are also examined. Prerequisites: TXX 5761 and TXX 5762.

**TXX 5767 IRS Practice and Procedure (3 cr.)**

This course introduces the student to the structure, organization, practices and procedures of the Internal Revenue Service. The course is intended to give students an understanding of the organizational makeup of the Internal Revenue Service and the authority of its various employees. The different approaches to resolving tax controversies will be explored through

the study of assigned readings and in-depth class discussions. The course will be conducted in a seminar-like fashion with each student expected to make significant contributions to class discussions. Attentiveness to news items affecting the area of federal tax procedures is expected, as well as conveyance to class of these newsworthy developments. Prerequisites: TXX 5761 and TXX 5762.

**TXX 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: TXX 5761 and TXX 5762.

**TXX 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: TXX 5761 and TXX 5762.

**TXX 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. Prerequisites: TXX 5761 and TXX 5762.

**TXX 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. Prerequisites: TXX 5761 and TXX 5762.

**TXX 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. Prerequisites: TXX 5761 and TXX 5762.

**TXX 5773 State and Local Taxation (3 cr.)**

This course introduces the student to the fundamentals of state and local taxation. This course is not intended to make the student technically proficient in all areas of state and local taxation, but rather, it surveys the taxes that states generally imposed on its citizens, corporations and other entities. The impact on society of current and proposed state and local taxes will be explored through the study of assigned readings and in depth discussions. Prerequisites: TXX 5761 and TXX 5762.

# 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, students can specialize in various areas of business.

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 academicians or senior-level professionals returning to academia during or after successful careers in business and industry, public-sector administration, management, accounting, finance, human resource 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.

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 programs are divided into four components: common core courses, specialty courses, competencies, and research. (including dissertation)

## 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, and public administration. 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

<b><i>Term</i></b>	<b><i>Begins</i></b>	<b><i>Ends</i></b>
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 most core and management specialization courses in a weekend and/or national seminar format. 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 (April, August and December) Additionally, a Summer Institute program offered on the main campus in July offers weeklong courses in many specialty areas.

The Seminar in Academic Research (DOC 6080), 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 6004/DOC 6011 Literature Review is also offered online.

## **Doctoral Class Schedule**

Although classes meet according to a set schedule, pre-class assignments are often required and due several weeks 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 locations. 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.

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 typically not accepted. 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 regrettably, 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 a competitive GMAT/GRE test score.

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 doctoral degree from a regionally accredited institution or foreign evaluation. An academic background in business or public administration is preferred.
4. Official GMAT or GRE test score.
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, a statement providing the previous name is requested.
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 or with the CPA designation may not be required to submit a GMAT GRE test score.

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 competitive GMAT or GRE score, may be required to submit additional information at the discretion of the executive associate dean 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 250 or higher on the computer-based test, and a 100 on the internet format. 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 competitive GMAT or GRE score test score.

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

## **ADMISSIONS APPEAL PROCEDURE**

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

Nova Southeastern University  
H. Wayne Huizenga School of Business and Entrepreneurship  
Attn: Executive Associate Dean  
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 acceptance to 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 acceptance to the program will not be eligible to take doctoral level courses until their prerequisite courses are completed. Official transcripts indicating a grade of "B" or better must be submitted during this one year period.

Students may complete their prerequisite course requirements by enrolling in 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. – All Courses required except where indicated

- Accounting (additionally, the accounting specialty requires sufficient background in field)
- Economics
- Finance
- Human Resource Management (Human Resource Mgmt. specialty only)
- Management or Org. Behavior or HRM (all specialties excluding MGT and HRM)
- Marketing
- Organizational Behavior (management specialty only)
- Business Statistics

## **DOCTORAL PROGRAM REQUIREMENTS SUMMARY**

Successful doctoral candidates meet the following requirements:

- Completion of at least 68 doctoral credit hours (64 credits for students who began the DBA program in summer or fall of 2005)
- Completion of program with a minimum GPA of 3.0
- Passing grade on the comprehensive examination
- Completion of the publication requirement
- Approved dissertation with all required signatures
- Completion of all doctoral requirements within six years

## **COMPREHENSIVE EXAMINATION**

Students seeking the doctoral degree are required to sit for the comprehensive examination only after the completion of all required course work. 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 [DOC 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; or
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 a Huizenga School doctoral program in business should be noted in the documentation of the article, if possible. Publications, along with supporting documentation, should be submitted for review to the associate dean for internal affairs.

## **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 doctorally qualified persons assist 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 Research Methodology course [QNT 6001] is a three-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

courses in Research Methodology [(QNT 6001], Quantitative Methods (QNT 6007), Intro. To Quantitative Research Methods (CSA 6002), Qualitative Methods (QNT 6008), Intro. To Qualitative Research Methods (CSA 6003), Special Topics in Research Techniques, (QNT 6009), /Advanced Quantitative Techniques (CSA 6005) and Advanced Qualitative Techniques (CSA 6006) are designed to train students in statistical techniques and methods that are used in dissertation research

The dissertation process is divided into its component parts to facilitate student progress. First, the student identifies his or her research area and develops a concept paper. A formal dissertation proposal is then written which becomes the blueprint for the dissertation. This proposal is approved by the dissertation committee and reviewed by the associate dean of internal affairs. Data collection, analysis, interpretation, assessment, and evaluation are conducted in accordance with the plan described in the proposal. The summary and conclusions flow naturally from this point. All dissertation components must be presented in accordance with The APA Style Manual and Huizenga School dissertation guidelines.

## DISSERTATION REGISTRATION GUIDELINES

Students eligible to register for Literature Review course DOC 6011 or CSA 6004 must register every term thereafter for dissertation 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 by the completion of DOC 6094, they must register for DOC 6097 (Dissertation Continuation) each term until the draft is approved. The tuition for DOC 6097 is equal to two credit hours.

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

## ACTIVE STATUS, INACTIVE STATUS, AND REINSTATEMENT

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein. Students are considered actively engaged in doctoral study if they are enrolled in at least one doctoral course or enrolled in a two-credit course, or dissertation unit in a given term. Students who fail to register for and complete any course, or dissertation credits for two consecutive terms will be reclassified as inactive.

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

Attendance is mandatory at all scheduled course meetings. 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. Excessive course absences may result in administrative withdrawal with no tuition refund.

## DROP AND REFUND POLICY

Students are entitled to a refund of all payments (excluding registration, application; and student fee) should the student drop course prior to the first day of the term.

In addition, students will receive a full refund of tuition payments and registration fees paid for a cancelled course, seminar, or workshop.

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 67 percent of a course, a withdrawing student is entitled to a refund for the percentage of time not attended.

No refund is issued when more than 67 percent of a course has been attended.

Students are encouraged to contact the Doctoral Program Office for drop refund amount.

**Example: Student attended two classes (16 clock hours) of a six-class (48 clock hours) course, for which the charge was \$2,792.**

Based on number of classes  
6 - 2 = 4 classes not attended  
4 / 6 = 66.6 percent of the term not completed  
66.6 percent x \$2,792 = \$1,859.47 refunded

Based on clock hours  
48 - 16 = 32 hours not received  
32 / 48 = 66.6 percent clock hours not completed  
66.6 percent x \$2,792 = \$1,859.47 refunded

## **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 calculated in 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 six years of their first matriculation. 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 four years old as a condition of their reinstatement to the program. All reinstated students will be subject to the specific course and degree requirements in effect at the time of their reinstatement in the program, as well as any specific requirements imposed as a condition for reinstatement.

The four 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 Academic Advisor 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 student meet the incomplete policy criteria and 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 Doctoral Program Office no later than when the course grades are due.

The Doctoral 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 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 Doctoral 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 Doctoral 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](mailto:sigmabetadelta@huizenga.nova.edu).

### **GRADUATE ACADEMIC STANDARDS**

#### **GPA REQUIREMENT**

Students must maintain a cumulative grade point average (GPA) of 3.0, including specialty courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students 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 executive associate dean 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 Executive Associate Dean 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 Academic Advisor for information on the appeals process or a pending appeal. Readmission is not guaranteed.

### CONTINUED PROBATION UPON READMISSION

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0.) 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 approval 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.
10. Fulfillment of all obligations to the library.

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 specialty/concentration, if any.

### DOCTORAL STUDENT FEES AND TUITION

Application Fee .....	\$ 50
Registration Fee .....	\$ 25
Student Fee .....	\$ 250
Late Registration Fee .....	\$ 200
Reinstatement Request Fee .....	\$ 500
Graduation Fee (excluding cap and gown) .....	\$ 75
Transcript Fee .....	\$ 5
Tuition: Doctoral (per credit) .....	\$ 698
Online Communications and Internet Competency (DOC 6072) .....	\$ 50
Doctoral Seminar/Workshop Fees (in addition to tuition):	
Professional Studies Workshop .....	\$ 50
Dissertation Continuation Fee (per term) .....	\$1396
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 two terms 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.

## **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 executive associate dean. The written grievance will contain a concise statement of all relevant facts and the relief sought.

B. Upon receipt of a written grievance, the executive associate dean 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 executive associate dean will review the grievance and evidence to determine whether the grievance presents a complaint upon which action should be taken. If the grievance is found to have no basis, to be insubstantial, or to be wholly a question of academic discretion, the grievance shall be dismissed without further action. The student will be 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 executive associate dean may invoke one of the following procedures:

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

b. Formal Resolution Procedure: If the executive associate dean 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 associate 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 executive associate dean will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.

Step 10: The decision of the executive associate dean 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

### DOCTOR OF BUSINESS ADMINISTRATION

#### Program Objective and Philosophy

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

#### Program Learning Goals

1. Apply various management theories to “Real World” general management situations.
2. Understand the role of Human Resources in organizations.
3. Understand the concepts underlying various types of information systems and their application to the process of establishing, and using information systems to support managerial decisions.
4. Apply the concepts of Micro and Macro Economics to Economic and financial business situations and decisions.
5. Utilize the concepts of operations management and research.
6. Analyze the relationships between business and various units & levels of government including their interdependency.
7. Recognize and apply the theories, specific aspects and problems associated with the International business environment.
8. Employ theoretical foundations of the academic marketing discipline.
9. Apply various theories of finance to complex financial analysis.
10. Integrate the various aspects of the strategic decision making process in large organizations.
11. Demonstrate computer literacy, ability to use NSU computer resource systems & capability to electronically locate & retrieve intellectual resources.
12. Research, write, and publish an article on a relevant topic in an appropriate academic journal, practitioner-oriented periodical or conference proceedings.
13. Conduct original research which for dissertation purposes is the identification and development of an appropriate dissertation topic and the research methodology to objectively gather and analyze evidence.
14. Identify, develop, and complete a viable dissertation topic including a comprehensive literature review, select a suitable research methodology, gather relevant evidence with a research instrument or by other means, analyze this evidence objectively, reach appropriate conclusions, and disseminate the research using publication-quality written communication skills.

#### Curriculum Profile

The following **68-credit** curriculum profile of the D.B.A. program is for students who start their course of study Winter 2006 or later (those who began the program in the Summer or Fall 2005 terms should reference those pages contained within this document). Students should consult the Doctoral Program Office for a draft plan for completing the course and dissertation requirements. Please note: most course prefixes and titles will be changing effective Summer I 2006; these changes are reflected below. Course numbers are unique for easy identification.

*All courses are 4 credits except where noted.*

**Component One: Common Core - 30 credits** (26 credits for the Finance and Accounting specialties)  
MGT 6020 Emerging Issues in Organizational Behavior and Human Resources Management  
ECN 6040 Emerging Issues in Economics

OPS 6050 Emerging Issues in Operations Management  
DOC 6080 Seminar in Academic Research (2 cr.)  
INB 6110 Emerging Issues in International Business  
MKT 6120 Emerging Issues in Marketing Management and Research  
FIN 6130 Emerging Issues in Financial Decision Making \*  
MGT 6140 Emerging Issues in Strategic Decision Making \*\*

### **Component Two: Specialty**

#### Accounting - 16 credits

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

#### Finance - 16 credits

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

#### Human Resource Management - 12 credits

##### *Select three courses:*

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

#### International Business - 12 credits

INB 6410 Seminar in Global Management  
INB 6460 Seminar in Global Strategy

##### *Select one of the following courses:*

INB 6490 Seminar in Special Topics in International Business  
MKT 6420 Seminar in International Marketing  
FIN 6510 Seminar in International Finance

#### Management - 12 credits

MGT 6010 Seminar in the History of Management Thought  
MGT 6015 Seminar in the Sociological and Psychological Principles of Management

##### *Select one of the following courses:*

MGT 6025 Seminar in Organizational Behavior Research  
MGT 6035 Seminar in Special Topics in Management  
MGT 6100 Advanced Leadership Studies

Any other specialty course

#### Marketing - 12 credits

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

##### *Select one of the following courses:*

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

#### Operations Management - 12 credits

##### *Select three courses:*

OPS 6630 Seminar in Quality and Productivity Management

OPS 6670 Seminar in Global Supply Chain Management  
OPS 6680 Seminar in Innovation in Project Management  
OPS 6690 Seminar in Special Topics in Operations Management

**Component Three: Competencies - 2 credits**

*All competencies are zero credit except where noted.*

DOC 6072 Online Communications and Internet Competency  
DOC 6073 Orientation  
DOC 6090 Comprehensive Examination  
DOC 6096 Publication Requirement  
DOC 6098 or 6099 Seminar in Teaching Methods or Seminar in Consultancy Practice (2 cr.)

**Component Four: Research - 12 credits**

*All research courses are 3 credits.*

QNT 6001 Research Methodology  
QNT 6007 Quantitative Methods  
QNT 6008 Qualitative Methods  
QNT 6009 Special Topics in Research Techniques

**Dissertation – 12 credits**

*All dissertation courses are 2 credits.*

DOC 6011 Literature Review  
DOC 6012 Seminar in Research Presentation  
DOC 6091 Dissertation I  
DOC 6092 Dissertation II  
DOC 6093 Dissertation III  
DOC 6094 Dissertation IV

\* Finance specialty candidates replace FIN 6130 with FIN 6500

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

## DOCTORAL COURSE DESCRIPTIONS

Please Refer to [www.huizenga.nova.edu/courseprefix](http://www.huizenga.nova.edu/courseprefix) to see course by course conversion chart from old prefixes to new

### **ACT 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.

### **ACT 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.

### **ACT 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.

### **ACT 6770 Current Issues in Accounting Research (4 cr.)**

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

### **CSA 6002 Introduction to Quantitative Research Method (4 cr.)**

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

### **CSA 6003 Introduction to Qualitative Research Method (4 cr.)**

The purpose of this course is to introduce students to the basic qualitative research techniques, including in-depth interviewing and focus groups. Students will also be introduced to the application of projective techniques and the Delphi method. The basics of content analysis will also be introduced as a method of analysis. Prerequisite: QNT 6001.

**CSA 6004 Literature Review (3 cr.)**

All dissertations rely heavily on a sound review of the underlying theory to the research project being investigated. This course will introduce students to the methods of writing a literature review and will be customized to their own research problem. Prerequisite: CSA 6005 or CSA 6006.

**CSA 6005 Advanced Quantitative Techniques (4 cr.)**

In order to thoroughly analyze quantitative data, it is often, necessary to apply multi variate statistical techniques. In this course, students will learn about the application of such techniques (e.g. factor analysis, cluster analysis), their data requirements and interpretation. Prerequisite: CSA 6002.

**CSA 6006 Advanced Qualitative Techniques (4 cr.)**

The five major qualitative research approaches will be examined in more detail in this course. The process, application and interpretation of biography, ethnography, grounded theory, case studies and phenomenology will be studied. Prerequisite: CSA 6003.

**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: Approved dissertation chair, concept paper and preliminary literature review.

**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. Prerequisites: Approved dissertation chair, concept paper and preliminary literature review.

**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 : Approved dissertation chair, concept paper and preliminary literature review.

**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. Prerequisites: Approved dissertation chair, concept paper and preliminary literature review.

**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. Prerequisites: Approved dissertation chair, concept paper and preliminary literature review.

**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 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. Prerequisites: Approved dissertation chair, concept paper and preliminary literature review.

**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. Prerequisites: Approved dissertation chair, concept paper and preliminary literature review.

**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 System (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. Prerequisites: Approved dissertation chair, concept paper and preliminary literature review.

**DOC 6009 Special Topics in Research Techniques (3 cr.)**

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

**DOC 6011 Literature Review (2 cr.)**

All dissertations rely heavily on the sound review of the underlying theory to the research problem being investigated. This course will introduce to students the methods of writing a literature review and will be customized to their own research problem.

Prerequisites: QNT 6007, QNT 6008

**DOC 6012 Seminar in Research Presentation (2 cr.)**

Students will conduct a live presentation of chapters 1 – 3 of their dissertation before the faculty for discussion and approval. Prerequisite: Approved proposal and DOC 6011.

**DOC 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.

**DOC 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 (DOC) 6072.

**DOC 6080 Seminar in Academic Research (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./IB 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. The annual Academy of Management meeting in August is the workshop site for D.B.A. students. Consult the schedule of classes for dates and locations for individual workshops. Although NSU's programs are not sponsored by these associations, it is felt that participation in these professional group meetings will expose students to contemporary thoughts and research in their areas of interest. You are also encouraged to submit papers or participate as discussant at these meetings.

**DOC 6090 Comprehensive Examination (0 cr.)**

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

**DOC 6091 Dissertation I (2 cr.)**

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

**DOC 6092 – Dissertation II (2 cr.)**

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

**DOC 6093 Dissertation III (2 cr.)**

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

**DOC 6094 Dissertation IV (2 cr.)**

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

**DOC 6096 Publication Requirement (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. The publication should make a contribution to the students area of specialty.

**DOC 6098 Seminar in Teaching Methods (2 cr.)**

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

#### **DOC 6099 Seminar in Consultancy Practice (2 cr.)**

This course will help participants understand management consultancy from the client and consultant perspectives. Use of key consulting tools and techniques, role of the consultant and project planning, monitoring, and management will be discussed.

#### **ECN 6040 Emerging Issues in Economics (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.

#### **FIN 6130 Emerging Issues in Financial Decision Making (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. Prerequisites: Graduate level accounting, economics and finance. Prerequisites: Graduate level accounting, economics and finance.

#### **FIN 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.

#### **FIN 6500 Seminar in Corporate Finance (4 cr.)**

Financial Management covers the variety of topics in corporate finance from a theoretical perspective: unanimity, agency theory, management compensation, capital structure, dividend, application of capitalized option pricing theory to the pricing of corporate liability, common stock, corporate bonds, merger and accusation, leasing, capital budgeting and international corporate finance. The course offers a rigorous theoretical treatment of the major subject areas in corporate finance. The student will gain an understanding of the classic work in each

subject area, as well as some of the most recent advances in corporate finance. Since much of the material covered in the course is not found in text books, the student must become familiar with the major journals in finance. Prerequisites: FIN 5080 or FIN 5815, ACT 5060, ECN 5050.

**FIN 6510 Seminar in International Finance (4 cr.)**

This course is designed to 1) extend the student's knowledge of corporate finance and investment to the international arena and 2) direct the student's effort to publish in a referred journal. The current academic research will be covered in the areas of foreign exchange market efficiency, international corporate diversification, foreign direct investment, multinationalization and firm value, multinational capital structure and international corporate governance. It is imperative that the student read all of the research papers with an asterisk before the first class. Prerequisite: FIN 6500 or equivalent. Must have instructor approval.

**FIN 6540 Seminar in Investments (4 cr.)**

This course is designed to 1) extend the students knowledge of finance to the areas of investments, asset pricing and related research methods, and 2) direct the students effort to publish in a refereed journal. The current academic research will be covered in the areas of portfolio theory, equilibrium and arbitrage-base pricing models including CAPM, APT, and option pricing models, efficient market hypothesis, corporate hedging, and merger in acquisition. Related data bases and models will be covered. It is imperative that the students read all reading materials before the first class. Prerequisite: FIN 6500 or Instructor Approval.

**FIN 6580 Seminar in Special Topics in Finance (4 cr.)**

This doctoral seminar examines topics of current interest among researchers and practitioners in the field of Finance. The course is taught alternatively by various full-time Finance faculty, and the topics change from year to year to reflect trends in development in the discipline. It is centered around readings from recent articles and recently-published books on the selected topic. The first iteration of the seminar will focus on empirically observed anomalies in the Efficient Market Hypothesis, collectively also known as Behavioral Finance. This course is intended as the capstone of the DBA specialization in Finance. Prerequisites: FIN 6500, FIN 6510, FIN 6540.

**HRM 6315 Seminar in Strategic Planning 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: CSA (MGT) 6020 and graduate level HRM.

**HRM 6325 Seminar in Employee Relations and Services (4 cr.)**

Seminar in Employee Relations and Services: This course will focus on assessing, designing, implementing, managing, and evaluating various functions related to Employee Relations and Services. It provides in depth coverage of HR/OB research and measurement issues. Specific topics included in this course are: legal updates of EEO, AA, anti-discrimination legislation, current research on staffing (selection and placement) and employment practices (including interviewing, assessment and hiring) in the context of legal, ethical and financial constraints. The potential for dissertation research deriving from related areas is considered. Global/international HRM implications are also assessed. Prerequisite: MGT 6020 and graduate level HRM..

**HRM 6330 Seminar in 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: MGT 6020 and graduate level HRM..

**HRM 6335 Seminar in Special Topics in Human Resource Management (4 cr)**

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

**HRM 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. Prerequisites: Approved dissertation chair, concept paper and preliminary literature review.

**INB 6110 Emerging Issues in International Business (4 cr.)**

This course covers major theoretical underpinnings for the study of International Business (IB). Drawing on research stream from international trade and foreign direct investment. This course aims to provide a solid framework of the environment for the study of the multi national corporation (MNC) and for the doctoral concentration in IB. Major topics of the framework to be covered include trade, FDI theory, the role of global institutions and the role of regional trading blocs. The MNC operates within this political, economic and social environment and in this course we consider emergent issues in IB, such as labor and environmental standards, MNC corporate responsibility, intellectual property rights, the off-shoring of outsourcing and risk management. Prerequisites: Graduate level accounting and finance.

**INB 6410 Seminar in Global Management (4 cr.)**

This course is a review of the field of international management, specifically focusing on three main areas of research. First we examine theories of culture, communication and negotiations, and a development of the theory of colonialism. Secondly we examine the management of people across borders-international human resource management and the role of women in international business. Thirdly we examine academic research related to defining and managing values and ethics in the international environment. Prerequisites: INB 6110.

**INB 6460 Seminar in Global Strategy (4 cr.)**

This course introduces the student to the component of Global Strategy. The course covers the following major topic area: Multinational and national markets, national competitiveness; multinational competition and cooperation, knowledge in the multinational, international mergers and acquisition and international entrepreneurship. Within these course modules we will examine the dynamic between the multinational and nation-state, and the constraints and impetuses which drives business globally. Emphasis will be placed on examining entrepreneurial and innovative strategies for succeeding globally. Prerequisite: INB 6110.

**INB 6490 Seminar in Special Topics in International Business (4 cr.)**

Students will be introduced to special topics in international business, such as international entrepreneurship, international law, intellectual property, security in the MNC and international tax. Prerequisite: INB 6110.

**ISM 6030 Information and Decision Science (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 statistics/quantitative methods and DOC) 6072.

**MGT 6010 Seminar in History of Management Thought (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.

**MGT 6015 Seminar in the Sociological and Psychological Principles of Management (4 cr.)**

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

**MGT 6020 Emerging Issues in Organizational Behavior and Human Resource 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 organizational behavior or human resource management or management

**MGT 6025 Seminar in Organizational Behavior Research (4 cr.)**

This course focuses on current practice in social and behavioral research, the process of generating, designing and implementing a research project at the micro and macro units of analysis. A research proposal, combined with in-class design activities, will equip students knowledge of the research process and the practical ability to apply them in organizational research. Prerequisites: Graduate level organizational behavior and QNT 6001.

**MGT 6035 Seminar in Special Topics in Management (4 cr.)**

This course is designed to provide doctoral students in Management with the latest insights on management issues and research building on knowledge/practices from the academic and business communities. Unique course offerings will be offered on an (as needed) basis and may include such topics as Cross Cultural Management, Current Topics in Leadership and Organization Change and Development. Particular attention will be paid to the academic research opportunities in the specific area covered in the course. Prerequisites: MGT 6010 and MGT 6020.

**MGT 6100 Advanced Leadership Studies (4 cr.)**

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

**MGT 6140 Emerging Issues in Strategic Decision Making (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 in common core and specialty areas. Student must register with their advisor to take this course.

**MKT 6120 Emerging Issues in 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.

**MKT 6420 Seminar in 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.

**MKT 6810 Seminar in 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.

**MKT 6830 Seminar in 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.

**MKT 6890 Seminar in Special Topics in Marketing (4 cr.)**

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

**OPS 6050 Emerging Issues in Operations Management (4 cr.)**

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

**OPS 6630 Seminar in Quality and Productivity Management (4 cr.)**

The ability to meet and exceed customer expectations is critical to the success of an organization. This course addresses various methods for measuring and improving our ability to meet and exceed these expectations, such as surveys, Six Sigma, TQM and TOC. A key component of the course is the development of the understanding of the cause-and-effect relationships related to quality and satisfaction. The second key component addresses how to ensure that the policies and measures of the organization are aligned with the achievement of its goal and customer satisfaction and quality.

**OPS 6670 Seminar in Global Supply Chain Management (4 cr.)**

This course focuses on the design and management of the global supply chain, which includes the links of suppliers, manufacturers, distributors and retailers. The design component addresses where to locate facilities, in addition to the product flow decisions. The management component focuses on how to manage the inventory in the supply chain. This course also addresses the Distribution the TOC Way solution.

**OPS 6680 Seminar in Innovation and Project Management (4 cr.)**

Current research emphasizes an increased awareness concerning the importance of project management. Project management is relevant to all work activities in manufacturing and service industries, as well as the public sector. Typical corporate projects include new-product development, proposals, event planning, budgets, marketing plans, construction, computer software, improvement projects, and any other work that includes a set of activities. This course focuses on the current research dedicated to Critical Chain Project Management (CCPM), a technique for scheduling, planning and managing projects that is based on the Theory of Constraints (TOC). CCPM has been used successfully by a number of organizations. This course will also focus on other tools from TOC that can be used to manage projects.

**OPS 6690 Seminar in Special Topics in Operations Management (4 Cr.)**

This seminar focuses on emerging topic in Operation Management that has been important to the field. Each time this course is offered, a different topic could be the focus of the course.

**PUB 6220 Comparative Administrative Studies (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.

**PUB 6240 Constitutional/Administrative Law/ Ethics (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.

**QNT 6001 Research Methodology (3 cr.)**

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

**QNT 6007 Quantitative Methods (3 cr.)**

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

**QNT 6008 Qualitative Methods (3 cr.)**

The purpose of this course is to introduce students to the basic qualitative research techniques, including in-depth interviewing and focus groups. Students will also be introduced to the application of projective techniques and the Delphi method. The basics of content analysis will also be introduced as a method of analysis. Prerequisite: CSA (QNT) 6001.

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(954) 262-7052

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(800) 806-3680

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Rosenthal Student Center

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(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.

## **H. Wayne Huizenga School of Business and Entrepreneurship**

B.S. in Accounting  
B.S. in Business Administration  
B.S. in Finance  
B.S. in Marketing  
B. S. in Sport and Recreation Management  
M.Acc. Master of Accounting  
M.B.A. Master of Business Administration (4 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 (7 specializations)

# 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 bureau for private Postsecondary and Vocational Education, 1027 Tenth Street, Fourth Floor, Sacramento, California 95814; (916)445-3427

## **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.

## **South Carolina Disclosure**

Nova Southeastern University is licensed by the Commission on Higher Education, 1333 Main Street, Suite 200, Columbia, South Carolina 29201; (803) 737-2260. Licensure indicates only that minimum standards have been met; it is not equivalent to ,or synonymous with, accreditation by an accrediting agency recognized by the U.S. Department of Education.

## **Virginia Disclosure**

The State Council of Higher Education for Virginia has certified Nova Southeastern University to operate in Virginia. The physical location of NSU's main campus is 3301 College Avenue, Ft. Lauderdale, FL 33314.

The Huizenga School holds classes on-site in Virginia at the following location:

Northern Virginia Community College  
30001 N. Beauregard Street  
Alexandria, VA 22311

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