Graduate Management Programs Bulletin of Masters Programs 1979

Nova University

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Graduate Management Programs

Bulletin of Masters Programs

Nova University

Celebrating its 15th year as a leader in higher education.
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Graduate Management Programs
Nova University
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Nova University
Celebrating its 15th year as a leader in higher education.
Having entered its second decade, Nova University is beginning to see the impact that its graduates are having upon the institutions within our society. Many of the University's programs are mission-oriented, designed to improve the performance of professionals, and evidence is being collected which indicates that Nova alumni are having a strong, positive effect on the institutions in which they are employed.

Our Ph.D. alumni are functioning in universities, in research laboratories and in private practice; our professional doctoral students are emerging as leaders in their fields; our law graduates are becoming active in law firms and governmental offices; and our master's students are demonstrating improved performance in their respective professions.

Independent education must continue to be responsive and adaptable to the varying needs of potential students if it is to represent a true alternative to the tax-supported sector. Nova University is committed to maintaining quality at the same time it is meeting these needs.
Nova University

Founded in 1964, Nova University celebrates its 15th anniversary as a leader in higher education this academic year. It is an independent university which is non-sectarian, non-profit and racially non-discriminatory.

Unusual among institutions of higher education, Nova is an independent university which is non-profit, non-sectarian, and racially non-discriminatory. Numerous graduate programs in a variety of fields provide master's, doctoral, and post-doctoral education. Also, non-degree, continuing education programs are offered. Nova College, a private demonstration school, serves children from preschool through seniors in high school.

Since its beginning, the University has been distinguished by its unique programs which provide non-traditional choices in educational programs, and its important research which is aimed at solutions to problems of immediate concern to mankind.

In 1970, Nova University joined in an educational consortium with the New York Institute of Technology, an independent, non-profit institution with campuses in Manhattan and Old Westbury, Long Island. This mutually beneficial relationship permits each institution to draw on the personal and physical resources of the other, giving maximal benefit to the students of each and to society in general.

With students studying in Florida, in 22 states and Washington, D.C., and in foreign countries, Nova University is a national — indeed, an international — university.

Accreditation Nova University is accredited by the Southern Association of Colleges and Schools, the official accrediting agency for institutions of higher education in the southeastern states.

Campus and Off-campus Locations The Nova University main campus is located on a 200-acre site west of Fort Lauderdale at 3301 College Avenue in the town of Davie, Florida. It is 10 miles inland from the Atlantic Ocean and is easily accessible from major U.S. and state highways, including I-95 and Florida's turnpike.

The Nova University center at Coral Springs is located at 3501 University Drive. Degree programs, non-credit courses, and cultural events that serve the residents in north Broward County and in Palm Beach County are held in Coral Springs.

Many Nova University students attend classes on the main campus or at Coral Springs. But consistent with its educational mission to provide educational opportunities to adult students wherever they may be, Nova offers degree programs and continuing education experiences at off-campus centers locally, throughout Florida, across the United States, and in foreign countries.

ACADEMIC CENTERS AND MAJOR PROGRAMS OF STUDY

Behavioral Sciences Center The Behavioral Sciences Center focuses on the study of man and his behavior.

The Department of Psychology offers the Ph.D. in clinical psychology, child psychology, and research and evaluation. The Master of Science degree is offered in counseling, gerontology, applied psychology, psychometry, school guidance, and the Educational Specialist degree is offered in school psychology.

The Department of Education and Social Services offers the Ed. D. in early childhood and the Ph.D. in education, with a specialty in early childhood. Master of Education degrees are offered in bilingual education, emotional disturbances, mental retardation, motor disabilities, specific learning disabilities, reading, the gifted child, secondary education, elementary education, early childhood, and health education. The Master of Science in childcare administration and in human services is also offered. These programs are offered on-campus, and many are presently offered at a number of off-campus sites.
Also within the Center are various institutes and programs, including master's degree programs in computer science and computer systems management, the Behavioral Sciences Clinic, the Nova University Clinic, Inc., the Children's Assessment and Treatment Program, the Biofeedback Laboratory, the Intensive English Program, the Institute of Child-Centered Education, and the Institute of Social Services to Families. These institutes and programs provide facilities for research and service in the behavioral sciences.

Master's Program in Criminal Justice
The Undergraduate Criminal Justice Program (see the Center for Undergraduate Studies) is complemented by a Master's Degree in Criminal Justice. In both cases, the target population is that of employed professionals in the Criminal Justice system, as well as anyone interested in pursuing a career in criminal justice or related areas. The master's program is designed to bring theory, research, and management skill sets to bear on the three substantive components of the criminal justice system - police, law and the courts, and corrections. The graduate program has approximately 225 students in it and presently operates 13 clusters in 6 states.

Intensive English Program for International Students
The Program is designed to meet the needs of the non-English-speaking person who wishes to enter college or continue a profession in the United States. Students are given an intensive English-as-a-second-language program as well as a general orientation to America and its college work.

This program is specifically designed to meet the needs of the individual student by diagnostically determining the language ability of each student and programming more advanced studies as the student progresses.

Center for Higher Education
The Center for Higher Education offers the Doctor of Education, with specializations in Community College Education; Vocational, Technical and Occupational (VTO) Education; and Adult Education. The Center also offers a master's degree in institutional development. The Center now offers programs in 20 states, as well as Puerto Rico.

Present enrollment in the Center is approximately 1000. Since the Center's inception in 1972, 850 practitioners have been graduated.

Center for Labor and Industrial Relations
The Center seeks to provide working professionals in the field of labor and industrial relations with the most current knowledge, insights, and skills to enable them to serve with greater professionalism and competence. It also aims to provide opportunity to those seeking a mid-career change to attain the necessary background for entry into the field of labor and industrial relations, and to train recent college graduates for careers in the field. The Center provides consulting services to corporations and agencies and conducts research projects, surveys and related activities for the community. It plans to offer the Master of Science in Labor and Industrial Relations, a career-oriented program presented in a format and at times and locations that meet the needs of working professionals. The Center presently operates at the New York Institute of Technology, Old Westbury Campus.

Intensive English Program
The Program is designed to meet the needs of the non-English-speaking person who wishes to enter college or continue a profession in the United States. Students are given an intensive English-as-a-second-language program as well as a general orientation to America and its college work.

This program is specifically designed to meet the needs of the individual student by diagnostically determining the language ability of each student and programming more advanced studies as the student progresses.

Center for the Study of Law
The Law School, a traditional on-campus program, was opened to its first students in September, 1974. It received its provisional accreditation from the American Bar Association in August, 1975 and has maintained that status while building toward full ABA accreditation.

The Law School accepts about 200 students in an entering class and maintains a faculty of over 20 full-time professors. The focus is on preparing people to be lawyers in a rapidly changing and expanding society.

Life Science Center
Established in 1970, the Center has awarded the Ph.D. in Biological Sciences and the Master of Science degree.

Research has been directed toward the nature of chalones, improved antitumor therapy, the role of herpes virus in pulmonary cancer, the
effects of hyperbaric oxygen on the immune system and the synthesis of artificial benzene from natural carbon sources.

The Life Sciences Center is in the process of reorganization as a result of the Leo Goodwin institute's acquiring new facilities. No new students will be accepted during the 1979-80 academic year.

Graduate Management Programs  Graduate Management Programs (GMP) at Nova University offers a variety of programs that stress innovative learning processes and delivery systems for mature working professionals who wish to increase their managerial effectiveness. Major programs offered are as follows: the Master of Business Administration (MBA), the Master of Science in Human Resource Management (HRM) and the Master of Science in Computer Systems Management (CSM). There are also various majors that may be taken in conjunction with the MBA and HRM degrees, such as Accounting, Health Management, Entrepreneurial Studies, and Marketing. GMP sponsors a number of professional workshops in Business Administration and Management, and also operates a Certificate in Banking Program for commercial bank personnel (CIB) and a Certificate in Savings and Loan Management (CISL). In conjunction with the Center for the Study of Law, GMP awards the MBA along with the JD for those students who complete the core requirements.

The Doctorate in Business Administration (DBA) curriculum prepares people for careers in high-level teaching, research, or managerial positions.

All of the above programs are available locally at Nova in Fort Lauderdale and most of the programs are offered in an external degree program format through an arrangement called the academic cluster.

GMP serves over 500 students through clusters both in the United States and in foreign countries.

National Teacher Education Programs  National Teacher Education Programs (NTEP), both independently and in cooperation with professional teacher organizations, provides graduate work for K-12 educators leading to the Master of Science and Educational Specialist degrees. Certificate programs and credit courses are also offered in educational uses of microcomputers, educational writing, and various specialized aspects of administration and labor relations. These courses are provided at times and locations which are convenient for teachers. Instruction is designed in a time-intensive mode to meet the professional needs of highly motivated, career-minded educators.

The Educational Specialist degree is offered in: Educational Development; Administration and Supervision; and Curriculum and Instruction with the following majors: elementary education, English, mathematics, physical education, reading, science, social studies, general.

The Master of Science degree is offered in Modern Educational Systems; Administration and Supervision; and Curriculum and Instruction in any of the following majors: English, mathematics, physical education, science, social studies, general.

Programs are offered independently in Broward and Palm Beach counties in Florida; union-sponsored programs are currently provided in Arizona, California, Hawaii, Nevada, and in the following Florida counties: Alachua, Brevard, Charlotte, Collier, Dade, Duval, Indian River, Lake, Monroe, Pinellas, and Sarasota. There are approximately 1,500 students registered in the National Teacher Education Programs at any one time.

Ocean Sciences Center  The Ocean Sciences Center is located on a nine-acre site in Port Everglades with direct access to the Atlantic Ocean. Various buildings situated around a boat basin house offices, the Richardson Library, a current meter facility, electronics shop, computing center, and machine shop.

In addition to graduate studies that lead to Master's and/or Ph.D. degrees in Ocean Sciences, research programs concerning experimental and theoretical investigations are conducted. Primary research interests include sea-air interactions and couplings; the Gulf Stream system; ocean waves, circulations and transports; ocean biology, marine culture and ecology; ocean geology; and oceanic impacts on climate fluctuations.

Center for Public Affairs and Administration  The Center for Public Affairs and Administration is devoted to improving public administration, labor-management relations, and criminal justice administration through innovative educational programs.

The Center conducts two graduate programs, both delivered in an off-campus format.

The NATIONAL DPA PROGRAM FOR ADMINISTRATORS is designed for experienced persons in administration, labor-management relations, criminal justice administration, or community service agencies.

The MANAGEMENT AND PUBLIC SERVICE PROGRAM is designed for persons aspiring to management positions in public and community service agencies. This Program leads to either a Master
of Public Administration degree or to a Master of Science in Public Management degree.

In addition, through its Government Assistance Service, the Center seeks to promote efficient and economical methods of administering local government and other public bodies.

School Center Programs included in the School Center are: THE UNIVERSITY SCHOOL, an independent, culturally-integrated, non-profit school offering instruction to an enrollment of 870 students; THE READING LABORATORY, a resource center and library of reading programs which provides diagnostic and prescriptive services for school age children; THE LEARNING TUTORIAL PROGRAM.

The School Center of Nova University provides the University and South Florida communities with innovative and alternative educational environments and programs for students from ages two and one-half through eighteen.

The Center serves as a demonstration facility, a training center and research laboratory for graduate students in the Behavioral Sciences Center and to education majors in the Center for Undergraduate Studies.

Center for School Leadership Development The Center for School Leadership Development offers the Doctor of Education degree on an external basis through its National Ed.D. Program for Educational Leaders. Open only to practicing elementary- and secondary-level school administrators, this program provides three years of targeted study, in which candidates must pass eight study areas, satisfactorily complete three performance-oriented practicums, and attend two summer institutes. By focusing on real life situations and school problems, the Program moves toward its goal of improving elementary and secondary schools. The Program is currently being offered to candidates in 17 states and the District of Columbia and has an enrollment of approximately 600.

Center for Undergraduate Studies The Center draws upon the extensive human and technological resources of the New York Institute of Technology (NYIT), its sister institution within the Nova-NYIT Federation. It offers a wide variety of credit and non-credit courses, workshops, and institutes, as well as programs of study leading to certificates and to the Bachelor of Science degree. The Center offers principally evening and weekend courses at the Nova University main campus in Davie, as well as in Coral Springs and at locations in Dade and Palm Beach counties.

NOVA COLLEGE is the arm of the Center for Undergraduate Studies which offers credit courses. The Bachelor of Science degree and a variety of certificate programs are offered in business, human sciences, and education.

Most of the approximately 1,000 students currently enrolled in Nova College have passed the traditional age of undergraduates and are employed — many have families.

INSTITUTE FOR RETIRED PROFESSIONALS The Institute for Retired Professionals (IRP) serves the specific needs of the growing retirement community in South Florida.

Nova's IRP offers an opportunity for retired professionals to renew their education in a unique way. Because of their varied interests and life experience, IRP members act as teachers and students at the same time: they share with and learn from one another.

LIFELONG LEARNING INSTITUTE Serving the entire community with programs designed for young and old, the Institute offers a wide array of non-credit lecture series, seminars, and workshops. Career certificate programs (for college degree credit and not-for-credit) are available for individuals seeking to upgrade their skills or to change careers.

Lecture series are offered during the school year in 6-week cycles.
The Graduate Management Programs at Nova University offer a variety of programs that stress innovative learning processes and delivery systems for mature working professionals who wish to increase their managerial effectiveness. Major programs offered are as follows: The Master of Business Administration (MBA) which thoroughly develops and stresses the quantitative skills used in management; The Master of Science in Human Resource Management (HRM) which is built on a foundation of behavioral science for managers who are responsible for such functions as organizational staffing requirements, affirmative action and equal opportunity requirements, management education and development, or career planning. The Master of Science in Computer Systems Management (CSM), which is for supervisory personnel who want to improve their careers in either data processing departments or computer installations anywhere. There are also various majors that may be taken in conjunction with the MBA and HRM degrees as, for example, Accounting, Health Management, Energy Technology Management, Entrepreneurial Studies and Marketing. GMP sponsors a number of professional workshops in areas of Business Administration and Management, and also operates a Certificate in Banking Program for commercial bank personnel (CIB), and a Certificate in Savings and Loan Management (CISL). In conjunction with the Center for Study of Law, GMP awards the MBA along with the JD for those students who complete our core requirements. The JD and MBA joint degrees are of special value to attorneys who have career plans with large organizations and corporations.

The Doctorate in Business Administration (DBA) curriculum prepares people for careers in high level teaching, research, or managerial positions. The DBA curriculum covers the spectrum of foundation knowledge, both quantitative and behavioral, represented by the professional divisions and interest groups of the Academy of Management.

All of the above programs are available locally at Nova, Ft. Lauderdale, and most of our programs are offered in external degree program format through an arrangement called the Academic Cluster. Nova University is acknowledged as a leader in external degree programs, and for having coined and defined the word Cluster. This division has also developed the Cluster concept in another form with the Corporate Masters Program (CMP) for the MBA and HRM degrees. Here the special flavor is on applied problem-solving for the business organization.

In summary, GMP serves over 500 students in both the United States and international clusters and we have brought our talents to the mature working professional giving him or her the opportunity to upgrade their managerial skills while increasing their overall organizational effectiveness and value as a result of our programs.

Accreditation Nova University is accredited by the Southern Association of Colleges and Schools (SACS) and is a member of the Council on Post-Secondary Accreditation (COPA), a nationwide organization which includes all the separate regional accrediting commissions. The University is also a member of the Florida Association of Colleges and Universities and the Independent Colleges and Universities of Florida (ICUF). Nova is a member of the American Council on Education (ACE), the College Entrance Examination Board (CEEB), and the Council of Graduate Schools of the United States (COGS). Nova University is listed in Graduate Study In Management, a publication of the Graduate Management Admissions Council, as a school that practices reasoned choices in the selection process for graduate management education by its use of the GMAT.

Competency Based Learning All of the programs and courses offered by GMP have behavioral objectives and learner outcomes. The reason for specifying these objectives are to help all of us, students, faculty and administration, reach our goals without wasting resources. For the most part, our education and training programs are of a vocational nature and employers can be assured that their financial support for their employees in the form of tuition reimbursement serves a valuable purpose: the improvement of managerial skills. We constantly endeavor to improve our courses through multiple evaluations and we will share the results of these with interested parties who contact the program office.
Masters Programs Admission Requirements

Admission requirements for the student wishing to matriculate in the masters program are:

1. A baccalaureate degree from an accredited college; the undergraduate degree may be in any major.
2. Three letters of recommendation (academic or business), written directly to the Graduate Management Program office which indicate the applicant's ability to do graduate work.
3. An official transcript of undergraduate record, required from all colleges/universities attended.
4. The intellectual capacity and motivation to pursue graduate work as determined by credentials and/or interview.
5. Satisfaction of required undergraduate prerequisites (3 semester hours each). MBA: accounting, economics, psychology, and statistics. HRM: economics, psychology. A course in statistics is highly recommended although not required so that HRM students will not be at a disadvantage in successfully completing the graduate Quantitative Methods course.
6. A completed application form accompanied by a $25 nonrefundable application fee.
7. Satisfactory performance on the Graduate Management Admission Test (GMAT) administered by Educational Testing Service, P.O. Box 966, Princeton, New Jersey 08540. (Options: Graduate Record Examination and Law School Admission Test (GRE/LSAT) only if already taken and if a high score has been achieved.) MBA: Required. HRM: Required if undergraduate grade point average is lower than 2.5.

Prerequisite Satisfaction

Those who have not completed undergraduate prerequisites may still enter the masters programs; however, they cannot enroll for any graduate course which has a specific undergraduate prerequisite.

Students have two options of satisfying a masters prerequisite: they may take the undergraduate course required with Graduate Management Programs at Nova or any other nearby accredited college. Students may substitute a proficiency examination administered by a testing organization that has national recognition such as CLEP, LOMA, or USAFI. Enrollment in the undergraduate course is permitted concurrent with enrollment in the masters program. NOTE: Undergraduate credits do not apply towards the masters degree.

Acceptance Procedures

Only students who meet all admission requirements prior to beginning class work are granted full matriculant status. Students who do not meet all admission requirements prior to beginning class work are permitted to register as non-matriculants or conditional matriculants.

NON-MATRICULANT 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. NOTE: Non-matriculant status does not guarantee continuation in the program once all credentials have been received and reviewed.

CONDITIONAL MATRICULANT 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.

PROBATIONARY STATUS is given to a student on academic probation for weak academic credentials. This student must maintain a 3.0 or higher GPA for the first six months of graduate course work, with no grade lower than a “B” or the student will be dismissed from the program.

FULL MATRICULANT STATUS is granted upon satisfaction of all requirements for admission to the masters program. Students will be notified of formal acceptance to full matriculant status after satisfaction of all admission requirements.

International Students

In addition to the foregoing procedures, international students must also submit a TOEFL score of 500 or higher, be evaluated by the bilingual program as having a level 4 proficiency and undergo an interview with the Graduate Management Program staff to determine English language competency for graduate work in business.

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 or a class meeting on the fifth 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 or 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 only if the matter is cleared with the instructor or the program office (if the
Grading System The grading system for the Masters Program is as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
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<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
</tr>
<tr>
<td>C</td>
<td>Acceptable</td>
</tr>
<tr>
<td>D</td>
<td>Failing</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
</tr>
</tbody>
</table>

Instructor is not available) in advance. Excessive absences will result in a failing grade. Requests for excused absences should be submitted in writing.

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 degree and the course content is the equivalent to courses offered in this program. Applications for approval of graduate transfer credits must be made in writing to the Graduate Management Program Office and students are advised to receive recognition for this work at the time of admission.

Grading Policy Students are required to maintain a cumulative Grade Point Average (GPA) 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 may 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 formally protest and invoke the grievance procedure covering all course work in Graduate Management Programs. Copies of this procedure are available from the Program Office.

Incomplete Grade Make-up Students who receive a course grade of Incomplete (I) have two terms or six months in which to make up the Incomplete. There is a charge of ten dollars ($10) to process the grade change from I to the grade earned. At the end of the 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.

Student Costs

<table>
<thead>
<tr>
<th>Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (nonrefundable)</td>
<td>$25</td>
</tr>
<tr>
<td>Tuition (per credit)</td>
<td>$90</td>
</tr>
<tr>
<td>Late Registration Fee</td>
<td>$10</td>
</tr>
<tr>
<td>Split Payment Fee</td>
<td>$10</td>
</tr>
<tr>
<td>Incomplete Fee</td>
<td>$10</td>
</tr>
<tr>
<td>Interrupted Studies Fee</td>
<td>$15</td>
</tr>
<tr>
<td>Graduation fee (excluding cap and gown)</td>
<td>$15</td>
</tr>
<tr>
<td>Continuation Fee</td>
<td>$150 annually</td>
</tr>
</tbody>
</table>

In order to avoid confusion on the matter of fees, students are invited to discuss the matter with our financial clerk in the program office, but we will provide a brief explanation here. The Tuition for any undergraduate courses which are taken as prerequisites is $150 per course. The Late Registration Fee is charged any time payment is received by the school beyond the last closing date for registration. The Split Payment Fee is an additional processing charge which is billed when students have made only partial payment during the registration period. The Interrupted Studies Fee is charged students who do not register for coursework for one term and are therefore removed from our active student roll. The Continuation Fee is an annual charge which begins six months after the completion of final coursework.

Student fees are due and payable at the beginning of each term. In the event that extreme circumstances necessitate the deferment of partial tuition, the student must contact the Graduate Management Program Office and make individual arrangements including the signing of a promissory note.

Financial Aid Nova University operates several programs of student financial aid in order to assist a number of students in meeting direct and indirect educational expenses. Its financial aid programs derive from federal, state, and private sources. Details of the various programs are available from the Office of Financial Aid, located within the Registrar’s Office.

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

Graduate Assistantships There are a limited number of graduate assistantships available 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. These
assistantships are available only to students who have completed the course in question, earned an outstanding grade and received the recommendation of the faculty.

**Family Tuition Plan** Only GMP offers special tuition consideration (fifty percent of regular cost for second family member), when two or more members of the same immediate family are enrolled in any of GMP's programs simultaneously. The family tuition plan does not operate with any other program or department at Nova outside of GMP.

**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 the first weekend 75%, after the second weekend 50%, after third weekend 0%.

**Graduation Requirements** Because we allow students to begin class work without full matriculation status, it is important to remember that no student will graduate from the program without gaining full matriculation status. In order to be eligible for graduation, the student must fulfill the following requirements:
1. completion of all admission requirements
2. satisfaction of all prerequisites
3. maintain a minimum of 3.0 GPA for all graduate work taken
4. completion of all required course work
5. completion of twelve (12) courses for thirty-six (36) hours of credit and/or the special requirements of any major
6. satisfactory completion of either the thesis or the experience paper.

**Time Limit** The time limit for all masters programs is five (5) years. A Continuation Fee of $150 a year will be charged beginning six months after course work has been completed. Students may petition the program office for an extension of the time limit which will only be granted in rare, extenuating circumstances.

**Placement Service** Nova operates a placement office for Nova graduates. In order to utilize the placement service, students must submit an updated resume to the Graduate Management Programs Office upon graduation. This service is available to its graduates as a lifelong benefit of Nova University. The placement office also requires the completion of separate paperwork also.

**Library Resources** Nova University recognizes the importance of adequate library facilities for graduate students interested in pursuing research. As such, a short summary of our services is in order. Nova maintains four separate libraries on campus. These are small but growing

**Faculty** The Nova GMP faculty is represented by outstanding national lecturers. Their qualifications in teaching, research, publications and consulting fields of management are the best available. As a rule, they hold full appointments on the faculties of other major universities, but work with us in the GMP program as adjuncts in their specific fields. Many of our faculty have worked with us since we began our programs several years ago providing experience and continuity to the Program. Those interested in knowing about the faculty may contact the program office; the curriculum vita of prospective or current faculty will be made available.
in acquisitions each year. The separation of library facilities is by functional utility and allows concentrations which students will find quite useful.

The major university collection is in the Behavioral Sciences Library. Other collections are in the Law Library, Life Sciences Library and Ocean Sciences Library. These libraries provide the usual reference services to students and faculty and are helpful in accessing remote bibliographic and information sources. More unusual perhaps is Nova’s emphasis on currently generated research materials. In order to make these available to students, the libraries have made use of current technology with computer assisted data searches as well as with heavy utilization of microfiche systems.

Among the nationally recognized services available to GMP students at the university’s libraries are the ERIC document service, DIALOG, the Lockheed Data Base System which relies on information retrieval through computer terminals, ASI and EDUCOM which give access to other databases.

Computer Services The University has a new Digital Equipment Corporation’s Systems Twenty computer. There is also available twenty-four hour access to terminals for use by students who might want to take advantage of the various stat packages and programs in our computer library. Students must make arrangements through the program office for this service.

Counseling All required paperwork for admission to the Master’s Programs of GMP may be processed through the mail. However, new students must come in for mandatory counseling. During the counseling process, you will be advised as to which requirements for acceptance are lacking, and a tentative schedule for the entire program is prepared. Registration for each new block thereafter is routine and may also be through the mail. As long as there are no changes in the original proposed schedule, you will not have to see a counselor, but they are available should you wish to schedule an appointment.

Student orientation for this program usually occurs during counseling, as well as during your first Nova GMP class. You may see a counselor anytime and particularly should if you decide to take courses off sequence. We suggest you call for a counseling appointment prior to your visit to avoid delays. During the registration period for each block, counselors are available on a full time basis, but waiting may be necessary. It is also the best time for students to pick up course syllabi and to examine Book Lists. Students are advised to purchase books and prepare for class in advance of their first class.

MASTERS PROGRAM OPTIONS

Master of Business Administration The program for the MBA in general management consists of 36 graduate credits with a Thesis or Experience Paper Option. It is a model program of study designed and operated for the mature person with business 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.

MS/Human Resource Management Nova University has another program for career minded individuals in management. The learning design, a blend of traditional and behavioral management concepts, includes new ideas developed to meet the needs of Organizational Development (OD).

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 deal with maximizing human resources.

Corporate Masters Program The Corporate Masters Program (CMP) delivers an advanced and fully integrated graduate management program on the premises of the corporate client. Nova University enters an agreement with the client by dealing directly with the head of training and development and completing a needs assessment of the management training requirements for the corporation. Nova then delivers the same program delivered on the campus for both the Master of Business Administration and/or the Master of Science in Human Resource Management. Some modification of design occurs as we tailor the selection of electives for either program to the firms we serve. The corporation does not lose the services of its employees while they are studying for their advanced management degree. There is another significant difference in the CMP: in addition to the five weekends with an outstanding prominent academic lecturer, students in the CMP meet an additional five to ten sessions with a peer professor chosen from upper-level management of the corporate client. The interim sessions are for applied purposes. In other words, the problem-solving techniques and concepts taught in our graduate courses are immediately applied through cases, problems and practicums in the corporate client’s industry. Thus, the corporation immediately begins to derive benefits from our on-site graduate program from the first day of CMP’s origin. NOTE: A special brochure describing the CMP in more detail is available from the GMP office.
MBA/HRM 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 coursework specializing in various methods of quantitative decision making while MS/HRM students concentrate in the behavioral science applications of management. 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 and non-thesis MBA students are required to submit a major Experience Paper (similar to a practicum) as a means of demonstrating integration of coursework at the conclusion of their entire program of study.

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 necessary.

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 course. This policy does not apply to off-campus clusters.

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 requires the student to register for GMP 5100 for preparation of the thesis and reduces the number of electives possible to two (2) courses.

Experience Paper Option MBA students selecting the Experience Paper option and all HRM students 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. Students will register for GMP 5390, which carries no credit, unless another experience paper course is required in their area of specialization.

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 1 will also be offered Block III. This policy does not apply to off-campus clusters.

The Curriculum In order to help us plan and schedule and also because the sequence of certain courses contains vital information for successive courses, we strongly urge students to take the standardized program as follows:

MBA/HRM REQUIRED CORE COURSES

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMP 5010</td>
<td>The Environment of Business Enterprise</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5020</td>
<td>Organizational Development and Behavioral Factors</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5030</td>
<td>Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5040</td>
<td>Quantitative Methods in Management</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5050</td>
<td>Managerial Economics</td>
<td>3</td>
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Sub-Total 15

MBA REQUIRED COURSES

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<tr>
<th>Course</th>
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</thead>
<tbody>
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<td>GMP 5060</td>
<td>Managerial Accounting</td>
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</tr>
<tr>
<td>GMP 5070</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5080</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5090</td>
<td>Business Policy</td>
<td>3</td>
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Sub-Total 12

HRM REQUIRED COURSES

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>GMP 5180</td>
<td>Managerial Psychology: Individual/Group Behavior</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5200</td>
<td>Managerial Sociology: Organization Behavior</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5220</td>
<td>Interpersonnel and Intergroup Dynamics</td>
<td>3</td>
</tr>
<tr>
<td>GMP 5240</td>
<td>Advanced Organization Development</td>
<td>3</td>
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Sub-Total 12

GMP ELECTIVES

<table>
<thead>
<tr>
<th>Course</th>
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<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>GMP XXXX</td>
<td>Elective I</td>
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</tr>
<tr>
<td>GMP XXXX</td>
<td>Elective II</td>
<td>3</td>
</tr>
<tr>
<td>GMP XXXX</td>
<td>Elective III*</td>
<td>3</td>
</tr>
</tbody>
</table>

Sub-Total 9

Total Hours 36

*Elective III will be GMP 5100, Thesis Project, for those MBA students selecting the thesis option.
MBA with Human Resource Management Specialty

Due to demand from students we are offering an MBA with a major in HRM. By satisfying ALL of the admission and graduation requirements for the MBA, which includes the entire nine course MBA core, and by completing the four specialized HRM core courses, students will be awarded the MBA with the HRM major. The total hours for this option are 39 credits since it involves the completion of 13 courses plus an experience paper.

MBA with Accounting Specialty

Those MBA students interested in an accounting career and wanting to satisfy the requirements of the Florida State Board of Accountancy, thus being eligible to sit for the examination for Certified Public Accountant, must comply with Rule 21A-8.02 which identifies the minimum standards for an accounting major.

A person passing the CPA examination must complete one year of employment in the office of a Florida practitioner or an out-of-state practitioner before receiving a certificate as a Certified Public Accountant. However, the law relating to the practice of public accounting provides in Rule 21A-8.8.03 that:

An additional one year accounting course acceptable in lieu of one year of employment is defined as a minimum of 30 semester hours or 45 quarter hours, or the equivalent, in courses which would qualify for graduate level credit at accredited colleges or universities which shall include at least 12 semester or 18 quarter hours, or the equivalent, in post-baccalaureate accounting education.

For the purposes of this rule, courses used to satisfy Rule 21A-8.02 may not be included in the additional one year accounting course.

Prospective students who already hold the CPA certificate may be admitted to Nova’s MBA Program as special students for purposes of complying with the Florida State Board of Accountancy rule on reestablishment of professional knowledge and competency. Thus, these graduate accounting courses may be taken during the reestablishment period for Continuing Professional Education (Rule 21A-15.03) as each graduate course is the equivalent of 30 hours of educational instruction.

For MBA applicants with the CPA certificate, the GMAT will be waived.

Total requirements: 39 semester hours (13 courses) and an experience paper.

ACCOUNTING CURRICULUM

- GMP 5110 Accounting Theory
- GMP 5120 Current Topics in Accounting Research and Studies
- GMP 5130 Behavioral Accounting
- GMP 5140 Taxation of Corporations and Partnerships
- GMP 5150 Tax Planning and Research
- GMP 5160 Introduction to Fund Accounting
- GMP 5170 Taxation of Individuals

ENERGY TECHNOLOGY MANAGEMENT CURRICULUM

- GMP 5190 Energy Administration and Management
- GMP 5210 Energy Regulatory Process
- GMP 5230 Energy Planning and Technology
- GMP 5250 Energy Policy Formulation
- GMP 5310 Experience Paper, Energy Technology Management

MBA with Energy Technology Management Specialty

A new major which is under development at the present time has been created expressly for dealing with crucial problems facing operating managers of energy firms. This specialization will develop appropriate strategies for dealing with scarce resources, inflation, global disruptions, changes occurring due to technology, government regulations and related problems. A supplemental brochure will be available shortly from the program office with four specialized courses required beyond the nine course MBA core. Total requirements: 39 semester hours (13 courses) and an experience paper.

MBA with Entrepreneurial Studies Specialty

Graduate Management Program’s most recent area of specialization now under development is in Entrepreneurial Studies. Once the curriculum for this program is finalized there will be a supplemental brochure available from the GMP office.
MBA or HRM with Health Management Specialty
Graduate Management Programs has a Health Management specialization available to students pursuing either the MBA or HRM degree, developed for health professionals already working in their field who wish to increase their organizational and personal effectiveness. The design of the curriculum focuses on two general areas of health management study: Health Services Management and Health Policy and Planning with two courses in each area. The total hours for this option are 39 credits (13 courses) and a practicum.

HEALTH MANAGEMENT CURRICULUM
HEALTH SERVICES MANAGEMENT
GMP 5410 Health Systems
GMP 5430 Health Administration and Management

HEALTH POLICY AND PLANNING
GMP 5420 Current Issues in Health Management
GMP 5440 Health Policy and Planning
GMP 5400 Practicum, Health Management

MBA with Marketing Specialty
In response to numerous requests from the marketing community, Graduate Management Programs has developed an area of specialization in marketing for students pursuing the MBA degree. This program requires satisfying all admission and graduation requirements for the MBA degree including the nine core and required courses, taking five special Marketing courses and completion of an experience paper related to the field. The total hours for this program are 42 semester hours (14 courses) and an experience paper.

MARKETING CURRICULUM
GMP 5550 Sales Management
GMP 5570 Marketing Research
GMP 5460 Marketing Communications and Promotion
GMP 5470 Marketing New Products
GMP 5480 Retail Marketing Management
GMP 5490 Experience Paper, Marketing

Master of Science Computer Systems Management
The greatest industrial growth area in recent years is that of information systems, resulting in an unprecedented demand for leaders who possess an understanding of management concepts in addition to having the ability to supervise computer applications, development and operations. Nova University created a special masters program in Computer Systems Management (CSM), a joint program of Graduate Management and Computer Sciences with the straightforward objective of preparing individuals for careers in the management of data processing departments and computer installations—whether in business, industry, government, research or education. The program focuses on the management of complex information systems, and deals with technical, financial and human resources in organizations. Graduates of the CSM program will be managers who are competent in two foundation areas: computer technology and management applications. As the growth of information technology continues, this program will help fill the demand for people trained to fill key jobs in management through the knowledge and skills acquired in the Computer Systems Management program. The total hours for this degree are 36 credits (12 courses) and a practicum.

GMP 5910/ Computer Architecture
GMP 5010/ Environment of Business Enterprise
GMP 5920/ Computer Applications and Quantitative Methods
GMP 5030/ Human Resource Management
GMP 5930/ Computer Methodologies
GMP 5050/ Managerial Economics
GMP 5940/ Data Management and Communication
GMP 5060/ Financial Accounting
GMP 5950/ Computer Control
GMP 5080/ Financial Management
GMP 5090/ Business Policy
GMP 5590/ Integrated Management Systems
GMP 5900/ Practicum, Computer Systems Management

NOTE: A special brochure describing the CSM program is available from the GMP office.

Joint JD/MBA Degree
Graduate Management Programs, in cooperation with the Center for the Study of Law, offers the joint Juris Doctor/Master of Business Administration degree to matriculating law students. Students must complete the nine required MBA courses and write an experience paper. Normally students register for one GMP course during the fall and winter terms and for two GMP courses during the summer. This allows students to complete their MBA studies within the time frame necessary for completing the JD. For further information, contact the Dean, Center for the Study of Law, Nova University.
Certificate in Commercial Banking and Savings and Loan Management Graduate Management Programs at Nova University, with the assistance of outstanding academic leaders and bankers analyzed and evaluated the need for continuing education services in the financial community over a two year period. A comprehensive written survey was distributed to leading banks in the area and the results were studied carefully. Using the survey, a profile of training needs emerged which became the foundation for our new bank training program curriculum: the Certificate in Banking and the Certificate in Savings and Loan Management programs. These are programs designed to address the contemporary informational needs of middle and upper level supervisory personnel of commercial banks or savings and loan institutions. The curriculum consists of four courses carefully selected to satisfy the above needs of bank managers and designed to be completed by working professionals in less than one year. It is a highly pragmatic form of vocational training whose quality is assured by the same rigorous standards used in undergraduate and graduate "for credit" courses. In fact, most participants in the CIS program will wish to receive university credits which are applicable towards completion of a degree; but the credits are only a fringe benefit of the program. The basic attractiveness of the bank management program for the working manager is the useful information contained in the courses which is designed to make him/her more effective.

THE BANK MANAGEMENT CURRICULUM

CORE COURSES
- GMP 5810 Financial Institutions and Markets
- GMP 5820 Marketing and Management in the Financial Institution

COMMERCIAL BANKING TRACK
- GMP 5830 Commercial Bank Management
- GMP 5840 Commercial Bank Policy

SAVINGS & LOAN MANAGEMENT TRACK
- GMP 5850 Savings and Loan Management
- GMP 5860 Savings and Loan Policy

FOR BOTH OPTIONS
- GMP 5800 Experience Paper, Certificate in Banking
  (Graduate students only)

NOTE: A special brochure describing the CIB program is available from the GMP office.

Institute for Human Resource Management The Institute's chief function is the dissemination of practical information to the business community from our academic programs. It is a vehicle for the delivery of educational and training skills from the various Graduate Management Programs to industry that would consider academic credits of a secondary nature. The Institute offers noncredit seminars, designs and sponsors conferences, or will do research, training and development work of various kinds. Other activities include educational training assessments, workshops in conjunction with other universities, and sponsoring occasional economic conferences. The Institute provides an outlet and professional satisfaction for our faculty or students when they have performed some outstanding work which deserves to be shared with the business community. It is also our form of public service by which new research and teaching developments are packaged into convenient non-credit workshops.
MASTERS PROGRAM COURSE DESCRIPTIONS

KEY TO ABBREVIATIONS FOR GMP COURSES

U/P— Undergraduate prerequisite
CR — Core course, All programs
MB — Required, MBA program
HR — Required, HRM program
AC — Required, Accounting specialty
CB — Required, Certificate in Banking/Savings & Loan Management program
CS — Required, Computer Systems Management Program
EN — Required, Entrepreneurial specialty
ET — Required, Energy Technology Management specialty
HM — Required, Health Management specialty
MA — Required, Marketing specialty
EL — Elective

All courses represent 3 Semester Hours of credit. Courses required for one program may be taken as an elective in another program.

GMP 1000 Introductory Accounting (U/Pr)
An accelerated undergraduate course stressing the essential elements of accounting skills that will be used in the Graduate Management Program. Managerial uses of accounting data and preparation of financial statements will be covered in this course.

GMP 2000 Introductory Quantitative Analysis (U/Pr)
Undergraduate review of college algebra and elementary calculus, probability theory, and statistical analysis. NOTE: Strongly recommended for HRM students.

GMP 3000 Introductory Economics (U/Pr)
Undergraduate economic concepts and analysis of the aggregate economy; deals with national income determination, economic fluctuations, monetary and fiscal policy, inflation, and economic growth.

GMP 4000 Introductory Psychology (U/Pr)
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.

GMP 5010 Environment of Business Enterprise (CR)
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.

GMP 5020 Organizational Development and Behavioral Factors (CR)
This course links the classical substance of organization and management with the analysis of reorganization elements and dimensions of human behavior in the work environment. Prerequisite: Undergraduate Psychology or GMP 4000.

GMP 5030 Human Resource Management (CR)
This course examines the development of the human resource management function and integrates the various personnel activities into a systems planning model leading to the achievement of organizational objectives.

GMP 5040 Quantitative Methods in Management (CR/MB)
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. Prerequisite: Undergraduate statistics or GMP 2000.

GMP 5041 Quantitative Methods in Management (CR/HR)
An introduction to the basic and analytic statistical tools used in the managerial decision-making process. Building on a functional knowledge of algebra, lecture-discussion and problem-solving are used to present the concepts of probability theory and normal distribution, descriptive statistics, decision theory, sampling, hypothesis testing, time series analysis and simple regression and correlation analysis. Prerequisite: None required but GMP 2000 recommended.

GMP 5050 Managerial Economics for Decision Making (CR/MB)
The application of economic theory and quantitative methods to business decision making. Product demand, marginal pricing, competitive bidding, and allocation of resources. Prerequisites: GMP 5040 and Undergraduate Economics or GMP 3000.

GMP 5051 Economics of Human Resource Development (CR/HR)
Exploration of social and welfare policies, Capital and investment concepts applied to human resources, including study of the effects/results of education, health, population policies, and discrimination on the stock of human capital. Role of human capital in economic development. Prerequisite: Undergraduate Economics or GMP 5000.

GMP 5060 Managerial Accounting (CR/MB)
Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets. Prerequisite: Undergraduate Accounting or GMP 1000.

GMP 5061 Financial Accounting (EL)
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. Note: Not required but strongly recommended for all HRM students.

GMP 5070 Marketing Management (MB)
Planning the marketing effort and integrating it into the total operation of an organization; managing the marketing function.

GMP 5080 Financial Management (MB)
Fundamental of capital budgeting, 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: GMP 5060.

GMP 5090 Business Policy (MB)
Intensive study of the strategy employed by successful corporations in planning, selecting and implementing objectives through cases and a management game which utilizes the computer to simulate business environments. Prerequisite: Completion of all required courses.

GMP 5100 Thesis Project (EL/MB)
The development and preparation of an independent research project. Prerequisite: 27 MBA completed credits.

GMP 5110 Accounting Theory (AC)
The theoretical structures of accounting for assets, income definition, recognition and measurement of income, influence of professional standards, and problem impact on equity. Prerequisite: GMP 5060.

GMP 5120 Current Topics in Accounting Research and Studies (AC)
A seminar devoted to the more recent and controversial studies of accounting topics. Prerequisite: GMP 5050 and GMP 5110.

GMP 5130 Behavioral Accounting (AC)
The special blend of accounting and behavioral science applied to the problems of individuals and organizations to help them attain their goals, and to examine impact on processes and products. Prerequisites: GMP 5060 and GMP 5110.

GMP 5140 Taxation of Corporations and Partnerships (AC)
Federal tax regulations and their impact on the operation of both forms of business organization, with heavy emphasis on the planning and decision making leading to the greatest tax benefits for the firm. Prerequisites: GMP 5060 and GMP 5110.

GMP 5150 Tax Planning and Research (AC)
A review of the regulations and decisions on tax issues leading to awareness in researching, the areas that both individuals and business find indispensable. Prerequisites: GMP 5060 and GMP 5110.

GMP 5160 Introduction to Fund Accounting (AC)
Survey of current types of Fund Accounting differentiating between the various AICPA audit guides. Emphasis on college, university and hospital audit guides. Prerequisites: GMP 5060 and GMP 5110.

GMP 5170 Taxation of Individuals (AC)
An introduction to the federal income tax structure, use of tax services, and the concept of taxable income primarily for individuals. Review of recent legislation such as the 1977 Tax Reform Act, and its impact. Prerequisites: GMP 5060 and GMP 5110.

GMP 5180 Managerial Psychology: Individual and Group Behavior (HR)
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. Prerequisites: GMP 5010 and GMP 5020. Should be taken concurrently with GMP 5000.

GMP 5190 Energy Administration and Management (ET)

GMP 5200 Managerial Sociology: Organization Behavior (HR)
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. **Prerequisites:** GMP 5010 and GMP 5020. Should be taken concurrently with GMP 5180.

**GMP 5230 Energy Planning and Technology (ET)**

**GMP 5240 Advanced Organization and Development (HR)**

**GMP 5240 Interpersonal and Intergroup Dynamics (HR)**

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 two components of experience enhancement and increased awareness will be developed through both conceptual and experiential approaches. Students must participate in a group experience. **Prerequisites:** GMP 5180 and GMP 5220; concurrent registration in GMP 5240.

**GMP 5240 Organization Development, Advanced (HR)**

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. **Prerequisite:** Completion of all required courses.

**GMP 5250 Energy Policy Formulation (ET)**

**GMP 5260 Labor Relations: Principles, Problems, and Cases (EL)**

An examination of labor relations in depth, covering collective bargaining, contract negotiation, contract administration, mediation, and arbitration and other areas of dispute resolution. Case problems based on actual situations are utilized to acquaint students with practical problems and issues encountered in union-management relations. **Prerequisite:** GMP 5350.

**GMP 5270 Collective Bargaining (EL)**

The course will explore theories of collective bargaining from the Burkean to current coalitions pressures. It will focus mainly on the strategies and tactics of collective bargaining, preparing for negotiation, the actual dynamics of negotiating, and follow-up in insuring the administration of the provisions of the agreement. At the bargaining table—approaches, practical measures, techniques of give-and-take, resolution of issues, wages, fringe benefits, work conditions, selection, seniority versus equal rights in layoff, and other issues. **Prerequisite:** GMP 5350.

**GMP 5280 Contingency Management: Practices and Cases (EL)**

This course is designed to acquaint you with Modern Management Theory, process and practice. Specific areas that will be addressed in the course include planning, organizing, directin, decision making, communicating, motivating, group dynamics, leading, and controlling. Part of these areas will be put together via a basic contingency management framework. The class format will be made up of lecture, discussion, and some experimental learning exercises related to the assigned reading materials. **Prerequisites:** GMP 5010 and GMP 5020.

**GMP 5290 Arbitration/Mediation of Labor-Management Disputes (EL)**

This course is designed for the practitioner, both the arbitrator and the advocate. However, students aspiring to careers as arbitrators or mediators are admitted. The content treats the significant essentials for effective arbitration such as the NLRB role, pertinent court decisions, the hearing panel, relative to, evidence, economic trends and their impact, contemporary public policy, and, the arbitrator's powers. Students are introduced to methods used to arrive at a decision. **Prerequisites:** GMP 5010 and GMP 5020.

**GMP 5300 Career Development (EL)**

Work and professional careers are an important component, and often the central focus of individual lives. Despite this, career choices are all too often made without the careful planning, information gathering, and analysis that is 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 the individual student who wants to make his or her abilities develop and manage a career consistent with personal aspirations and skills and with the "real world" opportunities. **Prerequisites:** GMP 5000, GMP 5010, and GMP 5020.

**GMP 5310 Experience Paper, Energy Technology Management (ET)**

This course will explore various problems associated with communications in business and offer selected concepts designed to correct them. Students will participate in experiential learning via numerous exercises to increase their communications skills. **Prerequisites:** GMP 5010 and GMP 5020.

**GMP 5340 The Managerial Woman (EL)**

A course which examines, both from an informational and an experiential point of view, the impact on organizations of the rising number of women in management positions. The experiential aspect of the course will provide an opportunity for students to become more aware of how their perceptions of sex role differences affect workplace behavior. **Prerequisites:** GMP 5010 and GMP 5020.

**GMP 5350 Managing Employee Indirect Compensation (EL)**

Topics to be covered include the selection and management of various employee insurance needs: professional liability insurance, health and medical insurance, disability insurance, workmen's compensation, and as well as pension, retirement, and profit-sharing plans. **Prerequisite:** GMP 5030.

**GMP 5360 Human Resource Development (EL)**

Topics to be covered include personnel planning, recruitment and selection, employee evaluations, performance appraisal, and assessment centers; training and development. **Prerequisites:** GMP 5010, GMP 5020, and GMP 5030.

**GMP 5380 Special Topics in Human Resource Management (EL)**

Topics to be covered include personnel planning, recruitment and selection, employee evaluations, performance appraisal, and assessment centers; training and development. **Prerequisites:** GMP 5010, GMP 5020, and GMP 5030.

**GMP 5390 Experience Paper (MB/HR)**

**GMP 5400 Health Management Practicum (HM)**

A course which examines, both from an informational and an experiential point of view, the impact on organizations of the rising number of women in management positions. The experiential aspect of the course will provide an opportunity for students to become more aware of how their perceptions of sex role differences affect workplace behavior. **Prerequisites:** GMP 5010 and GMP 5020.

**GMP 5420 Current Issues in Health Management (HM)**

This course is a special topics course which will allow students the opportunity to investigate up to three topics of particular concern to the health field. Sample topics include but are not limited to: National Health Insurance, Legal/Ethical Issues of Health Care, Health Regulation, Quality Assurance. **Prerequisite:** All core coursework completed. Should be taken concurrently with GMP 5410.

**GMP 5430 Health Administration and Management (HM)**

Managerial policies in the management of health care facilities. Budgeting and cost effectiveness analysis. Development of health information systems and health delivery models. **Prerequisite:** Core work completed.

**GMP 5440 Health Policy and Planning (HM)**

The course investigates the linksages between the issues facing health professionals and the policies developed to deal with these issues. The roles of research and evaluation as they affect planning and the impact of regulatory agencies as well as other political factors on health policy will be examined. **Prerequisite:** Completion of all core coursework. Should be taken concurrently with GMP 5430.

**GMP 5450 Marketing and Promotion (MA)**

This course will deal with fundamental concepts of marketing communication, including assessment of demand and legal environment of marketing communication; government impact on advertising and promotion through the Federal Trade Commission and other regulatory agencies. It also covers the development of promotion budgets; management of the advertising function; relationships with outside agencies; personal selling and supportive communications; the conditions of and integrations with the entire promotional program, and economic and social dimensions of promotional strategy. **Prerequisite:** GMP 5070.

**GMP 5470 Marketing New Products (MA)**

This course will explore the concepts and special applications in the development and implementation of a marketing strategy for new products. Included will be a consideration of opportunity analysis, innovation, economic evaluation of new products, test marketing, and the development of marketing plans. Special con-
resources of the firm. Prerequisites: GMP 5020 and GMP 5030.

GMP 5770 Managerial Decision Making (EL)
Decision making through optimization models; use of probability, queueing theory, Markov Chains, Simplex procedures, and line programming. Prerequisites: GMP 5040/5041.

GMP 5780 Research Methods in Business (EL)
Sources of business information; applicable research methods in the business sector; development of an independent research project. Prerequisites: GMP 5050/5051.

GMP 5800 Experience Paper — Certificate in Banking Program (CB)
Registration for the experience paper to be written by CIB students wishing graduate credit. NOTE: WRITTEN PROGRESS REPORT MUST BE SUBMITTED BY THE STUDENT AT THE END OF EACH REGISTRATION PERIOD. No credit, no fee. Prerequisite: Completion of all required CIB courses.

GMP 5810 Financial Institutions and Markets (CB)
An accelerated in-depth view of the flow of funds in the American economy and exogenous factors affecting the financial system, including a review of monetary and fiscal policy decisions of particular importance to commercial banking and the savings and loan institution. The future interrelationship of the two forms of organization and their competitive stance will be analyzed. Sample topics include: Sources and uses of funds in the American economy, monetary policy, financial analysis of the institution and future interrelationships trends.

GMP 5820 Marketing and Management in the Financial Institution (CB)
This course looks at contemporary and relevant marketing and management tools and every day problems confronting the institution. Special marketing emphasis is placed on demographic analysis, market segmentation, and market cost analysis. The management emphasis includes behavioral management techniques role, perception, authority, delegation, and participative planning principles. It also includes a survey of management philosophies and leadership styles, concluding with those that are most suited for different financial institutions.

GMP 5830 Commercial Bank Management (CB)
An intensive review of the current principles of commercial bank management including in-depth analysis of commercial and consumer lending operations and the marketing, auditing, personnel, trust and international departments. Particular attention is paid to the local, state, and federal regulatory systems within which commercial banks must operate. Prerequisites: GMP 5810 and GMP 5820.

GMP 5840 Commercial Bank Policy (CB)
Involves the participant in day to day problems of operations in commercial banking through the use of case studies. Also, the introduction of senior bank executives in the fields of commercial lending, consumer lending, trust, and operations. Recent developments in bank structure and regulation will be analyzed for their effect on the industry. Sample topics include: lending decisions, branching, forecasting growth, international transactions, and leasing. Prerequisite: GMP 5830.

GMP 5850 Savings and Loan Management (CB)
An in-depth study of the principles of savings and loan management including an assessment of portfolio management, mortgage lending, consumer lending, and operations. Recent changes in state and federal regulatory policy will be related to the responsibilities of contemporary management. Study topics will include: supply and demand for mortgage funds, and variables that impact on interest rate levels. Prerequisites: GMP 5810 and GMP 5820.

GMP 5860 Savings and Loan Policy (CB)
Use of case histories from the savings and loan industry and the introduction of senior executives as adjunct professors to discuss contemporary problems. Students will confront and solve basic problems of the savings and loan institution and the changes envisioned in the near future. Particular emphasis will be placed upon case histories in portfolio management, mortgage lending, consumer lending, and operations. Institution policy development as a process will be explained so that students can become more effective managers. Prerequisite: GMP 5830.

GMP 5900 Practicum, Computer Systems Management (CS)
Registration for the practicum required for the Computer Systems Management program. NOTE: WRITTEN PROGRESS REPORT MUST BE SUBMITTED AT THE END OF EACH REGISTRATION PERIOD. No credit, no fee. Prerequisite: Completion of all required course work.

GMP 5910 Computer Architecture (CS)
(same course as CSM 5610)
This course provides a general description of current computer architectures. The main topics covered are: the components of computer architecture; the compo-
# Calendar for the MBA/HRM Programs

## 1980

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GMAT Reporting Center #5514
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 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 the 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.

A transcript of a student's academic record cannot be released until all his/her accounts, academic and non-academic, are paid.

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 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 Family Educational Rights and Privacy Act (FERPA) Office, U.S. Department of Health, Education and Welfare, Washington, D.C. 20201.

Nova University does not discriminate on the basis of handicap, sex, race, religion, national or ethnic origin in admission, access or employment for any of its programs and activities. The University Registrar and Director of Personnel have been designated as student and employee coordinators, respectively, to assure compliance with the provisions of the applicable laws and regulations relative to non-discrimination.

Nova University programs are approved by the coordinator for Veterans Approval, State of Florida, Department of Education, for veterans educational benefits.

This school is authorized under Federal Law to enroll non-immigrant alien students.

The Nova University general policies on Student Relations are on file in the Office of the Registrar.