Master of Business Administration Program for the Full Time Student

Nova Southeastern University

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Nova Southeastern University's carefully designed and sequenced full-time M.B.A. degree program emphasizes application of business concepts to the real world. The program curriculum provides students with a solid foundation in functional areas of business and equips them with the necessary analytical and managerial skills.
The School of Business and Entrepreneurship at Nova Southeastern University emphasizes creativity, innovation, and productivity in human enterprise. The educational philosophy of the school is growth through the practical application of theory. The school projects an activist, interventionist strategy in the delivery and design of its programs in pursuance of this educational philosophy.
INTRODUCTION

Nova Southeastern University is located in one of the fastest-growing cities in the United States — and commercially one of the most dynamic. With world-class cultural and tourist attractions and 23 miles of oceanfront, Fort Lauderdale is an ideal place to live, work, and study.

The Nova Southeastern University School of Business and Entrepreneurship offers an innovative and highly flexible full-time M.B.A. program designed for students with an undergraduate degree who have little or no work experience in business. The format and schedule enable students to enroll full time and complete all degree requirements in one calendar year.

Outstanding faculty, innovative curriculum and internship offerings, comprehensive information resources, and opportunities for personal growth are the hallmarks of the Nova Southeastern University full-time M.B.A. program.

The success of NSU's M.B.A. students shows that the University is meeting the needs of a global marketplace that continues to grow and change. Students have advanced their careers through the application of knowledge, skills, and strategic thinking gained through NSU's programming. The business school's graduates are receiving recognition for their leadership capabilities — which they attribute to their experience at Nova Southeastern University.
ACCREDITATION

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. Since Nova Southeastern has undergone scrutiny to meet regulations in some 30 states, it is among the most evaluated universities in the country.

MEMBERSHIPS

- American Assembly of Collegiate Schools of Business
- American Council on Education
- Association of Collegiate Business Schools and Programs
- College Entrance Examination Board
- Council of Graduate Schools of the United States
- Council on Postsecondary Accreditation
- Florida Association of Colleges and Universities
- Independent Colleges and Universities of Florida
- National Association of Schools of Public Affairs and Administration
- National Management Association
- Sigma Beta Delta National Honor Society

EDUCATIONAL BACKGROUND

Many of Nova Southeastern University's graduate students in the School of Business and Entrepreneurship have earned undergraduate degrees in a business field. However, that is not a requirement for admission to the M.B.A. program, which was designed to accommodate those with undergraduate degrees in the liberal arts or technical fields.

The M.B.A. program is a broad, general management degree program that prepares students for a variety of business leadership roles. Students who lack the necessary foundation work may take NSU courses utilizing a video-computer format or enroll at a regionally accredited college or university. Grades from such courses must be equivalent to a C or better. Students may also fulfill this requirement by passing CLEP examinations administered by the Educational Testing Service. CLEP information may be obtained from the registrar's office. Students may also opt to take a competency exam administered by the School of Business and Entrepreneurship. Further information may be obtained from the Office of Student Services.

STANDARDS FOR ADMISSION

Admission to NSU's full-time M.B.A. program is competitive and is based on a number of important factors, including a student's undergraduate grade point average, Graduate Management Admission Test (GMAT) scores, letters of recommendation, and a 500- to 1,000-word essay. In addition, students must be computer literate.

All students admitted to the M.B.A. program must have earned a baccalaureate degree from a regionally accredited college or university or, in the case of international students, submit academic transcripts to World Educational Services, Inc., for an evaluation of the undergraduate degree earned.

The Graduate Admissions Committee sets admission guidelines and makes decisions on admitting students to the graduate program. Once the applicant's admission file is received (see Application for Admission), an evaluation is made to fully admit the student, provisionally admit the student, or deny the student admission. Any student who is denied admission to the M.B.A. program has the right to appeal the decision to the Graduate Admissions Committee in writing.
APPLICATION FOR ADMISSION

For admission as a degree-seeking graduate student, applicants must:

1. Submit a completed graduate admission application form accompanied by a nonrefundable $40 application fee.

2. Provide official transcripts of previous college work, received directly from each institution attended. If transcripts were issued under a previous name, a note must be attached to the application indicating this. Unofficial transcripts may be initially submitted to attain provisional acceptance, however, official transcripts must be submitted for full matriculant status. Transcripts and all information concerning admission to the program should be sent to:

Office of Student Services
Nova Southeastern University
School of Business and Entrepreneurship
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315-3025

3. Perform satisfactorily on the GMAT (Graduate Management Admission Test) and request that a test score report be sent directly from the Educational Testing Service, Princeton, New Jersey. Information about the GMAT may be obtained by writing to:

Graduate Management Admission Test
Educational Testing Service
CN 6103
Princeton, New Jersey 08541-6103
(609) 771-7330

4. Provide three letters of recommendation from individuals familiar with the applicant's ability to undertake graduate work (for example, professors, employers).

5. Compose a 500- to 1,000-word essay identifying your career goals and how an M.B.A. will assist in achieving them.

6. Have access to a computer and modem to utilize NSU's online communications system. Provisional acceptance may be granted by submitting items 1 and 2. Provisionally accepted students are allowed to register for classes. Full matriculant status must be achieved within six months of starting classes by submitting items 1 through 5.

INTERNATIONAL APPLICANTS

In addition to the required items listed above, all international students applying to the M.B.A. program must submit the following:

1. A score report on the Test of English as Foreign Language TOEFL (the minimum acceptable score is 550). Students who score between 500 and 549 may enroll in the Intensive English course. This course is designed to increase the student's understanding of written and spoken English to a satisfactory level for graduate study. The intensive English course is only offered in the Fall and Winter terms. Those wishing to enroll in graduate study in the Spring or Summer terms must retake the TOEFL, and pass with a minimum score of 550. However, students who have taken their degrees in English or from a U.S. school are exempted from the TOEFL. Information about the TOEFL may be obtained by writing to:

TOEFL/TSE Publications
P.O. Box 6154
Princeton, New Jersey 08541-6154
(609) 771-7760

2. Transcripts printed in or officially translated to English from all previous colleges attended.

3. Financial certification with appropriate supporting documents.

Important: Transcripts must show specific subjects taken and the grade earned in each. If grades are expressed in other than the American system, a statement from the school must accompany the transcript showing conversion to A's, B's, C's, etc. Diplomas, certificates, or general letters indicating attendance at a school will not substitute for transcripts.

In addition, all international student applicants must submit their transcripts and documents from foreign institutions to World Education Services, Inc., for a multipurpose evaluation of the undergraduate degree earned and the institution granting it. Application forms for this may be requested from the Office of the University Registrar.

All international students are subject to the policies as stated in the section entitled "Standards for Admission."
TRANSFER CREDIT

A maximum of six semester hours of resident graduate-level credit taken at other regionally accredited institutions may be applied toward a master's degree at Nova Southeastern University.

1. Transfer credit must be reviewed and approved as graduate-level credit by the director of the M.B.A. program.

2. Credit for professional experience or work done by correspondence, extension, or professional development will not be granted toward the graduate degree.

3. Only credits earned with a grade of B or better will be considered for transfer. Grades of "Pass" or "Credit" are not acceptable unless the awarding institution certifies that such grades are equivalent to a B or better.

4. Transfer credits need not correspond with those available at Nova Southeastern University, but must be deemed appropriate to the M.B.A. degree.

5. Upon admission, transfer credit for graduate students will not automatically be evaluated and applied to the student's graduate work. Graduate students desiring transfer credit must submit a written request for evaluation to the M.B.A. program director. Such evaluation will be performed according to transfer credit evaluation policy in effect at the time of the student's admission or readmission to the M.B.A. program. In addition to the written request, the student will be required to submit a photocopy of the course description.

PROGRAM FORMAT

The program format consists of four terms per year, commencing in October, January, April, and July. Students may enter the program in October and January and will enroll in classes scheduled on Monday through Thursday. Although not recommended, students may also choose to enroll for classes in the weekend program. The weekend classes include adult, postentry professional students who are pursuing graduate degrees on a part-time basis.

LENGTH OF PROGRAM

While students will be able to complete their entire program in one calendar year, they are not required to do so. Full-time students must meet all academic prerequisites for their M.B.A. degree and fulfill the internship requirement.

DEGREE REQUIREMENTS

The M.B.A. student will complete 41 graduate hours in addition to any required undergraduate foundation courses/prerequisites. The 41 hours are earned in 12 three-credit-hour courses, a one-credit Leadership class, and a four-credit internship or master's thesis.

INTERNSHIP

Full-time M.B.A. students will be required to fulfill the internship requirement before graduation. The internship consists of 240 work hours in a private or public institution. The ultimate goal of the internship requirement is to help the student gain further insight into the practical nature of business. The following are a few of the many organizations sponsoring students in an internship program:

- Atlantic Gulf Communities
- Blockbuster Video
- First Professional Management Co.
- Florida Marlins
- Holy Cross Hospital
- John Alden Life Insurance
- Jones Intercable
- Miami Herald
- Royal Crown Cola
- Smith-Barney-Shearson
- Sun Sentinel
- World Trade Center of Miami

UNDERGRADUATE FOUNDATION COURSES

- Statistics 3 credits
- Macroeconomics 3 credits
- Marketing 3 credits
- Accounting 3 credits
- Business Finance 3 credits

Satisfactory completion of the foundation courses is required for enrollment in graduate-level courses.
SPECIALIZATIONS

Students may elect to specialize in a particular area of study or obtain a certificate in the following areas:
- Accounting
- Finance
- Health Services Administration
- Human Resource Management
- International Business
- Management Information Systems
- Marketing
- Public Administration

The specializations require students to take three courses in the desired discipline in addition to M.B.A. degree requirements. For the listing of specialization courses, please refer to the course description section. Upon completion of the three specialization courses, students will receive a specialization certificate in addition to the M.B.A. diploma.

J.D./M.B.A. PROGRAM

Nova Southeastern University offers a joint program leading to a simultaneous award of the J.D. and the M.B.A. degree. Students admitted to the joint program must complete the first-year program at the law center (28 hours). They will not be permitted to enroll in courses at the School of Business and Entrepreneurship during that period. Although the joint program will normally be completed in four years, highly motivated students can complete all course work in three calendar years.

Requests regarding the J.D./M.B.A. program should be directed to:
Shepard Broad Law Center of Nova Southeastern University
3305 College Avenue
Fort Lauderdale, FL 33314-7721

Students must first be accepted to the law school program and complete their first year before beginning M.B.A. classes.

M.B.A./M.I.S. PROGRAM

M.B.A. component
- Management: Theory and Application
- Organization Behavior and Development
- Quantitative Methods in Management
- Managerial Economics for Decision Making
- Managerial Accounting
- Marketing Management
- Financial Management
- Business Policy
- Values-Based Leadership
- Internship
- Master's Thesis

M.I.S. component
- Management Information Systems
- Information System Project Management
- Databases in MIS
- Organization of the Computing Environment
- Telecommunications and Computer Networking

Courses for the M.B.A. component are offered by the School of Business and Entrepreneurship in the format described before. The M.I.S. component of the joint degree is offered by the School of Computer and Information Sciences on a weeknight format.

M.B.A. CURRICULUM

- Management: Theory and Application
- The Legal, Ethical, and Social Values of Business
- Organizational Behavior and Development
- Human Resource Management
- Quantitative Methods in Management
- Managerial Economics for Decision Making
- Managerial Accounting
- Marketing Management
- Financial Management
- Business Policy
- Customer-Oriented Processes and Strategies
- Contemporary Entrepreneurial Practices
- Values-Based Leadership
- Internship or Master's Thesis
FINANCING THE M.B.A.

Tuition is due and payable at the time of registration. Please refer to the insert entitled "Tuition Schedule" for a full disclosure of fees.

Additional information on graduate financial assistance is available from the Office of Student Financial Aid. Financial support is usually provided in the form of loans, with eligibility based on financial need. Individuals wishing to apply for any type of financial assistance must fill out the Nova Southeastern University Financial Aid Application and a Free Application for Federal Student Aid (FAFSA). A financial aid transcript is required from each college that the student previously attended, regardless of whether financial aid was received. The priority deadline for these forms is April 1.

Federal Perkins Loans are available to full-time graduate students in amounts up to $1,500 per academic year, depending on need.

Federal Stafford Loans are also available to half- or full-time students demonstrating need. The maximum amount that a graduate student may borrow per academic year is $8,500.

The Unsubsidized Federal Stafford Loan is available, regardless of need. Up to $8,500 per academic year may be borrowed.

Students who have questions concerning financial assistance are encouraged to contact:

Nova Southeastern University
Office of Student Financial Aid
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 452-3380
800-522-3243

TIME LIMIT

A student is allowed five years from the time M.B.A. work is begun at Nova Southeastern University to complete the master's degree.

ESTIMATED COSTS

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<tr>
<th>Item</th>
<th>Cost</th>
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<td>Fees</td>
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<td>Books and Supplies</td>
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<td>On-Campus Housing</td>
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<td>Double Room</td>
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<td>Single Room</td>
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<td>Food</td>
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<tr>
<td>Personal</td>
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<td>Total</td>
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</table>

FACULTY

All full-time faculty members in the School of Business and Entrepreneurship have earned doctorates in their respective fields and have either owned their own businesses, worked in business, or engaged in consulting. A national core of adjunct faculty augments Nova Southeastern's full-time professional staff. The diverse backgrounds and years of experience of the faculty facilitate in-depth discussion across a broad spectrum. A special effort is made to integrate practical with theoretical points of view.
**Veterans' Benefits**

The Office of the University Registrar handles applications and enrollment for students entitled to veterans' benefits. Eligible veterans and veterans' dependents should contact the Office of the University Registrar at (954) 452-7241 or 800-541-6682, Ext. 7241.

**Graduate Assistantships**

Assistantships are available only to students who have completed the core courses in the M.B.A. program. When vacancies exist, they are filled on a competitive basis. The assistantships pay the equivalent of the course tuition in exchange for negotiated student services. Interested students should contact the School of Business and Entrepreneurship for more information.

**Housing**

Information on housing for graduate students can be obtained from:

Nova Southeastern University  
3301 College Avenue  
Fort Lauderdale, Florida 33314-7796  

Housing is limited by program and availability. For further information, call 800-541-6682, Ext. 7052.

Many graduate students find their own apartments, often sharing them with classmates or family. There are numerous furnished and unfurnished apartments available in the greater Fort Lauderdale area.

**Library Resources**

The Albert and Birdie Einstein Library houses the University's major collection of books and journals in the humanities and sciences. Its more than 70,000 volumes can be searched through the library's computer catalog. Additionally, more than 20 specialized indexes in CD-ROM format are available, as is dial-up access to the online catalogue. The Einstein Library is equipped to perform online literature searches using DIALOG information databases, and reference librarians will assist students in structuring searches.

The library is a member of SEFLIN, a cooperative library network that speeds access to materials from other institutions throughout southeast Florida. Nova's Einstein Library has also been named a cooperating library of the Foundation Center in New York, giving students access to a special collection for grants and foundation research.

In addition to the Einstein Library, the University houses the William Springer Richardson Library at the Oceanographic Center, the University School Media Center, the Health Professions Divisions Library at the North Miami Beach campus, and the Law Library of the Shepard Broad Law Center. Students may obtain many different services by accessing the Electronic Library through the campus UNIX system using your computer and modem.

**MicroLab**

One of the University's major computer resources, the MicroLab located on the Davie campus, offers hardware and software resources for course work and workshops based on applied microcomputer technology. The lab has the most popular microcomputers—IBM, Gateway, Zenith, and Apple—and online facilities are available for access to the UNIX operating system. Labs are available on both the Davie and east campuses for registered students, providing various software packages—computer-assisted instruction, word processing, database management, electronic spreadsheet, and statistical programs. The School of Business and Entrepreneurship strongly recommends that M.B.A. students have their own personal computer and modem.
The purpose of the Career Resource Center is to assist students in all aspects of the decision-making, planning, and placement process. Its mission is to support students and alumni and enhance their development through a variety of career-related services. The center strongly encourages active participation in students' development and throughout their college years and beyond.

**AVAILABLE SERVICES**

**South Florida Employment Listings**
A list of numerous career positions immediately available in the South Florida area.

**Part-Time Employment Opportunities**
Designed to help students gain valuable experience in their chosen field of study and earn money.

**Out-of-Area Vacancies**
Listings of positions available across the state, the country, and overseas.

**On-Campus Recruiting Program**
Interviews with local, national, and international organizations are available through our office.

**Seminars**
Resume Writing and Interviewing Techniques seminars are offered monthly. Check with us about other job-search topics that are offered periodically during the semester.

**SIGI-PLUS**
A computerized career guidance program for college students offering self-assessment and information on careers.

**Career Counseling**
Interest-testing and individual one-on-one sessions to address researching career information and career goals.

**Career Expo**
An annual career information fair featuring organizations with employment opportunities.

**Career Information Bulletin Board**
Information on recruiting, Career Resource Center presentations, and special events.

**Career Library**
A resource room with information on graduate schools, careers, resume writing information, interviewing techniques, and other career-planning material. Reference magazines and newspapers, study-abroad information, and company information are on file.

**Graduate Credential Placement Files**
Files for alumni containing resume, reference letters, and transcripts. Upon request, packets are mailed to prospective employees in an attractive binder with the NSU insignia.

**Special Events**
Graduate School Fair, Career Days, Career Expo, and MORE...

The Career Resource Center services are available to help students choose and plan for their careers. Those who are undecided about a major, or just unsure about what career opportunities are available, should visit the center. Remember that people change majors and careers, and there is sometimes confusion about deciding on a career plan. Meet with a career counselor and look at issues like the job market, careers in demand, evaluating goals, and more.

The Career Resource Center is located in the Rosenthal Student Center. The hours are Monday to Friday, 8:30 a.m. to 5:00 p.m. Please call (954) 475-7504 or 800-541-6682, Ext. 7504 to make an appointment, or visit the center for assistance.
LOCATION

Nova Southeastern University is located on 227 acres in the town of Davie, Florida, just southwest of Fort Lauderdale. While the students enjoy a quiet, safe, suburban campus, NSU is easy to reach by public and private transportation. The Business School is located on a separate 10-acre campus in downtown Fort Lauderdale.

The area is a principal coastal region in South Florida. The climate is subtropical and has an average year-round temperature of 75 degrees. The university is surrounded by natural areas for such outdoor activities as sailing, fishing, golf, tennis, and swimming. In your free time, you can visit the Miami Dolphin Training Facility on the NSU main campus when practices are open to the public.

Fort Lauderdale offers the best in entertainment. You can shop on trendy Las Olas Boulevard or visit the Fort Lauderdale Museum of Art and the Museum of Science and Discovery. For the performing art enthusiast, the Broward Center for Performing Arts features major Broadway musicals, several ballet and opera companies, and concerts. You can also go to famous Fort Lauderdale Beach, only 15 minutes east of NSU's main campus.

The City of Miami, located 25 minutes away, gives you more choices for entertainment. If the nightlife is more your scene, venture into trendy South Beach. World-famous Bayside Marketplace and Cocowalk provide excellent shopping opportunities. If you like sporting events, you can watch your favorite professional team play with the Miami Heat, Miami Dolphins, Florida Marlins, or the Florida Panthers. There is something for everyone in this wonderful area.
Contributions from the various schools of contingency management. Impact of The Legal, Ethical, and Social applications to real situations in business, This course examines the legal, ethical, and social responsibility of business in a modern management. Consideration of the various functions of management in light of the contemporary emphasis on contingency management. Impact of public opinion and computers.

The Legal, Ethical, and Social Values of Business (3 cr.)
This course examines the legal, ethical, and social responsibility of business in a modern, global, management-oriented, decision-making context. The major focus of the course is the legal material which encompasses such subjects as the Bill of Rights and business, anti-trust, labor, employment, discrimination, and consumer protection law. The values of morality and social responsibility also are addressed; and the graduate business student is asked to ascertain the morality of business practices and laws regulating business as well as to determine the responsibility of business to society as a whole.

Organization Behavior and Development (3 cr.)
Links the classical substance of organization and management with the analysis of reorganization elements and dimension of human behavior in the work environment.

Human Resource Management (3 cr.)
Personnel administration in the United States, emphasizing the development, management, and scope of personnel relations in the public services. Major topics: an overview of personnel management ideas prevalent in the United States; the structure of the public personnel system; recruiting and managing personnel; responsibility and control of personnel; and the future of personnel management.

Quantitative Methods in Management (3 cr.)
Topics to be discussed: probability theory, decision making using expected value criteria, sampling theory, forecasting, and simulation. Emphasis on managerial applications and the application of computer models where appropriate.
Prerequisite: undergraduate statistics or GMP 5002.

Managerial Economics for Decision Making (3 cr.)
Application of economic theory and quantitative methods to business decision making. Product demand, marginal pricing, competitive bidding, and allocation of resources.
Prerequisites: undergraduate economics and quantitative methods in management.

Managerial Accounting (3 cr.)
Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets.
Prerequisite: undergraduate accounting.

Marketing Management (3 cr.)
Planning the marketing efforts and integrating them into the total operation of an organization; managing the marketing function.
Prerequisite: undergraduate marketing.

Financial Management (3 cr.)
Fundamentals of capital building, cost of capital, optional capital structure, and rate of return analysis. How to evaluate and select corporate assets; an introduction to security evaluation; a consideration of dividend and capital structure.
Prerequisite: undergraduate finance.

Business Policy (3 cr.)
Intensive scrutiny of the strategy established by successful corporations in planning, selecting, and implementing objectives. Examples for analysis from assigned cases and the utilization of a simulation management financial analysis project.
Prerequisite: completion of all required courses.

Internship (4 cr.)
Students gain practical experience through satisfying a four-credit internship. Students enroll in four one-credit internships (one each block) and attend a monthly seminar with other students.

Creating Customer Value (3 cr.)
This course stresses the service aspects of an organization, especially customer service, marketing and organizational responsiveness, and how to create superior customer value. Via an integrated marketing and operations perspective and the use of case analysis, students will understand how to blend the delivery of service and quality, together with pricing strategies to maximize the value proposition. Strategies for optimizing and communicating customer value, measuring customer orientation, and relationship management are also examined.

Contemporary Entrepreneurial Practices (3 cr.)
Emphasizes the economic and behavioral aspects of entrepreneurship. Case studies of individuals who have lived the entrepreneurial experience.

Value-Based Leadership (1 cr.)
This course will focus on the theory and practical application of leadership as a high-order individual capacity. It will address the leader as a strategist who helps determine where the organization is to be directed and how it will get there. The content will begin with an identification of a set of leadership values and will include an examination of traits, power, authority, styles, and transformational leadership. Special consideration and attention will be given to decision making throughout the course.
ACCOUNTING
GMP 5713 Accounting Theory (3 cr.)
The study of generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement income, influence of professional standards, and the future of the profession.

GMP 5725 Financial Statement Analysis (3 cr.)
A review of financial statements for fairness and completeness in reporting. Focus is on the analysis of financial statements and related footnotes from the standpoint of the different users of the statements.

GMP 5733 Advanced Managerial Accounting (3 cr.)
An advanced-level discussion of variance analysis, cost allocations, transfer pricing, and the use of modeling to solve business problems.

FINANCE
GMP 5530 Money Market and Monetary Institutions (3 cr.)
The function of financial intermediaries; the use of short-term debt and the effective management of cash resources; the nature of and risks involved in the use of short-term financing.

GMP 5560 Advanced Financial Policy (3 cr.)
The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures.

GMP 5620 Investment Principles and Policies (3 cr.)
The managerial aspects of investment policy and relation of investment strategy to money markets and business cycles.

HEALTH SERVICES ADMINISTRATION
GMP 5440 Health Policy and Planning (3 cr.)
Students will review various forces that create, implement, and control health care policy, including political, financial, and demographic elements. The course also includes a review of the processes through which public policies, statutes, and regulations governing health care are formulated and implemented at state and local levels.

GMP 5447 Marketing for Health Care Organizations (3 cr.)
This course offers acquisition and application of principles of marketing to practical problems and situations in a variety of health care organizations. Among the assignments are developing and defending a market plan based on a strategic plan of the organization. Approaches to quality assessment of health services and cost constraints in a competitive environment are also analyzed.

GMP 5471 Planning, Budgeting, and Control in Health Care (3 cr.)
This course offers a comprehensive overview of the management functions and planning, budgeting, and control from the perspective of the health care administrator. Emphasis will be placed on developing skills with a strong base in strategic planning, financial planning, and budget preparation.

HUMAN RESOURCE MANAGEMENT
GMP 5240 Advanced Organization Development (3 cr.)
Materials, techniques, and models currently being used as part of intentional change policies used to solve people problems that exist in organizations—for both small groups and large systems. Actual research will be undertaken to study the resolution of live conflict situations.

GMP 5320 Management Communications (3 cr.)
This course will explore various problems associated with communications in business and offers selected concepts designed to correct them. Students will participate in experimental learning via numerous exercises to increase their communication skill.

GMP 5360 Human Resource Development (3 cr.)
Topics to be covered include personnel planning, recruitment and selection, employee evaluations, performance appraisal and assessment centers, and training and development.
SPECIALTY COURSES

INTERNATIONAL BUSINESS

GMP 5815 International Banking and Investment (3 cr.)
An investigation of both investors' international opportunities and sources of financing for businesses. Topics include international and offshore banking, Eurofunds markets, and stock exchange and related investment products. Analysis of advantages and disadvantages of the sources of funds and application of business and investment theory are included.

GMP 5818 International Business Environment (3 cr.)
A study of the geographic, cultural, and political environment, together with the economic capacities and potential of a region. Examines business policies and practices relevant to the conduct of international operations and trade. The region's role in the global economy and the opportunity presented to foreign businesses are assessed.

GMP 5833 International Marketing (3 cr.)
An overview of the unique aspects of marketing in the global economy that provides a framework for analysis leading to marketing management decisions. 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.

MANAGEMENT INFORMATION SYSTEMS

MMIS 620 Management Information Systems (3 cr.)
The application of information system concepts to the collection, retention, and dissemination of information for management planning and decision making. Conceptual foundations, structure, planning and development of management information systems. The role of MIS in an organization and the fit between the system and organization.

MMIS 630 Databases in MIS (3 cr.)
The application of database concepts to management information systems. Design objectives, methods, costs, and benefits associated with the use of a database management system. Tools and techniques for the management of large amounts of data. Database design, performance and administration. File organization and access methods. 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.)
The role of telecommunications and computer networks in management information systems. Technical fundamentals and design of telecommunications and computer networks. Strategies, tools, and techniques for network planning, implementation, management, maintenance, and security. Topics include ISDN and B-ISDN, the OSI model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics. Trends in standardization, Internet working, downsizing, and the development of local area networks (LANs), wide area networks (WANs), metropolitan area networks (MANs), and enterprise-wide networks are examined.
PUBLIC ADMINISTRATION
TBA—Please refer to the current Schedule of Classes

MARKETING
GMP 5550 Sales Management (3 cr.)
The training, motivation, and effective management of the sales staff. A survey of current marketing and sales management concepts and relationships, with emphasis on management of selling activities and the outside sales force as one major phase of marketing management. Topics covered include a thorough discussion of all elements of the sales management process, via organizing, recruiting, selection, training, motivating, compensating, supervising, and controlling the sales force.

GMP 5574 Customer Service Management (3 cr.)
This course will introduce and examine a broad range of theory and practical applications for managers and direct contact employees in today's service organization. Focus will be on managing each "moment of truth" or critical contact between the customer and the front line service employee. Emphasis will be on those organizations that have become service "superstars" and the key techniques they utilize. The contents will establish the crucial link between sound human resource policies and customer service excellence. The course will rely heavily on participants' background and managerial skills to develop successful strategies and systems that can be implemented in their own organization.

GMP 5833 International Marketing (3 cr.)
This course presents an overview of marketing in an international business environment and provides a framework upon which multinational marketing management decisions can be based.
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A primary goal of the School of Business and Entrepreneurship at Nova Southeastern University is growth through practical application of theory. Our full-time Master of Business Administration Program offers an exciting opportunity to build a strong comprehensive career foundation. The faculty and students work together to create an environment that encourages intellectual curiosity, academic rigor, and teamwork. The opportunity to interact with the business community complements the academic setting.

My staff and I welcome the opportunity to provide any additional program information you require. If we can be of service, please let us know.

Charles Blackwell, D.P.A.
Director, M.B.A. Program
APPLICATION FOR

EDUCATION
List in reverse order (most recent first) all colleges and universities attended. Official transcripts must be submitted for course work taken.

<table>
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<tr>
<th>Name of College</th>
<th>State</th>
<th>Date Started (Mo/Yr)</th>
<th>Date Ended (Mo/Yr)</th>
<th>Major Field</th>
<th>Degree</th>
<th>(Mo/Yr)</th>
<th>GPA</th>
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Do you intend to transfer any graduate-level credits toward your master's degree?

☐ YES  ☐ NO  If yes, list:

Course Number  Title  Institution  Dates

CITIZENSHIP STATUS:
☐ U.S. citizen  Do you require an 1-20 visa?  ☐ Yes*  ☐ No
☐ Nonresident alien  If you have a visa, indicate status code ________
☐ Resident alien  Country of citizenship ____________________________
Native language ________________________________

Additional procedures are required for admission of nonresident alien students.
Please contact the Office of International Student Services for further details at (954) 452-7240.
* Please submit financial statements with application.

ETHNIC ORIGIN DATA
(this information is requested for reporting purposes only):

Check one of the following:

☐ Hispanic origin
☐ Asian or Pacific Islander
☐ American Indian or native Alaskan

☐ White (not of Hispanic origin)
☐ Black (not of Hispanic origin)

APPLICANT STATUS AT TIME OF APPLICATION:

First time attending Nova Southeastern University?  ☐ Yes  ☐ No
# ADMISSION

**EMPLOYER'S NAME AND ADDRESS**

Name __________________________
Address _________________________
Your title/primary responsibility ____________________
Business Telephone (______) ______________________

**HONORS:**

Honors and other evidence of high scholarship __________________

**REFERENCES:**

List below three business or faculty references who will submit letter of recommendation on your behalf. Letters are to be submitted directly to the Admissions Office.

<table>
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<th>Name and Address</th>
<th>Position/Title and Organization</th>
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Professional licenses that you hold __________________
Business, professional, and social organizations in which you have been active: __________________

**FINANCIAL AID:**

Have you applied for financial aid? □ Yes □ No

Have you filed a Free Application for Federal Student Aid (FAFSA)? □ Yes □ No

If yes, when was the FAFSA sent to Iowa City, Iowa? __________________ Date ____________

**SIGNATURE:**

I declare that the above information, to the best of my knowledge, is complete and accurate. I agree to abide by all rules and regulations of Nova Southeastern University.

_____________________________________________ Date ____________

Applicant's Signature __________________

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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. Southeastern University admits students of any race, color, sex, age, nondisqualifying disability, religion or creed, or national or ethnic origin.
MESSAGE TO THE APPLICANT:

1. Type or print in ink all information required on this application and return with the nonrefundable $40 fee payable to Nova Southeastern University.
2. Request to have your official transcripts sent directly to the School of Business and Entrepreneurship.
3. If you have a GMAT score, please have an official copy of the report forwarded to SBE from the Educational Testing Service in Princeton, New Jersey. (Please check your program brochure for the required test, portfolio, or CPA license.)
4. Submit three letters of recommendation directly to SBE.
5. Submit a 500 to 1,000-word essay describing your professional accomplishments and goals.

For Official Use Only

Expected starting date _______ / _______ / _______ Location ______________________

Month Day Year

Social Security Number ____________________________

Name __________________________________________

Last First Middle (Maiden)

Current Mailing Address __________________________

Number and Street City_______________________________

County State ZIP Home Telephone Work Telephone

Permanent Mailing Address __________________________

Number and Street City ________________________________

County State ZIP Telephone __________________________

When did you take, or when do you plan to take, the GMAT? ________

EMERGENCY CONTACT:

Name ____________________________ Male Female

Address __________________________

Home Telephone ____________________ Business Telephone ____________________ Ext. ______

When did you take, or when do you plan to take, the GMAT? ________
LETTER OF RECOMMENDATION

Last name  First name  Middle name

is applying to Nova Southeastern University for admission to a program of graduate study in the field of:

The Admissions Committee would appreciate your estimate of the applicant's aptitude for graduate study. Your comments on the applicant’s attitude toward work, as well as his or her ability and performance as a student or employee, would be extremely helpful. Please include also a brief characterization of the applicant as a person.

Letters of recommendation are required and are an important part of the application for admission. Applications cannot be acted upon until complete; therefore, you are requested to return your recommendation as promptly as possible to the director of admissions, School of Business and Entrepreneurship, Nova Southeastern University, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.

THE RECOMMENDATION

Signature: ___________________________ Date: __________
Address: __________________________

(Please do not complete this form if the waiver below has not been completed and signed.)

TO THE APPLICANT:
Please complete this portion of the recommendation form before giving it to your source of reference.

Pursuant to the Family Education Rights and Privacy Act (Buckley Amendment) enacted on December 31, 1974, I DO ☐ I DO NOT ☐ waive the right to inspect and review this completed recommendation.

Applicant's Name (print) ___________________________ Signature ___________________________
Social Security Number ___________ Program ___________ Semester Date ___________ Full Time ☐ Part Time ☐
FULL-TIME M.B.A. PROGRAM

NOVA SOUTHEASTERN UNIVERSITY

LETTER OF RECOMMENDATION

Last name                      First name                      Middle name

is applying to Nova Southeastern University for admission to a program of graduate study in the field of:

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THE RECOMMENDATION

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Social Security Number ___________________________ Program ___________________________ Semester Date ___________________________ Full Time □ Part Time □
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Nova Southeastern University practices a policy of non-discrimination in employment and admission. Nova Southeastern University does not discriminate on the basis of race, color, age, sex, nondisqualifying handicap, religion or creed, or national or ethnic origin.