

1977

Bulletin for Graduate Management Programs [1977-1978]

Nova University

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Bulletin for Graduate Management Programs

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GRADUATE MANAGEMENT PROGRAMS

**Master of Business Administration,
MS/Human Resource Management
Doctor of Business Administration**

Calendar for Management Programs

1977

WEEKEND SESSION

BLOCK I/JAN-MAR

	Sequence I	Sequence II
1	Jan. 7, 8	Jan. 14, 15
2	Jan. 28, 29	Feb. 4, 5
3	Feb. 18, 19	Feb. 25, 26
4	Mar. 11, 12	Mar. 18, 19
5*	Mar. 25, 26	Mar. 25, 26

WEEKEND SESSION

BLOCK II/APRIL/JUNE

	Sequence I	Sequence II
1	April 8, 9	April 15, 16
2	April 29, 30	May 6, 7
3	May 20, 21	May 27, 28
4	June 10, 11	June 17, 18
5*	June 24, 25	June 24, 25

WEEKEND SESSION

BLOCK III/JULY-SEPT

	Sequence I	Sequence II
1	July 8, 9	July 15, 16
2	July 29, 30	Aug. 5, 6
3	Aug. 19, 20	Aug. 26, 27
4	Sept. 9, 10	Sept. 16, 17
5*	Sept. 23, 24	Sept. 23, 24

WEEKEND SESSION

BLOCK IV/OCT-DEC

	Sequence I	Sequence II
1	Oct. 7, 8	Oct. 14, 15
2	Oct. 28, 29	Nov. 4, 5
3	Nov. 18, 19	Nov. 25, 26
4	Dec. 9, 10	Dec. 9, 10
5*	Dec. 16, 17	Dec. 16, 17

*For final examinations only.

NOTE: The 1977 dates for the Graduate Management Admission Test (GMAT) are: January 29, March 26, and July 9. Please avoid classes which meet on the same day as the GMAT if you require the test. GMAT Reporting Center #5514.

1978

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BLOCK I/JAN-MAR

	Sequence I	Sequence II
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3	Feb. 17, 18	Feb. 24, 25
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INTRODUCTION

Nova University is an independent, nonsectarian, nonprofit and racially nondiscriminatory institution that was founded in 1964 to specialize in graduate study and initially for research in science. Nova was accredited in 1971 by the Southern Association of Colleges and Schools.

In 1970, Nova University joined in an educational consortium with the New York Institute of Technology, a private nonprofit institution located in Old Westbury, Long Island, New York. The outgrowth of this union is Nova College, the undergraduate division of Nova University.

Since the early 1970's, Nova has experienced remarkably rapid growth in student enrollment by pioneering with innovative programs in many fields and by becoming a **national school** with study clusters across the nation. As of early 1977, Nova had over 7,000 students enrolled in 27 different states and also had programs outside the U. S.

Nova University has residential programs leading to the Doctor of Philosophy in behavioral sciences, life sciences, and oceanography, and the Juris Doctor in law. A number of degrees are offered in an off-campus format: the Doctor of Education in Elementary and Secondary School Administration; in Community College Education; and in Vocational, Technical and Occupational Education, as well as the Doctor of Public Administration and the Doctor of Education in Early Childhood Education. At the masters level the University offers off-campus degrees in Public Administration and Criminal Justice. The Master of Science degree is conferred in Administration and Supervision of Educational Systems, Biochemistry, Elementary Education, Computer Science, Environmental Oncology, Learning Technology, and Microbiology.

For further information on any of the above programs, consult the general Bulletin on all graduate programs. *This bulletin* contains the somewhat specialized information required by anyone interested in those offerings of **Graduate Management Programs** only for the Master of Business Administration, the Master of Human Resource Management, and the Doctor of Business Administration degrees.

MASTERS PROGRAM GENERAL INFORMATION

Acceptance Procedures. Students who do not meet all admission requirements prior to beginning class work are permitted to register as non-matriculants or conditional matriculants. Full matriculation is granted upon satisfaction of all requirements.

NON-MATRICULANT STATUS

This status is given to a student permitted to register for course work but who is lacking any of the following: a) transcripts b) letters of recommendation c) admission test date

CONDITIONAL MATRICULANT STATUS

This status is given to a student permitted to register for course work but who is lacking any of the following: a) satisfaction of prerequisite courses b) less than a 3.0 Grade Point Average c) submission of GMAT test score

FULL MATRICULANT STATUS

Students will be notified of formal acceptance to full matriculation status after completion of all necessary requirements.

Study Format. The school calendar operates year round, and the average student enrolls for two courses a Block which runs for three months. There are four weekend seminars for each course, each Block, with some courses requiring an examination on the 5th weekend. All courses represent three semester hours of graduate credit. Thus, the student is able to complete 24 credits of study a year by attending four Blocks, and the average student is able to satisfy all MBA/HRM requirements in about one and a half years.

Attendance Policy. Students must attend weekend seminars on a regular basis. Missing one of the four weekend seminars will be allowed if the matter is cleared with the instructor in advance. Excessive absences will result in a failing grade.

Transfer Credits. The University will accept up to six credits of graduate work (with a grade of not less than a "B") from an accredited program of graduate study at another institution; provided those graduate credits have not been applied toward another institution or provided those graduate credits have not been applied toward another degree and the course content is the equivalent of courses offered in this program. Applications for approval of graduate transfer credits must be made to the Graduate Management Program.

Grading Policy. Students are required to maintain a cumulative Grade Point Average (G.P.A.) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms. If probation is not removed at the end of the two terms, the student will be dropped from the program. A student may petition for reinstatement after six months explaining the reasons why academic potential has changed. Students who have reason to believe that there has been an error in assigning a grade may challenge the grade received. Contact the Graduate Management Program Office for the proper procedure for challenge of grade.

Incomplete Grade Policy. Students who receive a course grade of Incomplete (I) have one term (three months) in which to make up the incomplete. There is an additional charge of ten dollars (\$10) to process the grade change. At the end of the second term (six months) following the receipt of an Incomplete the I becomes a course grade of F. Removal of the F may only be accomplished by retaking the course at full tuition charge.

Graduation Requirements. In order to be eligible for graduation the student must fulfill the following requirements:

- 1) satisfaction of all prerequisites
- 2) maintain a minimum of 3.0 GPA for all graduate work taken
- 3) completion of all required course work
- 4) completion of twelve (12) courses for thirty-six (36) hours of credit

- 5) satisfactory completion of either the thesis or the experience paper.

Placement Services. There are no formal placement services offered to Masters students as most students are already employed. There is, however, an informal placement service offered through the office of the Program Director. Students wishing this service should submit an updated resume to the GMP office. It is anticipated that Nova University will have full placement services by early 1978.

Student Costs

Application Fee	\$15
Tuition (per credit)	\$70
Late Registration Fee	\$10
Split Payment Fee	\$10
Incomplete Fee	\$10
Interrupted Studies Fee*	\$15
Graduation Fee (Cap and Gown Extra)	\$15

*Interrupted studies fee is charged to students who do not register for course work for one term (3 months).

Financial Aid. Financial aid is available to full time students primarily through the Federally Insured Student Loan program. (FISL).

VA BENEFITS

Students who are eligible for Veterans Administration benefits are invited to consult the Nova VA advisor, Carol Knox (extension 205 or 206). The VA Regional Office can be reached on a toll free line (800)-282-8821.

GRADUATE ASSISTANTSHIPS

There is available a limited number of graduate assistantships each term which grant tuition waivers in exchange for help in operating tutorial sessions, grading for professors, or performing other support services related to program operation.

FAMILY TUITION PLAN

There is available a special tuition consideration ($\frac{1}{2}$ regular cost for second family member), when two or more members of the same immediate family are enrolled in the program.

Withdrawal and Refunds. Students may withdraw at anytime before the third weekend of classes and may request a tuition refund via a ***formal written request***. Refunds will be made solely at the option of Nova based on the legitimacy of the reason for withdrawal. When granted, refunds will be for the total tuition adjusted as follows: After first weekend 75%, after second weekend 50%, after third weekend 0%.

MASTER OF BUSINESS ADMINISTRATION

Curriculum. The program for the MBA in general management consists of 36 graduate credits with a thesis option. It is a model program of study designed and operated for the mature person with industry experience and thus, redundancy of learning associated with standard graduate programs is minimized. Courses cover essential behavioral and quantitative areas needed for making sound decisions. The MBA Program stresses an innovative learning process.

Admission Requirements. Admission requirements for the student wishing to matriculate for the Master of Business Administration are:

1. A baccalaureate degree from an accredited college.
2. Three letters of reference (academic or business).
3. A transcript of undergraduate record.
4. The intellectual capacity and motivation to pursue graduate work as determined by credentials or interview.
5. Satisfaction of prerequisites in college mathematics (6 credits), accounting (3 credits), economics (3 credits), psychology (3 credits), and statistics (3 credits).
6. A completed application form accompanied by a \$15 application fee.
7. Satisfactory performance on the Graduate Management Admissions Test administered by the Educational Testing Service, P.O. Box 966, Princeton, New Jersey 08540. (Options: GRE/LSAT)

Students who do not meet all these requirements may be permitted to register as non-matriculated or as conditional matriculants, gaining full matriculation upon satisfaction of all requirements.

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MBA Prerequisite Satisfaction. Those who have not completed undergraduate prerequisites may still enter the MBA program, however, they cannot enroll for any graduate course which has an undergraduate prerequisite.

Students have three optional methods of satisfying an MBA prerequisite. They may take the undergraduate course that is required for the MBA at Nova's undergraduate school or any other nearby college. Enrollment in the undergraduate course is permitted with enrollment in the MBA program. Note that undergraduate credits do not apply towards the MBA degree. See course descriptions.

They may challenge the basic undergraduate course, and by successful performance on a proficiency examination, waive the necessity of taking the entire course.

They may substitute a proficiency examination administered by a testing organization that has national recognition such as CLEP, CPEP, LOMA, or USAFI.

HUMAN RESOURCE MANAGEMENT

Nova University has a new program for career minded individuals in management. Its goals are surprisingly old fashioned and straightforward: creation of a program that will increase the effectiveness of people in any organizational setting, whether it be in the public or private sector. However, the learning design is refreshing and new. It is a blend of traditional and behavioral management concepts and it includes new ideas developed in recent times to meet the needs of Organizational Development.

Up to now, OD was a specialized field for management personnel working as internal or external organization consultants or the opposite degree of no application existed with unrelated courses in interpersonal relations. Most schools had offerings in OD for only the person already trained in the management area.

Nova's program will make the management and behavioral science available in a graduate degree so that both of these essential areas of the decision-making process can be mastered by the non-business major.

The program covers theory and skills required to bring about change in today's complex, dynamic environment. Whether it involves organization restructuring or implementing a more effective communication system, solving intergroup conflicts, complying with affirmative action requirements, or training personnel to avoid skills obsolescence—the problems all seem to deal with human resources.

Both the individual and the organization need to be continuously renewed. It is this technology that constitutes Human Resource Management.

Admission Requirements

1. A baccalaureate degree granted by a regionally accredited institution. The U/G degree may be in any major.
2. An academic record which indicates ability to pursue advanced study and research. The applicant's official

transcript must be submitted directly from the degree-granting institution. The Admissions Committee will determine the acceptability of the student's Grade Point Average in his U/G studies on a case by case basis.

3. Three letters of recommendation from professional associates which indicate the applicant's potential to pursue graduate study.
4. A short essay prepared by the applicant showing his determination and motivation to work towards the MS/HRM and also indicating some practical experience in the area of graduate study chosen.
5. One introductory course in economics and psychology. The GRE or the GMAT is not required for admission.

File your application with transcript to Nova for MS/HRM Program.

The university will accept up to six hours of graduate work with a grade of not less than a "B" from an accredited program of graduate study at another institution, provided those graduate credits have not been applied toward another degree and the course content is the equivalent of courses offered in this program. Applications for approval of graduate transfer credit must be made to the Graduate Admissions Office.

Masters Program Curriculum. Both the MBA and MS/HRM programs begin with a common core of five (5) required courses. Upon completion of this basic core, MBA students are required to take course work specializing in various methods of quantitative decision making while MS/HRM students concentrate more in behavioral science. There is a maximum of three electives available to all students, although MBA students selecting the thesis option will use one elective in preparing the thesis. MS/HRM students are required to submit a major Experience Paper (similar to a practicum) as a means of demonstrating integration of course work at the conclusion of their entire program of study.

Thesis Option. MBA students have the option of writing a thesis in lieu of the Experience Paper at the conclusion of the required program of study. Selection of the thesis option re-

quires the student to register for MBA 0113 for preparation of the thesis and reduces the number of electives possible to two (2) courses.

Experience Paper Option. Students electing the Experience Paper option will be required to submit a paper similar to a Practicum which will demonstrate the application of Management Program concepts to a "real world work" organization.

Policy on Scheduling Courses. It is the policy of Nova University and Graduate Management Programs that every required course must be scheduled every other Block of instruction at the minimum. For example, a required course offered Block I will also be offered Block III.

Required Courses. Any required course that is needed for graduation by a student in his/her last term will be offered as a Directed Individual Study (DIS) course, if the student so desires.

Elective Courses. Elective courses are offered at the demand of students. In order for an elective course to be scheduled a minimum of ten (10) students must request the course. If there are fewer than ten students, the elective will be offered as a small seminar or, if necessary, as a Directed Individual Study (DIS) course. While variations may be permitted to meet the particular needs of individual students it is strongly recommended that courses be taken in the following sequence:

MBA/HRM REQUIRED CORE COURSES

MBA 0101	The Environment of Business	Credits
	Enterprise	3
MBA 0120	Organizational Development &	
	Behavioral Factors	3
MBA 0121	Quantitative Methods in	
	Management	3
MBA 0122	Managerial Economics	3
MBA 0105	Industrial and Personnel	
	Relations	3
	Sub-Total	15

MBA REQUIRED COURSES

MBA 0107	Managerial Accounting	3
MBA 0108	Marketing Management	3
MBA 0109	Financial Management	3
MBA 0111	Business Policy	3
	Subtotal	12

HRM REQUIRED COURSES

HRM 518	Managerial Psychology: Individual & Group Behavior	3
HRM 520	Managerial Sociology: Organization Behavior	3
HRM 522	Interpersonnel & Intergroup Dynamics	3
HRM 524	Organization Development (Advanced)	3
	Subtotal	12

MBA THESIS OPTION

MBA 0113	Thesis Project	3
MBA ****	Elective	3
MBA ****	Elective	3
	Subtotal	9

MBA EXPERIENCE PAPER OPTION

Elective I	3
Elective II	3
Elective III	3
	<hr/>
	Subtotal 9
Total Hours	36

HRM ELECTIVES

Elective I	3
Elective II	3
Elective III	3
	<hr/>
	Subtotal 9
TOTAL HOURS	36

MASTERS PROGRAM COURSE DESCRIPTIONS

MBA/HRM 0010 Intensive Accounting for MBA/HRM Students

This is an accelerated undergraduate course stressing the essential elements of accounting skills that will be used in the MBA/HRM program. Managerial uses of accounting data and preparation of financial statements will be covered in this course.

MBA/HRM 0020 Quantitative Analysis for MBA/HRM Students

An undergraduate review of college algebra and elementary calculus, probability theory, and statistical analysis. (Strongly recommended for HRM students)

MBA/HRM 0030 Principles of Economics

Undergraduate economic concepts and analysis of the aggregate economy; deals with national income determination, economic fluctuations, monetary and fiscal policy, inflation, and economic growth.

MBA/HRM 0040 Introductory Psychology

Undergraduate basic concepts and methods; focuses on the individual and conditions which influence behavior. Covers biological foundations of behavior, growth and development, learning, individual differences, perception, and motivation.

MBA/HRM 0101 The Environment of Business Enterprise

Management problems arising from current domestic social changes; the relationship between business enterprise and society, particularly as reflected in the growth of consumerism and increased government involvement. **Pre-requisite: None.**

MBA/HRM 0105 Industrial and Personnel Relations

New patterns in labor-management relations and some of the factors underlying labor unrest in affluent societies; the personnel function within organizations. **Pre-requisite: MBA 0120 and 0101.**

MBA/HRM 0120 Organizational Development and Behavioral Factors

This course links the classical substance of organization and management with the analysis of organization elements and dimensions of human behavior in the work environment. **Pre-requisite: Undergraduate Psychology or undergraduate management or five years of middle-management experience.**

MBA/HRM 0121 Quantitative Methods in Management

Topics to be discussed include probability theory, decision making using expected value criteria, sampling theory, forecasting and simulation. Emphasis will be placed on managerial applications and the application of computer models where appropriate. **Pre-requisite:** Undergraduate statistics or MBA 0020.

MBA/HRM 0122 Managerial Economics for Decision Making

The application of economic theory and quantitative methods to business decision making. Product demand, marginal pricing, competitive bidding, and allocation of resources. **Pre-requisite:** MBA 0121 and undergraduate economics or MBA 0030.

MBA/HRM 0107 Managerial Accounting

Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets. **Pre-requisite:** Undergraduate accounting or MBA 0010.

HRM 0107 Financial Accounting

This course presumes no prior knowledge of accounting but students will cover those fundamentals which non-financial executives should be aware of, such as topics which repeatedly appear in the business section of the daily paper and in annual reports. Included will be material on: how financial statements are prepared, revenue recognition and timing, accrual concepts, accounting for fixed assets, tax considerations, corporate transactions involving externally raised and distributed capital and how reports must conform to generally accepted accounting principles. **Pre-requisite:** None. (Note: Not required but highly recommended for all HRM students.)

MBA 0108 Marketing Management

Planning the marketing effort and integrating it into the total operation of an organization; managing the marketing function. **Pre-requisite:** None.

MBA 0109 Financial Management

How to evaluate and select corporate assets; an introduction to security evaluation; a consideration of dividend and capital structure. **Pre-requisite:** MBA 0107, Accounting

MBA 0111 Business Policy

Intensive scrutiny of the strategy employed by successful corporations through cases and a management game which utilizes the computer to simulate business environments. **Pre-requisite:** Completion of all required courses.

MBA 0112 Research Methods in Business

Sources of business information; applicable research methods in the business sector; development of an independent research project.

MBA 0113 Thesis Project

The development and preparation of an independent research project. **Pre-requisite:** 27 MBA completed credits.

HRM 0518 Managerial Psychology: Individual and Group Behavior

A study of individual behavior and role within the group; establishment of productive personality and policies in order to accept and promote necessary change via identification of self concept and its origins. **Pre-requisite:** Introductory psychology at the undergraduate level or MBA 0040, MBA/HRM 0101 and MBA/HRM 0120.

HRM 0520 Managerial Sociology: Organization Behavior

The sociological and cultural context of modern organizations will be analyzed. The development of a theory for healthy organizations and how management personnel might reach this goal within today's environment. **Pre-requisites:** MBA/HRM 0101 and MBA/HRM 0120; and should be taken concurrently with HRM 0518.

HRM 0522 Interpersonal and Intergroup Dynamics

A detailed examination of how we communicate and react to others, as well as feedback on the process by which our feelings are expressed. The twin goals of experience enhancement and increased awareness will be developed through both conceptual and experiential approaches. Students must participate in a group experience. Note: CG 500 may be substituted for HRM 0522. **Pre-requisites:** HRM 0518 and 0520; concurrent registration in HRM 0524.

HRM 0524 Organization Development (Advanced)

Materials, techniques, and models currently being used as part of intentional change strategies used to solve people problems that exist in organizations—for both small groups and large systems. Actual research will be undertaken to study resolution of live conflict situations. **Pre-requisites:** MBA/HRM 0120, HRM 0518, 0520; and concurrent registration in HRM 0522 is recommended.

ELECTIVES

MBA 0200 Production Management

Theory and practice in management of industrial operations. Relationship of behavioral and "scientific" schools of management thought to the development of production management policy. **Pre-requisite:** MBA 0120.

MBA 0201 Statistical Quality Control

Advanced concepts of statistical analysis in industrial quality control. Construction and analysis of control charts and tolerance limits. Sample selection and evaluation. Normal and abnormal performance deviation and analysis. **Pre-requisite:** MBA 0121.

MBA 0202 Management of the Data Processing Function

The role of the manager in effective operation of a computer installation. Feasibility studies and equipment configuration requirements; cost analysis and inter-firm pricing. A survey of computer languages and problems. **Pre-requisite:** None.

MBA 0203 Money Market and Monetary Institutions

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. **Pre-requisite: Finance.**

MBA 0204 Comparative Management

Management philosophies in the U.S. compared and contrasted with management philosophies in other countries. The special role of management development in the "under-developed" countries. Historical and cultural development of management in Western Europe and Asia. **Pre-requisite: MBA 0101.**

MBA 0205 Sales Force Management

The training, motivation, and effective management of the sales staff. Application of distribution cost analysis to the sales function. Use of computer simulations in budgeting sales force activity. **Pre-requisite: MBA 0108.**

MBA 0206 Management of the Research Function

Establishment of budgeting procedures and cost controls for the research activity. Distinction between pure and applied research, and establishment of research goals. Personnel management within research function. **Pre-requisites: MBA 0105 and 0107.**

MBA 0207 Marketing Research

The establishment of an effective program of search of the external environment and the gathering of marketing data. Sources of market information; the use of the computer and computer simulations in market research. **Pre-requisite: MBA 0108.**

MBA 0208 International Business

Marketing systems in foreign countries; the role of institutions in international marketing; financing and tariff arrangements; control of foreign marketing activities. **Pre-requisite: MBA 0108.**

MBA 0210 Seminar in Operations Research and Systems Analysis

The concept of rational decision making and planning will be discussed with emphasis on profit maximization. Topics will include linear programming, waiting line theory, inventory, and simulation models. **Pre-requisite: MBA 0121.**

MBA 0211 Legal Environment of Business

The legal structure within which managers must function. Implication of trade regulation on managerial decision making. **Pre-requisite: MBA 0101.**

MBA 0212 Investment Principles and Policies

Managerial aspects of investment policy. Relation of investment strategy to money markets and business cycles. **Pre-requisite: MBA 0109.**

MBA 0213 Regional Economic Forecasting

Forecasting of economic activity within a region; special problems such as population and industry migration; effect of external forces on the economy. **Pre-requisite: Economics.**

MBA 0214 Government Regulation and the Air Transport Industry

A discussion of current policies and trends in the air transportation industry with regard to carrier regulation. Both carrier and agency representatives will participate in the development of this course. **Pre-requisite: Air transport or agency experience acceptable to instructor.**

MBA 0215 Urban Land Economics and the Housing Industry

Managerial decision-making factors in the land development and construction industries. Consideration of the financial, managerial, and marketing aspects of urban property development. Determinants of private and public demand for housing. **Pre-requisite: Economics.**

MBA 0216 Health Administration and Management

Managerial policies in the management of health care facilities. Budgeting and cost effectiveness analysis. Development of health information systems and health delivering models. **Pre-requisite: None.**

MBA 0217 Entrepreneurship and Venture Initiation

An explanation of the entrepreneurship function. Formation and operation of new business ventures. **Pre-requisite: Consent of instructor.**

MBA 0218 Public Service Personnel Administration Policy, Supervision and Practices

An exploration of the management of personnel in the public sector, administrative systems, with special emphasis on personnel policies in the law enforcement and related areas. **Pre-requisite: Consent of instructor.**

MBA 0219 Management Practices in the Public Service Sector

An analysis of managerial techniques and financial controls in the public sector, with special emphasis in the law enforcement area. **Pre-requisite: None.**

MBA 0220 Management Practices in the Non-Profit Sector

An analysis of managerial techniques in the administration of charitable and religious organizations. Financial and personnel policy development in the non-profit sector. **Pre-requisite: None.**

MBA 0221 Government Regulation & the Utility Industry Course Description

A discussion of current policies trends, and problems in the utility industry. A comparative approach to management practices resulting from inputs by government and user representatives. **Pre-requisite: MBA 0101.**

MBA 0225 Selected Topics in Management

Tutorial course only; topics to be selected in consultation with faculty advisor.

MBA 0230 Operations Research and Systems Analysis (Advanced)

Decision making through optimization models; use of probability, queueing theory, Markov Chains, Simplex procedures, and linear programming. **Pre-requisite: MBA 0121.**

Other electives from the Human Resource Management program may also be substituted for MBA electives. Please see your counselor for prior approval.

Students may also take courses offered by Nova University. However, they must receive prior approval from the Program office and submit a syllabus for course (s) taken to the Graduate Management Program Office.

Sample Listing of Behavioral Science, Human Relations, or Psychology Electives That May be Used Towards the HRM.

HB 501 Human Development I (or Psychology 0105)

HB 502 Human Development II

HB 510 The Learning Process (or Psychology 0195)

HB 521 Motivation (or Psychology 0165)

HB 530 Abnormal Psychology

HB550 Group Processes (or Psychology 0130)

HB560 Personality and Psychotherapy (or Psychology 0120)

HB570 Behavior Modification (or Psychology 0120)

HB585 Social Change

HB587 The Sociology of Deviant Behavior (or Psychology 0139)

PSY112 Criminology

PSY125 Interpersonal Communication and Social Influence

PSY133 T-Group and Sensitivity Training

PSY135 Counseling and Psychotherapy

PSY137 Community Psychology

PSY145 Industrial Psychology

The above is not meant to be an exhaustive list, but shows only a partial example of the flexible nature of the MS/HRM after two thirds of the program's required courses have been satisfied.

DOCTORAL PROGRAM IN BUSINESS ADMINISTRATION

The Doctorate in Business Administration curriculum intends to prepare people for careers in university teaching, research, and managerial positions whether it be in business or government, the private or public sectors. The program will impart techniques of decision-making in an applied environment and the development of necessary research skills to go along with the type of responsibility expected. Business Administration has now become a professional discipline. The DBA program will try to cover the entire spectrum of general knowledge in both quantitative and behavioral areas of management to the extent that no special area will receive a concentration.

Students may do additional theoretical research in an area of specialized interest as long as the problem is of sufficient scholarly quality and meets the criteria of having an applied nature. It is expected that all students will have the necessary basic tools for operating in either an applied or theoretical environment at the completion of the program.

A final objective will be to develop executives or teachers (or both) who are not only leaders but can use their backgrounds to innovate, experiment and design so that large systems and complex organizations would benefit from their training and expertise.

Program Schedule. The DBA will run on a year-round basis and will take approximately three years to complete; thirty-six months for completion of the nine modules of course work; and additional time for completion of comprehensive qualifying exams and the major concluding research project.

Each module will meet five times during a four month period, i. e., every three weeks. The meeting time will be on Saturday from 9:00 a. m.-5:00 p. m., thereby providing a total of 40 class contact hours/module.

Program Format. The DBA will be offered in the cluster format whereby approximately thirty students are organized to study a common curriculum in lock-step fashion from the commencement of the program to its completion. There will be a five year time limit for completion of the program measured from the commencement of the first instructional module. Like several other successful Nova programs, the DBA will have weekend classes and will operate on a year round basis. The first level administrator of the cluster will be a cluster coordinator who will be appointed to handle many of the administrative details of the cluster. The cluster coordinator will act as liaison between Nova University and the student members of the cluster. The coordinator will be an advisor, ally, and academic mentor to all the participants.

Financial Information—Tuition & Fees. At the present time the expected tuition will be approximately \$2000.00 per year for the three years of work for the initial clusters, \$2,500.00 per year for later clusters.

Admission requirements for the student wishing to matriculate for the Doctorate in Business Administration will be as follows:

1. A Masters Degree from an accredited college—preferably a Master in Business Administration or a Master of Science in Management.
2. Three letters of reference either academic or professional.
3. Submission of official transcripts from all previous academic institutions.
4. A genuine intellectual capacity and motivation to pursue graduate work as determined by credentials, interview and written essay.
5. Satisfaction of prerequisite course work and understanding in a) Accounting/Finance, b) Economics, c) Management/Organization Theory, d) Psychology, and e) Statistics/Quantitative Methods.
6. Submission of a test score from the Graduate Management Admission Test with a score of 500 or better. If the score on the GRE is 1100 or better it may be used in lieu of the GMAT score.

The admissions committee will also examine, through its interview with the candidate and via the written essay, the applicant's capacity to be a leader and the potential for management sought by the program administration. Each applicant should have shown progressively greater job experience and responsibility as well as some indication that the program would be useful in his/her future career plans.

PROGRAM OF STUDY

The curriculum will consist of nine modules which are general fields/areas of knowledge. They are as follows:

- | | |
|---|---|
| <p>I. Administrative Theory & Practice
 Structure
 Organizational Theory
 History of Management
 Thought & Theory
 Communications
 Managerial Planning
 Leadership Styles
 Overall Process of Management</p> | <p>Power, Influence, Prestige & Authority
 Roll Concept Theory
 Change Strategy
 Conflict Management
 Intervention Theory</p> |
| <p>II. Organizational Behavior & Development
 Behavioral Science
 Group Dynamics/Behavior
 Theory of Personality
 Creativity/Innovation
 Interpersonal Factors</p> | <p>III. Planning, Budgeting and Control
 Planning Process
 Financial Accounting
 Managerial Accounting
 Budgeting Process
 Resource Allocation
 Economic Analysis & Feasibility Studies
 Administrative Control System
 PERT, PPBS</p> |

Cost Effectiveness
Program Planning
& Evaluation
Systems Analysis
Taxes & Capital
Formation

**IV. Information and
Decision Sciences**

Quantitative
Analysis/Statistics
Decision Making
Forecasting
Management
Science &
Operations
Research
Simulations &
Models
Implementation
Artificial
Intelligence/
Heuristic
Techniques
Linear
Programming
Game Theory
Computer
Utilization

**V. Human Resource
Management**

Manpower
Utilization
Government
Regulation &
The Personnel
Function
Job Analysis &
Design
Job Enrichment
Performance

Appraisal
Leisure Time
Utilization
Incentive Systems
Fringe Benefit
Factors
Management
Responsibilities
Unions &
Collective
Responsibility

**VI. Environmental,
Political & Social
Factors**

Foreign Relations
and Business
Trade
Comparative
Public Control
Systems
Social Change and
Post-Industrial
Organizations
Anti-Trust and
the Market
Mechanism
Business Influence
and the Polity
Public Interest and
Private Property
Social Cost
Analysis
Commerce and
the Creative Arts
National Economic
Planning
Organized Labor
and Corporations

**VII. Management
Education &
Development**

Educational
Psychology
Learning Theories
Learning Design/
Development
(Goals, Objectives)
Empirical Review
of Training
Systems
Evaluation Design

**VIII. Research &
Development
Management**

Objective &
Science
Models, Hypothesis
& Theory
Measurement &
Research Tools
Descriptive &
Explanatory
Research
Descriptive and
Explanatory
Analysis

Research
Proposals, Grants
& Contracts
Evaluative
Research
Technology & The
Research Function

**IX. Strategy, Policy &
Planning**

Reviewing
Managerial
Functions
Management
Audits
Planning-Nature
& Dimensions
Conceptual
Planning Models
Operational
Planning Models
Role of Top
Management
Implementation
Technologies
Business Games
Organized Growth
Strategy

Comprehensive Exams. At the end of the first five modules, students will have either written or oral examinations (or both) as a proficiency check. These will also be used as a means of assessing and evaluating the delivery system of the DBA Program. At the conclusion of the last (ninth) module, another comprehensive, qualifying examination will be taken.

The candidate for the DBA must satisfy the graduate faculty that he/she has achieved:

- (A) Mastery of the Basic areas of concentration
- (B) A high degree of proficiency in a specialty area in which the student chooses to concentrate for his/her own benefit
- (C) Competency in the use of analytical and research tools in quantitative and research methodologies as well as information systems such as accounting, budgeting, economics, and finance.

Prospective candidates will be held responsible for these areas of information and should, therefore, do appropriate investigation of each subject area as they work towards the program's conclusion.

Integrated Papers. At the completion of each module the student will be responsible for an integrated paper (comparative analysis) that will show the application of current theory and knowledge in an applied setting. Many of these will be of a problem-solving nature and will explore the opportunity for alternative solutions. The purpose of these papers will be to integrate the latest theoretical information with the very best skills application resulting in a solution that might improve the job environment in which the participant operates.

Paper quality will be monitored through a grading process by staff at the Nova Campus. The staff will seek improvement in paper quality and growth in the stature and quality of the work as the student progresses towards his final goal in the DBA program. For this reason, it is expected that each paper will address itself towards major and significant problems of operating a business or solving the problems found in complex organizations.

Major Concluding Applied Research Project.

By the third year, the student will select a topic for investigation and will begin writing definitively thereon. This concluding project will have all of the features of a dissertation and will be written in scholarly style with appropriate research and references. It should reflect intensive specialization for the student in a specific area of interest. Standards with regard to the major concluding project are still evolving.

National Workshops. DBA students will be required to attend two national workshops for this program. The workshops will be held in conjunction with the Academy of Management's Annual Meetings which are held in major U.S. cities on a rotating basis and a schedule will be published for forthcoming meetings. The 1977 annual meeting will be held at the Orlando Hyatt House in Orlando, Florida. Program participants should budget travel and living expenses for the national workshops.

The provisions set forth in this bulletin are not to be regarded as an irrevocable contract between the student and Nova University. The regulations and requirements herein, including 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 which he 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 University will be considered receivable and will be collected.

Nova University maintains a system of records which includes application forms, letters of recommendation, admission test scores and transcripts of students' previous academic records and Nova University transcripts. These records may be made available upon written request through the Office of the Registrar. The law limits access and disclosure to a third party. Such access is given only upon consent of the student or if required by law.

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

Parents or eligible students will be provided a hearing by Nova University if they wish to challenge the content of the record. If still not satisfied, the parents or eligible student may add explanatory or rebuttal matter to the record. If the student or parents are denied access to a hearing or if records are alleged to have been illegally disclosed to a third party, the student or parents may file a complaint with the Office of the Deputy Assistant Secretary (of HEW) for Management, Planning and Technology.

Nova University practices a policy of nondiscrimination in employment and admission. We hire employees and admit students of either sex and of any race, color and national or ethnic origin.

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☐ Application Form

☐ Request appointment for
counseling

☐ V.A. Information

☐ GMAT Bulletin

☐ Federally Insured Loan
Application

☐ Schedule of graduate classes
for next block

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