1994

Doctoral Programs in Business For Senior-Level Professionals

Nova Southeastern University

Follow this and additional works at: https://nsuworks.nova.edu/hsb_pgcoursecatalogs

Part of the Business Commons

NSUWorks Citation
Nova Southeastern University, "Doctoral Programs in Business For Senior-Level Professionals" (1994). Huizenga Postgraduate Course Catalogs. 108.
https://nsuworks.nova.edu/hsb_pgcoursecatalogs/108

This Course Catalog is brought to you for free and open access by the NSU Course Catalogs and Course Descriptions at NSUWorks. It has been accepted for inclusion in Huizenga Postgraduate Course Catalogs by an authorized administrator of NSUWorks. For more information, please contact nsuworks@nova.edu.
DOCTORAL PROGRAMS IN BUSINESS

For the Senior-Level Professional
D.B.A. / D.P.A. / D.I.B.A.
Doctor of Business Administration

with career option specialties in
Accounting
Finance
Health Services
Human Resource Management
Information Technology Management
International Management
Management
Marketing

Doctor of International Business Administration

Doctor of Public Administration
THE BUSINESS WORLD CONTINUES TO
BECOME MORE COMPLEX, CONTINUALLY
USING ADVANCED LEVELS OF TECHNOLOGY.
IN ADDITION, THE MARKET HAS TRULY
BECOME GLOBAL IN SCOPE. THE SCHOOL
OF BUSINESS AND ENTREPRENEURSHIP IS
COMMITTED TO PREPARING MASTER'S AND
DOCTORAL STUDENTS TO BE STRONG
COMPETITORS IN THIS CHALLENGING
MARKETPLACE. THE PROGRAMS AT THE
SBE STAND APART FROM OTHERS FOR A
FEW SIGNIFICANT REASONS.

FIRST, THE PROGRAMS EMPHASIZE ENTREPRENEURIAL, INNOVATIVE, AND
CREATIVE APPLICATIONS TAUGHT BY PROFESSORS WHO BRING TO THE
CLASSROOM A MIX OF RESEARCH AND BUSINESS EXPERIENCE. SECOND, THE
FLEXIBLE DELIVERY SYSTEMS WERE DESIGNED TO MEET THE NEEDS OF
WORKING PROFESSIONALS, FULL-TIME STUDENTS, AND INDIVIDUAL
ORGANIZATIONS. FINALLY, ALTHOUGH WE HAVE GROWN LARGE IN SIZE, WE
CONTINUE TO PROVIDE INDIVIDUAL ATTENTION TO ENSURE THE SUCCESS OF OUR
STUDENTS.

AT THE SCHOOL OF BUSINESS AND ENTREPRENEURSHIP AT NOVA SOUTHEASTERN
UNIVERSITY, WE ARE COMMITTED TO SERVING AS YOUR PARTNER IN THE
BUSINESS WORLD. THE SBE SEEKS STUDENTS WHO ARE ENERGIZED BY OUR
SPIRIT OF ENTREPRENEURSHIP AND WHO SHARE OUR EXCITEMENT ABOUT THE
FUTURE OF LEADING AND MANAGING IN THE 21ST CENTURY. SHOULD YOU
CHOOSE THE SBE, WE WILL PROVIDE THE FOUNDATION OF KNOWLEDGE, SKILLS,
AND EXPERIENCE ON WHICH YOU MAY BUILD YOUR FUTURE.
MESSAGE FROM THE PROGRAM DIRECTOR

Thank you for your interest in Nova Southeastern University’s doctoral programs in business and public administration. Our unique approach to providing accessible, high quality doctoral education for full-time professionals has been well accepted by the marketplace. Over the last five years, enrollments have increased significantly. Since 1972, our educational programs at the School of Business and Entrepreneurship have enabled business professionals, public administrators, academicians, and internationalists to enhance their capabilities and to achieve higher measures of success. This is the core mission of the Doctoral Division of the School.

Dr. Richard Kelsey, Program Director

This mission is reflected in the doctoral program philosophy of maintaining a strong “customer” orientation. This focus is operationalized by delivering consistently high quality programs in a convenient manner that represent excellent overall value to our students. To meet the needs of our diverse clientele, we offer a variety of degree programs that combine a general business component with the opportunity to specialize in certain areas. These areas may include functional specializations such as finance or marketing within the Doctor of Business Administration (D.B.A.) degree or separate doctoral degrees in Public Administration (D.P.A.) or International Business (D.I.B.A.). All of these programs involve concentrated educational experiences that are effectively provided through our innovative delivery system.

The heart of our delivery system is the local, on-site cluster. Classes are offered in weekend format at each cluster while six-day format courses are offered at the Fort Lauderdale campus. In either format, all courses are taught by dedicated, doctorally-qualified faculty who bring to the classroom a wealth of “real world” experience as well as excellent teaching skills and academic credentials. This blend of theory and application along with stimulating peer-to-peer interaction creates an effective learning environment that enables students to be successful in their future endeavors.

Empowering our doctoral students to successfully meet future challenges is of paramount concern in the continual process of re-evaluating course content, degree curricula, and degree offerings. In addition, it is clear that telecommunications and other uses of technology will play an increasingly important role in delivering our programs to students in the future. The concept of continuous improvement through lifelong learning is not a mere “buzzword” at the School, it is a guiding principle. We invite you to experience our doctoral programs.
ACCREDITATION
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.

MEMBERSHIPS
• Advisory Council on Military Education
• 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

NOTICE OF NONDISCRIMINATION
Nova Southeastern University admits students of any race, color, sex, age, nondisqualifying disability, religion or creed, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school, and does not discriminate in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.
The Nova Southeastern University professional doctoral programs offer working women and men an opportunity to advance their graduate educational experience for personal and professional enhancement in their chosen area of expertise.

INTRODUCTION

Business competencies of effectiveness and efficiency are paramount as we approach the 21st century. Your experience in the Nova Southeastern doctoral program of your choice will prepare you to identify what skills are most critical in meeting today's real world challenges and focus your study plan to gain that specific knowledge.

The School of Business and Entrepreneurship's doctoral programs are empirically driven, but use a practical approach. While presenting current theory in all academic disciplines, the programs' nationally recognized faculty members go beyond mere discussion to demonstrate how the material is applied to everyday business life.

The NSU doctoral programs are innovative, featuring learning and delivery systems designed for adult working professionals who wish to increase their management effectiveness. These elements combine to provide a distinctive, quality educational experience. The success of NSU's graduates testifies to the fact that the University is meeting the challenges of an evolving business world.

Most of the business school's doctoral students are senior-level professionals returning to academia during or after successful careers in their chosen fields. NSU's students are drawn from the ranks of mid- to upper-level professionals in government, business, industry, health care, and the nonprofit sector. They wish to enhance their practical knowledge base and contribute their expertise to the community at large.
DOCTORAL DIVISION

Nova Southeastern's professional doctoral degree programs in business, public administration, and international business administration have a strong educational emphasis on strategic planning and management decision making and problem solving. The doctorate in business administration (D.B.A.), the doctorate in public administration (D.P.A.), and the doctorate in international business administration (D.I.B.A.) programs are specifically designed for upper-level business and industry executives; public sector administrators and policy makers; and professionals in the fields of accounting, finance, health services, human resource management, information technology management, international management, and marketing.

The professional orientation of these doctoral programs encourages the application of classical theory and research methodology to problems of strategic planning and decision making by high-level corporate and public agency personnel. The curricula of these programs are carefully balanced to ensure the depth and rigor associated with doctoral education across fields.

The Nova Southeastern University professional doctoral programs contribute to the developmental growth of accomplished individuals by providing them the opportunity to go beyond their prior skills training acquired in baccalaureate and master's programs. The D.B.A., D.I.B.A., and D.P.A. student/graduate is a self-actualizing individual who seeks to improve upon his or her already considerable professional accomplishments.

SERVING THE GLOBAL COMMUNITY

The School of Business and Entrepreneurship of Nova Southeastern University reaches out to the global community by offering the doctoral programs in its home state of Florida, across the United States of America, and internationally. For a complete listing of field-based teaching sites, please refer to the "Teaching Centers" insert.

Students also participate in national or international professional seminars and visit the policy-making arena in Washington, D.C.
BUSINESS ADMINISTRATION PROGRAM FOR SENIOR MANAGEMENT PROFESSIONALS

PROGRAM OBJECTIVES
The doctorate in business administration (D.B.A.) curriculum seeks to prepare people to assume increased managerial responsibility, acquire advanced knowledge for university teaching of business subjects, and undertake and supervise business research.

The D.B.A. program helps the mature student develop the most advanced techniques in decision making and learn the necessary research skills that accompany high-level responsibility. A further objective is to develop executives, teachers, and consultants who are not only leaders, but who can use their professional backgrounds to innovate, experiment, design, and manage large systems within complex organizations in our increasingly multifaceted and multisectored economy, while preserving human and environmental values.

PROGRAM PHILOSOPHY
D.B.A. participants are trained in the philosophy that management is a professional discipline. The D.B.A. program curriculum consists of courses and seminars that cover the spectrum of general knowledge in both quantitative and general areas of management. The material content of the curriculum corresponds with important fields stressed by the 21 professional divisions and special interest groups of the Academy of Management. Career option specialties allow the in-depth study of specific fields to provide an avenue for expertise through knowledge and research.

A unique feature of the D.B.A. program allows students to specialize in a career option study area. The offerings include accounting, finance, health services, human resource management, information technology management, international management, and marketing (see Career Option Specialties).

D.B.A. CURRICULUM PROFILE
Specialty: Management

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSA 6010</td>
<td>Administrative Theory and Practice</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6020</td>
<td>Organization Behavior/Personnel Management</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6030</td>
<td>Information and Decision Sciences</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6040</td>
<td>Economic Analysis</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6050</td>
<td>Operations Management</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6060</td>
<td>Business and Public Policy Seminar</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6080</td>
<td>Professional Studies Workshop</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6110</td>
<td>International Business and Finance</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6120</td>
<td>Marketing Management and Research</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6130</td>
<td>Financial Decision Making in Business</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6140</td>
<td>Strategic Decision Making</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6090</td>
<td>Comprehensive Exam - Part I</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6089</td>
<td>Comprehensive Exam - Part II</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6096</td>
<td>Professional Publication</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6081</td>
<td>Applied Research Development</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6082</td>
<td>Research Techniques</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6083</td>
<td>Research Methods</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6150</td>
<td>Readings in Business Administration (or 6151)</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6091</td>
<td>Dissertation I</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6092</td>
<td>Dissertation II</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6093</td>
<td>Dissertation III</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6094</td>
<td>Dissertation IV</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
</tr>
</tbody>
</table>

* Students electing one of the career option specialties (not ACC or ITM) do not enroll in these classes. Instead, they enroll in the appropriate courses according to their career option selection.

Note: The curriculum profile of the D.B.A. program lists all program curriculum activities in a modified course number order, not necessarily in the order in which students typically pursue the program.

CAREER OPTION SPECIALTIES
The Nova Southeastern University D.B.A. program offers the senior professional career option specialties in accounting (ACC), finance (FIN), health services (HS), human resource management (HRM), information technology management (ITM), international management (IM), and marketing (MKT), in addition to a classical and applications business management curriculum. Students are counseled to select the career option that most closely fits their professional development needs. Students may opt to take the D.B.A. without selecting a career option specialty.

Each career option specialty includes four or five specialty courses. However, because of the delivery of the programs, the classroom-delivered course substitutions are limited to three courses (four for the ACC specialty; the fourth ACC course takes the place of the strategy specialty course). These courses are scheduled in a weeklong seminar format, on a rotational basis, in the institute in Fort Lauderdale. During this term, the cluster-based student usually does not need to attend the cluster course offered. Additional career option specialty course offerings are offered in the fall and/or winter National Cluster weeks. The readings specialty course is an independent course.
handled with the individual's chairperson. The strategy specialty course will be held as a seminar on campus as the capstone course, usually combined with CSA 6140 Strategic Decision Making, offered during the national cluster.

CAREER OPTION A: Accounting (ACC)
CSA 6710 Seminar in Financial Accounting
CSA 6730 Seminar in Managerial Accounting
CSA 6740 Seminar in International Accounting
CSA 6760 Seminar in Accounting Information Systems and Auditing
CSA 6750 Readings in Accounting

CAREER OPTION B: Finance (FIN)
CSA 6510 International Finance
CSA 6520 Financial Institutions
CSA 6530 Financial Engineering
CSA 6540 Investments and Taxation
CSA 6550 Readings in Finance

Note: Student selects three (3) from 6510, 6520, 6530 and 6540; 6550 is mandatory.

CAREER OPTION C: Human Resource Management (HRM)
CSA 6315 Strategic Programming in Human Resource Management
CSA 6325 Employee Relations and Services
CSA 6330 Performance and Reward Systems
CSA 6370 Readings in Human Resource Management

CAREER OPTION D: International Management (IM)
CSA 6410 International Management
CSA 6450 Comparative Government and Economic Systems
CSA 6470 International Legal Framework
CSA 6480 Readings in International Business

CAREER OPTION E: Marketing (MKT)
CSA 6810 Marketing Theory
CSA 6830 Research Analysis for Marketing Decisions
CSA 6890 Marketing Topics
CSA 6850 Readings in Marketing

CAREER OPTION F: Health Services (HS)
CSA 6610 Administrative Theory in Health Services
CSA 6620 Health Policy Analysis
CSA 6660 Legal Issues in Health Services
CSA 6650 Readings in Health Services

CAREER OPTION G: Information Technology Management (ITM)
CSA 6910 Enterprise Architecture
CSA 6920 Telecommunications and Data Networks
CSA 6930 Applied Database Management Systems
CSA 6950 Readings in Information Technology Management
DOCTOR OF PUBLIC ADMINISTRATION

PUBLIC ADMINISTRATION PROGRAM FOR PRACTICING MANAGERS IN THE PUBLIC SECTOR

PROGRAM OBJECTIVES

The doctorate in public administration (D.P.A.) curriculum seeks to prepare practicing public managers to assume increased managerial responsibility; to enhance problem-solving capability; to design, implement, and evaluate research; and to acquire advanced knowledge of management and decision making related to improving public sector productivity.

The D.P.A. program helps the mature student to develop the most advanced techniques in decision making and learn the necessary research skills that accompany high-level responsibility. A further objective is to develop executives, teachers, and consultants who are not only leaders but who can use their professional backgrounds to innovate, experiment, design, and manage large systems within complex organizations in an increasingly multifaceted and multisectioned economy while preserving human and environmental values.

D.P.A. CURRICULUM PROFILE

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSA 6010</td>
<td>Administrative Theory and Practice</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6020</td>
<td>Organizational Behavior/Personnel Management</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6030</td>
<td>Information and Decision Sciences</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6040</td>
<td>Economic Analysis</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6050</td>
<td>Operations Management</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6060</td>
<td>Business and Public Policy Seminar</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6072</td>
<td>Online Communications and Internet Competency</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6080</td>
<td>Professional Studies Workshop</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6081</td>
<td>Applied Research Development</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6082</td>
<td>Research Techniques</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6083</td>
<td>Research Methods</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6140</td>
<td>Strategic Decision Making</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6220</td>
<td>Comparative Administrative Systems</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6230</td>
<td>Financial Decision Making in Government</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6240</td>
<td>Constitutional/Administrative Law and Ethics</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6250</td>
<td>Readings in Public Administration</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6090</td>
<td>Comprehensive Examination I</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6089</td>
<td>Comprehensive Examination II</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6091</td>
<td>Dissertation I</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6092</td>
<td>Dissertation II</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6093</td>
<td>Dissertation III</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6094</td>
<td>Dissertation IV</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6095</td>
<td>Professional Publication</td>
<td>0</td>
</tr>
</tbody>
</table>

Total: 60

Note: The curriculum profile for the D.P.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students typically pursue the program.

PROGRAM PHILOSOPHY

D.P.A. students are imbued with the philosophy that management is a professional discipline. The D.P.A. program curriculum consists of courses and seminars that cover the spectrum of general knowledge in both quantitative and general areas of management. The material content of the curriculum also includes the development of the public administration aspects of public budgeting and finance, comparative administrative systems, and the impact of ideology on strategies of administration.
DOCTOR OF INTERNATIONAL BUSINESS ADMINISTRATION

BUSINESS ADMINISTRATION PROGRAM FOR THE SENIOR MANAGEMENT PROFESSIONAL INTERESTED IN AN INTERNATIONAL FOCUS

PROGRAM OBJECTIVES
The doctorate in international business administration (D.I.B.A.) curriculum seeks to prepare business and government leaders, as well as management consultants, to engage in planning and decision making in the international business realm. Traditional strategic management concerns of business are treated from the perspective of the multinational corporation, as well as both foreign and domestic company challenges and opportunities derived from activities that are conducted in the international arena. The program is designed for advanced students of international relations, business and government executives, and consultants who seek to refine their capabilities of decision making and to learn the necessary research skills that accompany high-level responsibility. A further objective of this doctoral program is to enhance the ability of those with professional expertise in international business to enable them to innovate, experiment, design, and manage large systems within complex organizations in an increasingly multinational business environment.

PROGRAM PHILOSOPHY
Doctoral students are exposed to the philosophy that management is a professional discipline. The curriculum of the international business administration program consists of courses, seminars, workshops, and research activities that cover the spectrum of knowledge in both quantitative and general areas of business with the macroeconomic context of business conducted in the international arena.

D.I.B.A. CURRICULUM PROFILE

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSA 6030</td>
<td>Information and Decision Science</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6050</td>
<td>Operations Management</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6060</td>
<td>Business and Public Policy Seminar</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6072</td>
<td>Online Communications and Internet Competency</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6080</td>
<td>Professional Studies Workshop</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6081</td>
<td>Applied Research Development</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6082</td>
<td>Research Techniques</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6083</td>
<td>Research Methods</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6110</td>
<td>International Business and Finance</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6410</td>
<td>International Management</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6420</td>
<td>International Marketing</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6430</td>
<td>International Finance and Banking</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6450</td>
<td>Comparative Government and Economic Systems</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6470</td>
<td>International Legal Framework</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6480</td>
<td>Readings in International Business</td>
<td>4</td>
</tr>
<tr>
<td>CSA 6090</td>
<td>Comprehensive Examination (Part I)</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6092</td>
<td>Comprehensive Examination (Part II)</td>
<td>0</td>
</tr>
<tr>
<td>CSA 6091</td>
<td>Dissertation I</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6092</td>
<td>Dissertation II</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6093</td>
<td>Dissertation III</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6094</td>
<td>Dissertation IV</td>
<td>2</td>
</tr>
<tr>
<td>CSA 6096</td>
<td>Professional Publication</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
</tr>
</tbody>
</table>

Note: The curriculum profile for the D.I.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students typically pursue the program.
STANDARDS FOR ADMISSION

Admission to the Nova Southeastern University doctoral programs is competitive and based on a number of important factors, including a student's graduate program grade point average, prior and present management-level work experience, Graduate Management Admission Test (GMAT) score, letters of recommendation, and a 500- to 1,000-word essay. In addition, students will be expected to use a computer.

All students admitted to the doctoral program must have earned a master's degree from a regionally accredited college or university, or in the case of international students, submit academic transcripts to World Educational Services, Inc., or comparable service for an evaluation of equivalent degree earned.

The Doctoral Admission Committee sets admission guidelines and makes decisions on admitting students to the doctoral program. Once the applicant's admission file is complete (see Admission Requirements), an evaluation is made to fully admit the student, provisionally admit the student, conditionally admit the student, or deny the student admission.

Any applicant who is denied admission to the doctoral program has the right to appeal the decision, in writing, to the director of doctoral programs.

ADMISSION REQUIREMENTS

Nova Southeastern University is a nondiscriminatory educational institution. Admission requirements for candidates for the doctoral programs offered by the School of Business and Entrepreneurship include:

1. A completed doctoral application form accompanied by a nonrefundable application fee.
2. An earned master's degree from an accredited college or university (preferably in business).
3. Specific management foundation courses at the master's level with a B or better.
   - D.B.A., D.B.A./FIN, D.B.A./IM, D.B.A.: satisfaction of graduate-level foundation course work in the fields of organizational or management theory, quantitative methods or business statistics, marketing, accounting or finance, and economics (micro and macro). For all remaining career option specializations: instead of economics, there is a particular requirement.
   - HRM requires personnel or human resource management; ACC requires a sufficient background in accounting; MKT requires managerial marketing; HS requires an understanding of health services; ITM requires management information systems; D.P.A. requires satisfaction of graduate-level foundation course work in the fields of organizational or management theory, quantitative methods or business statistics, and economics (micro and macro).
4. A written essay of 500 to 1000 words dealing with professional development goals and objectives, as well as demonstrating your ability to express your reasons for entering the doctoral program.
5. Three letters of recommendation, preferably from supervisory personnel or other professional contacts.
6. Five years of management-level experience in business, industry, government, military service, education, or consulting. A resume or "curriculum vitae" with detailed explanation of previous and present employment responsibilities.
7. Official graduate and undergraduate transcripts. Transcripts and all documents concerning admission to the doctoral 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
8. An official, valid test score from the Graduate Management Admission Test (GMAT). Test scores are evaluated in relation to undergraduate and graduate grade point averages. As a general rule, mean scores tend to be 500+ on the GMAT, undergraduate grade point averages are 3.0+, and graduate grade point averages are 3.4+. These scores are only guidelines and are evaluated in the context of the student's professional attainments.
   Prior GRE test score may be accepted in lieu of the GMAT score. Information about the GMAT may be obtained from the Graduate Management Admission Test, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey 08541-6103 or by calling (609) 771-7330.
9. A completed library information survey.
10. Students will be expected to own or have access to a personal computer and modem in the evenings and/or weekends and holidays and demonstrate minimal computer literacy.

INFORMATION/LIBRARY SURVEY

Applicants are required to submit a completed information/library survey assessing their local area information/library services as a part of the application procedure. This information will be helpful to the student and the program office. As a student identifies his or her individual available resources for doctoral-level research and information/library services, he or she will become familiar with the services and the qualifications and procedures to obtain those services.

The program office provides this information to the library to be compiled in a directory and to assist individual students in augmenting local services as needed.

EDUCATIONAL BACKGROUND

The School of Business and Entrepreneurship admits students to the doctoral programs with diverse educational and professional backgrounds with the belief that these diverse perspectives bring to today's management problems a scope of knowledge that is useful and beneficial to the learning experience.

Student transcripts will be evaluated once an application file is complete to ascertain whether graduate foundation course requirements have been met. These courses must have a grade of B or better. Course descriptions may be required to clarify appropriate course content. Consideration will be given for undergraduate concentrations in any foundation area where no master's course is evident or is challenged due to unclear title or content.

Students who lack the necessary foundation work may take NSU School of Business and Entrepreneurship master's courses or enroll at a regionally accredited college or university. Final transcripts of this course work with acceptable grades must be submitted to the director of doctoral programs. A student with no graduate foundation course (or undergraduate concentration), but having practical knowledge of a foundation course subject matter, can petition to take a competency exam administered by the School of Business and Entrepreneurship in the student's area of residence when possible or at the cluster location.

EDUCATIONAL BACKGROUND

The School of Business and Entrepreneurship admits students to the doctoral programs with diverse educational and professional backgrounds with the belief that these diverse perspectives bring to today's management problems a scope of knowledge that is useful and beneficial to the learning experience.

Student transcripts will be evaluated once an application file is complete to ascertain whether graduate foundation course requirements have been met. These courses must have a grade of B or better. Course descriptions may be required to clarify appropriate course content. Consideration will be given for undergraduate concentrations in any foundation area where no master's course is evident or is challenged due to unclear title or content.

Students who lack the necessary foundation work may take NSU School of Business and Entrepreneurship master's courses or enroll at a regionally accredited college or university. Final transcripts of this course work with acceptable grades must be submitted to the director of doctoral programs. A student with no graduate foundation course (or undergraduate concentration), but having practical knowledge of a foundation course subject matter, can petition to take a competency exam administered by the School of Business and Entrepreneurship in the student's area of residence when possible or at the cluster location.
INTERNATIONAL APPLICANTS

In addition to the requirements listed above, all international students applying to the doctoral program must meet the following requirements:

1. International students are required to submit evidence of English language competency, enabling them to pursue advanced graduate work. A score report on the Test of English as a Foreign Language (TOEFL) is required. The minimal 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.

2. International students who have attended schools outside the United States must submit transcripts printed in English from all colleges and/or universities attended. It is the student's responsibility to obtain a complete translation including grades for all prior work. Diplomas, certificates, or general letters indicating attendance at a school will not substitute for official transcripts.

3. International students must submit their academic transcripts to World Educational Services, Inc., for an evaluation and verification of master's-level or equivalent degree earned.

4. International students requiring a student L-20 visa may enroll in the doctoral program only on campus in Fort Lauderdale. In addition, they must be enrolled in two courses or seminars per term in order to maintain their status. Financial certification must be submitted along with their application for a student L-20 visa.

5. There are no financial assistance programs for international students applying or attending on a student visa during their initial year in the program. In fact, they must verify adequate financial support along with the application for a student L-20 visa prior to being issued the visa. Limited financial assistance may be available for advanced-standing international students. Information is available from the international student adviser at the Office of the University Registrar, 800-541-6682, or the Office of Student Financial Aid, 800-522-3243.

STUDENT HOUSING

All full-time students are eligible for on-campus housing. Furnished apartments are available for graduate students, who may choose from among single, shared single, double, or quad accommodations in either one- or two-bedroom apartments. For further information, call (954) 262-7052.

TRANSFER POLICY

Doctoral applicants will be allowed to transfer up to the equivalent of two courses (eight credit hours) from work completed in doctoral programs at accredited colleges or universities. The credits in question must have been completed within the last five years with a grade of B or better and have a course content equivalent to NSU course work and be at an equivalent level. Courses bearing fewer credit hours may need to be combined to equal one four-credit course. Credits included in a terminal degree are not allowed double credit. Master's-level courses or prior life experience are not acceptable for transfer of credit.

Submit a transfer of credit request for evaluation on the Doctoral Admission Application to the director of doctoral programs. Transfer of credit is given only at the time of application.

In addition to the request, the student will be required to submit an official transcript with grade(s) and a photocopy of the course description(s).
PROGRAM SCHEDULE
The doctoral programs operate on a year-round basis. All course work, seminars, workshops, and the comprehensive examination can be completed within four years. Since each student progresses at his or her own pace to research and to write the dissertation, the total length of time in the program will be between four and five years. The student has the flexibility to plan his or her own individualized study plan, always using caution to consult the latest Schedule of Classes for course rotation offerings. Also, a student can begin the dissertation project while still completing other course requirements (see Dissertation Guidelines).

Classes meet monthly over a three-month term in a convenient weekend format, Saturdays and Sundays, 8:00 a.m. to 5:00 p.m., at campus and other cluster locations. Terms are as follows: Winter term beginning in January, Summer term beginning in May, and Fall term beginning in September.

The D.B.A. and D.P.A. programs consist of eight courses offered in this format in a prescribed rotation. However, all students must attend the Main Campus during the Fort Lauderdale Institute (see Fort Lauderdale Institute).

At the discretion of the Program Director, courses may be offered in the clusters during the Summer term, provided there is sufficient enrollment in the cluster. Please call the Program Director for additional information.

Career option specialty programs usually substitute three (or four) specialty courses during each Summer term that are offered in the institute. Some career option specialty courses are taken in the Winter or Fall term national cluster delivery, in addition to a Winter or Fall Term course. Additionally, students attend three seminar/workshop courses and complete three research courses, and one directed readings course. D.I.B.A. students utilize the weeklong national cluster/summer institute delivery exclusively for the eight core courses and one capstone strategy seminar, attend two other seminar/workshop courses, and complete three research courses and one directed readings course.

Attendance at an annual, weekend seminar or workshop is required, including the following:
1. The Business and Public Policy Seminar meets in Washington, D.C., generally in April, August, and December. Students may attend the session of their choice during any year in the program. CSA 6072 is a prerequisite for this course registration.
2. The Strategic Decision Making course or career option specialty strategy course is delivered as a one-week seminar/workshop at the Nova Southeastern campus in Fort Lauderdale, Florida, generally in April, August, and December (see National Cluster). Students may attend the session of their choice after completing all other courses in the program.
3. The Professional Studies Workshop is held in conjunction with national conferences or annual meetings of professional associations within the selected field of study. These meetings are usually four days long at a location that varies from year to year. An advance schedule is available in the Schedule of Classes. Students may attend this workshop anytime while they are in the program, though the faculty recommends attendance during the first or second year of studies.


D.B.A./ITM students attend a Professional Studies Workshop in conjunction with the Association for Information Systems.

RESEARCH
The three research courses in the doctoral programs, CSA 6081 Applied Research Development (2 cr.), CSA 6082 Research Techniques (2 cr.), and CSA 6083 Research Methods (2 cr.), are offered six times a year in Fort Lauderdale (four offerings per year as required) and at regional sites, presently northern Virginia (one offering) and Phoenix (one offering), in three day classes, usually on Friday, Saturday and Sunday.

FORT LAUDERDALE INSTITUTE
Each year, all doctoral students will attend courses in a weeklong seminar format during the Fort Lauderdale Institute. The institute will be scheduled during the Summer term. Most career option specialty courses and the D.I.B.A. program are available in institute delivery only. Advance dates for the institutes will be printed in the Schedule of Classes.

The Fort Lauderdale summer institute will be offered on a week different from the national cluster offerings. Additional offerings may be available during the Fall and/or Winter term national cluster.
NATIONAL CLUSTER

A unique delivery system for the Nova Southeastern University School of Business and Entrepreneurship doctoral program courses is the national cluster. All courses for the D.B.A., D.P.A., and D.I.B.A. (only offered in this format) programs are offered in a prescribed rotation, in the months of April, August, and December. Classes are held on the East Campus in a weeklong seminar delivery, Sunday through Friday, 8:00 a.m. - 5:00 p.m.

Students may opt for completion of all courses in this delivery system by designating the national cluster location on their application. This delivery allows students who do not reside near a cluster location or campus to complete the program with as little as nine weeklong classes in Florida, two seminar/workshop trips to off-campus locations, and the research and directed study courses.

Cluster or campus students not in the national cluster can take advantage of these courses on a space-available basis to meet their individual scheduling needs. The strategy capstone courses are delivered in the national cluster only.

Students are given national cluster dates and housing information well in advance of each term. National cluster courses are considered as starting at the beginning of the term in which they fall. Course outlines, instructor assignments, and materials are sent upon registration, which happens prior to the specific term. For example, an April national cluster course is part of the Winter term beginning in January; therefore, registration is held in November. Students may be required to be on line via UNIX* during the preparation time, starting with the term commencement and continuing the entire four-month term.

TELECOMMUNICATION THROUGH THE SBE ONLINE ACADEMIC COMPUTING SYSTEM

Students are required to participate in ongoing communication, teleconferencing and computer-mediated learning as an enhancement of their classroom activities. Through the use of a personal computer (PC) with a modem linked to the Nova Southeastern University computer system using the UNIX operating system, students, faculty, and administrators are linked electronically.

Upon entry into the doctoral program, students are provided detailed information and assistance regarding the use of the UNIX system and selection of their own PC, should they not yet own or have access to one. Students will be expected to take CSA 6072 immediately upon acceptance. We can usually support IBM, IBM-compatible, Macintosh, or Apple computers for UNIX use.

Normal operating hours on UNIX for students are weekday evenings (Nova Southeastern operates on EST) and all day on weekends and holidays. Students are provided access through AT&T Information Access Service (IAS) at no extra charge, which provides a local telephone number for access. Students with access to the Internet can access NSU's computer system 24 hours. While students are currently provided NSU SBE Online Academic Computing System accounts at no direct cost, an additional fee to access certain NSU resources including the Internet may apply.

*UNIX is a registered trademark of AT&T.
FINANCING THE DOCTORAL PROGRAM

Tuition and fees are due at the time of registration. Please refer to the "Tuition and Fee Schedule" insert located in the inside back cover pocket.

Professionally employed students are encouraged to investigate the availability of employee tuition assistance programs with their employee benefits office. Direct corporate billing procedures can be set up by NSU’s Accounts Receivable Office.

Information on financial assistance may be obtained from the Office of Student Financial Aid. Individuals wishing to apply for available financial assistance must fill out the Nova Southeastern University financial aid application and a Free Application for Federal Student Aid (FAFSA). Federal programs include the Federal Stafford Loan, Unsubsidized Federal Stafford Loan, Federal Perkins Loan, and Federal Work-Study Program.

Scholarship Search: The Office of Student Financial Aid provides a scholarship search program for interested students for a small fee.

Students with 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) 262-3380 or 800-522-3243.

VETERANS’ BENEFITS

Nova Southeastern University doctoral program courses are eligible for veterans’ benefits. The Office of the University Registrar handles applications and enrollment certificates for students entitled to veterans’ benefits. Eligible veterans and veterans’ dependents should contact the veterans’ benefits coordinator at (954) 262-7241 or 800-541-6682, Ext. 7241 for detailed information and application procedures.

DEGREE REQUIREMENTS

The D.B.A., D.P.A., or D.I.B.A. degree is awarded when the student has successfully completed 60 credits of prescribed doctoral-level course work (including a professional publication), has passed a comprehensive examination, and has successfully defended his or her dissertation. Comprehensive examinations are administered at the cluster site, as well as on campus in Fort Lauderdale. Oral defense of dissertations may be scheduled on campus or at regional cluster sites by petition, based upon compatibility with faculty schedules. Degrees are awarded upon completion of the program requirements; an annual formal commencement ceremony is conducted in Fort Lauderdale generally during the month of June. Participation in this ceremony is optional and has no bearing on the actual conferral of degrees. The University confers degrees at the monthly Board of Directors meetings.

PROGRAM ADMINISTRATION

All admissions, counseling, registration, and related administrative functions are controlled from the doctoral program office on campus in Fort Lauderdale. Each cluster site is managed by a regional program manager to facilitate student/program liaison. Clusters are sited in regional locations through the United States and internationally to facilitate student participation and allow for professional mobility of students. Students may transfer from one cluster site to another with no academic or financial penalties.

GRADUATE FOUNDATION COURSES

Management or Organizational Theory
Quantitative Methods or Managerial Statistics
Managerial Economics (macro and micro)
Marketing Management
Managerial Accounting or Managerial Finance

D.B.A./ACC
Management or Organizational Theory
Quantitative Methods or Managerial Statistics
Marketing Management
Managerial Accounting or Managerial Finance
A sufficient background in accounting must be demonstrated by prior course work, certification, work experience, and/or teaching experience.

D.B.A./HRM
Management or Organizational Theory
Quantitative Methods or Managerial Statistics
Marketing Management
Managerial Accounting or Managerial Finance
Personnel or Human Resource Management

D.B.A./HS
Management or Organizational Theory
Quantitative Methods or Managerial Statistics
Marketing Management
Managerial Accounting or Managerial Finance

D.B.A./ITM
Management or Organizational Theory
Quantitative Methods/Statistics
Managerial Marketing
Managerial Accounting or Managerial Finance
Management Information Systems

D.B.A./MKT
Management or Organizational Theory
Quantitative Methods or Managerial Statistics
Marketing Management
Managerial Accounting or Managerial Finance

D.P.A.
Management or Organizational Theory
Quantitative Methods or Managerial Statistics
Managerial Economics (macro and micro)
Dissertation Guidelines

The dissertation is the culmination of the doctoral program. The dissertation demonstrates the ability of the student to design and implement a major piece of research that has both theoretical and practical significance. In part, the dissertation teaches the student the strengths and limitations of applied research; it also demonstrates the student’s ability to link theory to analysis and strategy to operations in the real world. The courses supporting the dissertation constitute a separate track that is parallel to the other course work. The student progresses along this track only as ready.

The student is assisted in the dissertation process by an academic committee of three professionals. Students are provided with dissertation guidelines that describe in detail the philosophy and the scope of the dissertation. (See current catalog for more detail.)

Publication Requirement

The publication requirement of the doctoral programs is designed to demonstrate the research, writing, and presentation abilities of students, acquired or refined through their doctoral studies.

For students in the general D.B.A. or D.P.A. programs, the publication should make a contribution in a business or public administration area of choice. For students in a specialty area, the publication should make a contribution to that area. The School of Business and Entrepreneurship has identified the following accomplishments as acceptable evidence of satisfaction of the doctoral publication requirement.

1. Article published in an academic journal or similar publication.
2. Article published in the proceedings of a national professional conference such as the Academy of Management or the American Society for Public Administration, where rigorous criteria must be met.
3. Report or monograph published by a professional organization, corporation, or public agency where rigorous criteria for selection can be demonstrated. The student’s relationship to the NSU doctoral programs in business should be noted in the documentation of the article, if at all possible.

All publications, along with supporting documentation, will be reviewed by the director of doctoral programs who will determine their acceptability. As satisfaction of this requirement is mandatory for program completion and graduation, students should give this attention early in their program. A listing of approved publications is available on line via UNIX.
LIBRARY RESOURCES

The University library system has more than 500,000 volume equivalents. The Albert and Birdie Einstein Library, located in the Parker Building, houses the University's major collection of books and journals in the humanities and sciences. Its more than 200,000 volume equivalents can be searched through the library's online catalog. Also, specialized indexes in CD-ROM format are available, as is dial-up access to the online catalog and to First Search.

The Einstein Library is equipped to perform online literature searches using DIALOG information databases. Reference librarians will assist students in structuring searches.

The library is a member of SEFLIN and FLIN, cooperative library networks that speed access to materials from other institutions throughout Florida. The 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. The library has an agreement with Wayne State University in Detroit for priority access to their vast collection of research materials.

Through the Distance Library Services Office (DLS), students off campus have access to books, journal articles, Educational Resources Information Center (ERIC) documents, interlibrary loans, database searches, and reference librarians specializing in research services to remote students. Students may call the DLS to request materials 24 hours a day, using mail, fax, or home computer. To contact, DLS by phone, call 800-541-6682, Ext. 7388 or (954) 475-7388. E-mail: library@nsu.acast.nova.edu

The Health Professions Division Library is located on the first floor of the Library/Laboratory Building of the Health Professions in the Student Activities Building. It contains card and computerized catalogs of holdings, more than 11,000 book titles, 783 active journals, and more than 800 audio and video tapes. The library is a member of DOCLINE, which is the National Library of Medicine's online, interlibrary loan service, coordinating with medical libraries in the United States. Full membership in the Miami Health Sciences Library Consortium permits free exchange of materials among local medical libraries for all patrons. Membership in the Association of Visual Sciences Librarians includes a cooperative lending relationship, so patrons have free access to nearly all vision-related resources. Also, a Drug Information Center, based in the College of Pharmacy Building, is available for student use evenings and Saturdays.

The Law Library of the Shepard Broad Law Center, with a collection numbering more than 261,000 volumes and volume equivalents, contains the standard materials required for legal study and research. It is one of the few collections in the country designated as a depository for United Nations documents. It is also designated as a depository for state and federal documents.

The William Springer Richardson Library, at the Oceanographic Center, houses a specialized collection of books and periodicals in physical, biological, geological, and chemical oceanography.

The University School Media Center maintains an integrated collection of print and nonprint materials designed to provide curriculum enrichment resources for students from preschool through high school.

TIME LIMIT

Students are expected to complete the degree program within eight years of their admission. Requests of extension of this time limit are made to the program director. Students are cautioned that they must maintain their active status in the program by taking courses and participating in program activities.

ADVISING

All required paperwork for admission to the doctoral programs and the registration for courses, seminars, and workshops; comprehensive examinations; and dissertation components may be processed either in person or through the mail. Students in field-based clusters can receive advising through the Office of Student Services, regional program manager, as well as an academic mentor assigned to the cluster. Campus-based faculty and administrative personnel are available in each cluster site on a periodic basis. Modern telecommunication systems enable faculty and administrators to remain in constant contact with students. Additional advising is available during national seminars and workshops at which campus-based faculty and administrators are present.

GRADUATE ACCOMPLISHMENTS

Many Nova Southeastern University School of Business and Entrepreneurship doctoral graduates have gone on to successfully apply the knowledge gained in their doctoral program in the real world. We continue to hear the success stories of leaders, administrators, educators, professionals, and consultants. The following is a partial list of where our graduates currently are making a difference.

COLLEGES AND UNIVERSITIES

Abilene Christian University
American University
Australian Catholic University
Averett College
Baker College
Ball State University
Baldwin Wallace College
Barry University
Brenau College
City University
City University of New York
DePaul University
Embry-Riddle Aeronautical University
Florida Institute of Technology
Florida International University
Geneva College
George Washington University
Glendale College
Golden Gate University
Hamden-Sydney College
Howard University
Jacksonville University
Keller Graduate School of Management
LeTourneau College
Lewis University
Mercer University
Mobile College
Newbury College
Northern Virginia Community College
Nova Southeastern University
Ohio Dominican College
Pennsylvania State University
Rivier College
Salem State College
Salve Regina College
South Dakota State University
St. Ambrose University
St. Leo College
Sullivan College
Trinity College
University of Miami
University of the Ozarks
University of Phoenix
Wheeling Jesuit University
Wilson College
COURSE DESCRIPTIONS

Note: All noted prerequisites imply master's/graduate-level courses.

CSA 6010 Administrative Theory and Practice (4 cr.) The focus of the course is on a critical and analytical review of the history of management theory. Students are encouraged to compare and contrast management theories and to examine them in the critical light of practical experience. In addition, through the preparation of literature research papers, students give attention to the development of dissertation-supporting literature review skills. Prerequisite: management/organizational theory.

CSA 6020 Organizational Behavior/Personnel Management (4 cr.) A seminar in the theories and practices of organizational behavior and the techniques of applied management. Focus is on individual and group behavior in organizations. Discussion of traditional behavioral theories, organizational dynamics and current trends and future directions in behavioral sciences and human resource management fields to include concepts of high performance perception and values, and team building practices. Responsibilities of human resource management and skills of applied management practices in the organization to include survey research and employee motivation, leadership, workplace trends and personnel planning. Cases and experiential exercises will enhance the transfer of learning. Prerequisite: management/organizational theory.

CSA 6030 Information and Decision Sciences (4 cr.) This course provides an application of information processing concepts from a managerial/administrative perspective. Topics include managerial issues in analysis, design, and implementation of management information systems (MIS); decision support systems, expert systems, automated financial modeling and planning methods, and managerial issues of organizing information systems and telecommunication networks (information centers, local area networks (LANs), etc.). Prerequisites: computer literacy, graduate-level quantitative methods/statistics. Students are advised to complete CSA 6072 before this course.

CSA 6040 Economic Analysis (4 cr.) This course is designed to expose mid-level and high-level administrators economic techniques applicable to and impact the skills necessary for utilization of both public and private business decision making. An economic focus will be provided for the application of quantitative analyses, such as regression, cost effectiveness, linear programming, min-max, and time and risk. Applications such as demand functions, cost functions, production functions, pricing of both public and private goods, human capital, and market structures will be examined. The focus of the course will be on case analysis and the preparation by each student of a research paper that applies one of these techniques to the solution of a job-related economics problem. Prerequisite: graduate-level economics.

CSA 6050 Operations Management (4 cr.) Operations management covers both manufacturing and service industries, and deals with a multitude of activities needed to produce or process goods and services in the private and public sectors. The course emphasizes the production and operations portion of businesses and public agencies. The operation management function to provide acceptable service to clients and customers provides the underlying theme for case analysis and discussion. Prerequisite: graduate-level quantitative methods/statistics.

CSA 6060 Business and Public Policy Seminar (4 cr.) This course is designed to increase understanding of dynamic and multifaceted relationships between business and public policy. It involves an examination of key public policy processes, problems, and issues and their impact on business policies and operations. Although the focus will be on the U.S. government, the economy, and the roles and impact of state and local governments, foreign governments and international organizations also will be reviewed. Similarly, the "politics" of intracompany, intraindustry, and interindustry relationships will be analyzed. The approach will involve a wide variety of disciplines, e.g., business administration, public administration, economics, political science, and law sociology. Prerequisite: CSA 6072.
CSA 6072 Online Communications and Internet Competency (Prerequisite) This course includes both facility on a microcomputer of the student's choice and the use of UNIX on the Nova Southeastern University campus-based computer. Students who complete NSU's master's-level UNIX competency course, GMPF 5006, will be exempt from this course.

CSA 6080 Professional Studies Workshop (2 cr.) This is a required two-credit workshop held every year in conjunction with an annual meeting: the Academy of Management for D.B.A. students; Association for Information Systems for D.B.A./ITM students; the American Accounting Association for D.B.A./ACC students; the Financial Management Association for D.B.A./FIN students; the American College of Healthcare Executives for D.B.A./HSA students; the Society of Human Resource Management for D.B.A./HRM students; the Academy of International Business for D.B.A./IM and D.I.B.A. students; the American Marketing Association (Marketing Educators’ Conference) for D.B.A./MKT students; and the American Society for Public Administration for D.P.A. students. NSU's programs are in no way associated with these professional organizations. It is felt that student familiarity with and participation in these professional group meetings will enhance the total educational experience. Students are required to attend Nova Southeastern sessions in addition to sessions of the professional group.

CSA 6081 Applied Research Development (2 cr.) The role of research in the business decision-making process will be explored. The significance of theory in the research process will be defined. The varied appropriate methodologies that could be brought to bear in such endeavors will be studied in depth. Students will be expected to understand the framing of research questions, the developing of an appropriate methodology, and the selecting of appropriate techniques to carry out research.

CSA 6082 Research Techniques (2 cr.) This course examines the nature of information, data, statistical analysis, and reporting. Statistical analyses from many perspectives, including descriptive statistics and inferential statistics at the univariate level, will be emphasized. The nature of factorial designs; multivariate analyses; correlation, regression, and prediction equations; and techniques associated with data exploration will be examined. A variety of computer-based tools will be used to conduct the statistical analyses associated with this course. Prerequisites: CSA 6081 and graduate-level quantitative methods.

CSA 6083 Research Methods (2 cr.) This two-credit course focuses on the integration of statistical techniques into the research design, as described in chapter three of the typical dissertation. The use of survey techniques in behavioral, management, and other scenarios is explored. The output of regression models is used to build financial and marketing models. Advanced computer programs are demonstrated as they are applied to specific research projects. Prerequisites: CSA 6081, CSA 6082 and graduate-level quantitative methods.

CSA 6110 International Business and Finance (4 cr.) International business is a logical extension of a growth-oriented national economic and organizational setting. The module emphasizes the benefits to be gained from international trade and multinational opportunities for individual firms and for the nation's interest. New theories of international trade will be discussed. Special attention will be given to foreign economic policies, mid- and nonmarket barriers, the transfer of international payments, the balance of payments, exchange rates and "hedging," and the contemporary international monetary system. The developing world countries, the economic status of major emerging nations, the nature and scope of multinational enterprise, host country policies toward multinational enterprise, and new techniques designed to result in a more beneficial international economic order will also be discussed. Prerequisite: graduate-level accounting/finance, marketing.

CSA 6120 Marketing Management and Research (4 cr.) The course is designed to help D.B.A. candidates develop both an appreciation for the intellectual growth of marketing as an academic discipline and a set of skills related to the practice of marketing management. Students will be exposed to the role of marketing in a modern organization and, through the use of case, lecture, and market modeling assignments, will develop skills in planning and executing marketing programs. Students will examine the intellectual underpinnings of marketing as a discipline by examining the development of marketing theories from both a historical as well as philosophical basis. In doing so, they will also be exposed to the basic issues involved with doing scientific research in the social sciences. Prerequisite: graduate-level marketing.

CSA 6130 Financial Decision Making in Business (4 cr.) An examination of the theory and practice of finance, with emphasis given to financial analysis, management, and control. Topics to be offered include the theory and practice of finance to include the firm's investment, financing, and dividend decisions; analytical techniques available for problem solving; and the environment in which financial decisions are made. Coverage of these topics will be accomplished by utilizing a balance between concepts applications, case analyses, and problems. Content includes: 1) principles and functions of finance, valuation of financial market instruments, time value of money, financial ratio analysis, and forecasting; 2) management of liquidity and other current assets, short- and intermediate-term financing and leasing; 3) capital investment, capital budgeting methods, and required returns for companies, divisions and acquisitions; 4) theory of capital structure, and dividend policy; 5) long-term financing, equity capital, long-term debt, and inflation and financial market returns; and 6) mergers and acquisitions, and failures and reorganizations. Prerequisite: graduate-level accounting/finance.
CSA 6140 Strategic Decision Making (4 cr.) This is the capstone course in the doctorate program. Students from the various specialty programs bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested—parties will be examined. Substantial attention in given to selecting and formulating goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisites:** completion of all other course work and passing of Part I of the Comprehensive Examination.

CSA 6150 Readings in Business Administration (4 cr.) This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6151 Advanced Readings in Management/Organizational Behavior (4 cr.) This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6220 Comparative Administrative Systems (4 cr.) This course focuses on alternative administrative arrangements within which the public administrator must function. Particular attention is given to comparative study of administrative systems in the United States, the United Kingdom, France, and Germany. The complex system of interaction and dependency created by the government and jurisdictions is examined. The history, contemporary conditions, and future of federal, state, and local relations.

An integrated perspective is developed to give a clear understanding of the special characteristics of American public administration.

CSA 6230 Financial Decision Making in Government (4 cr.) This course begins with a review of capital budgeting techniques and practices, continues with a summary of modern economic and financial theory, and then presents applications in the national, state, and local planning, programming, and budgeting environments. Revenue budgeting at the local, state, and federal levels is examined for fairness, efficiency of collection, and economic impact. Expense budgeting examines the use that is made of the Congressional activities associated with the passage of the budget. Cases are used to augment text readings when possible. **Prerequisites:** accounting/finance.

CSA 6240 Constitutional/Administrative Law and Ethics (4 cr.) This course reviews the normative and legal framework of public administration in the United States. Topics include: principal doctrines of American constitutionalism that are the basis for and parameters of public management practice. Theories of due process, equal protection, federalism, and separation of powers; statutory restraints on the administrator; traditional and new forms of judicial control of administrative action; standards for the exercise of administrative action; standards for the exercise of administrative discretion, and modern dynamics of the relationship between the administrative and judicial processes; conflicting demands on public managers; sense of personal responsibility for actions versus obligations to hierarchical supervisors, peers, subordinates, and the system; and obligations imposed by the bureaucracy versus senses of fairness, duty, and responsibility.

CSA 6250 Readings in Public Administration (4 cr.) This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.
CSA 6315 Strategic Programming in Human Resource Management (4 cr.)
This course will emphasize decision-making processes in the development and maintenance of various program elements in human resource management. Decision analysis will also be considered. Traditional and current issues-oriented programming will be addressed. Program elements that may be included are human resource planning, recruitment and selection, performance and promotion systems, incentives and awards, compensation and benefits, and human resource information systems (HRIS). **Prerequisite:** personnel/human resource management.

CSA 6325 Employee Relations and Services (4 cr.)
This course will address the tools that the human resource department may employ in order to maintain optimum levels of employee morale and employee retention. Current approaches and processes for determining which tools to use will be discussed. Included in the course will be such content as employee surveys, quality of work life, discipline and due process, career management, employee assistance plans and employee counseling, outplacement, retirement planning, day care, and various auxiliary services. **Prerequisite:** personnel/human resource management.

CSA 6330 Performance and Reward Systems (4 cr.)
This course focuses on performance appraisal, compensation, benefits, and incentive systems. In the area of performance appraisal, topics to be studied include systems, methods, rater errors, and interviewing. Other topics to be explored include pay plans, compensation administration, flexible benefits, health plans, individual and group incentives, employee motivation, and HRIS. **Prerequisite:** personnel/human resource management.

CSA 6370 Readings in Human Resource Management (4 cr.)
This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6410 International Management (4 cr.)
This course is an examination of the general field of administration with emphasis on the role of the management process, organizational behavior, and human resource management in international management. Topics to be covered include the evolution of management theory, the international manager’s job, the modern emphasis on effective utilization of human resources, and the managerial issues confounding top management as they attempt to plan, organize, lead, and control global operations. **Prerequisite:** management/organizational theory.

CSA 6420 International Marketing (4 cr.)
This course is designed to develop an understanding of the problems or opportunities present in the international business environment and the challenges involved in the development and implementation of the international corporate/marketing strategy. It includes an analysis of the environment of international markets, theories and models, market research methodology, and market mix. **Prerequisites:** quantitative methods/statistics, marketing.

CSA 6430 International Finance and Banking (4 cr.)
This course studies international financial management and banking functions, including the environment for international finance and banking, balance of payments, foreign exchange, and inherent dimensions of political risk. Unique aspects of international financial management are emphasized as related to cash management, capital budgeting, and cost of capital. International banking and financial markets are discussed. **Prerequisites:** economics, accounting/finance.

CSA 6450 Comparative Government and Economic Systems (4 cr.)
An in-depth review and analysis of the political and socioeconomic environment of major societies that may have an impact on the world scene, as viewed today. Comparative Government seeks to compare and contrast the institutional environments of these societies as the basis for conducting international trade, and advancing economic development and mutual cooperation. **Prerequisite:** economics.

CSA 6470 International Legal Framework (4 cr.)
This course is an introduction to the structures and processes of the international legal community, with a particular view to its bearing upon international commercial and financial interchanges. Topics to be covered include the history of the international legal order, sources of international law, incorporation of international law into U.S. law, sovereignty, diplomatic protection, human rights, institutions of the United Nations, the International Monetary Fund, the General Agreement on Tariffs and Trade, expropriation of alien-owned property, sovereign immunity, act of state doctrine, jurisdiction and extraterritoriality, and the European Economic Community.

CSA 6480 Readings in International Business (4 cr.)
This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6510 International Finance (4 cr.)
This course is designed to extend the student’s knowledge of corporate finance, investments, and financial institutions to the international arena. The theoretical basis for the international component, the associated regulatory complexities, and the currently active areas of modern academic research associated with international financial management will be covered. **Prerequisite:** accounting/finance, economics.

CSA 6520 Financial Institutions (4 cr.)
This course begins with an examination of financial analysis techniques and strategies that are used to assist in corporate decision making at commercial banks, savings and loans, savings funds, investment banks, and brokerage firms. The role of all of these financial institutions in the economy is explored and the competitive nature and the differences between institutions is examined extensively. The macro-environment (overview) of the banking industry and other trends and problems in the environment of financial institutions are discussed. **Prerequisites:** accounting/finance, economics.
CSA 6530 Financial Engineering (4 cr.) This course offers students a comprehensive overview of the significant risk management and tactical asset allocation functions offered by derivatives securities, including forward and futures contracts, options, forward-rate agreements, and swaps. Sample topics include hedging currency exposure, interest rate risk immunization, international diversification through swaps, exotic over-the-counter products, how hedge funds use derivatives, and the like.

CSA 6540 Investments and Taxation (4 cr.) The objectives of this course are to gain an understanding of the efficient market hypothesis and tests of market efficiency; gain an understanding of options and future markets; relate options and future markets to commodity markets; evaluate portfolio management theories and practices; and investigate the impact of taxes on investment instruments. Prerequisite: quantitative methods/statistics, accounting/finance, economics.

CSA 6550 Readings in Finance (4 cr.) This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6560 Readings in Health Services (4 cr.) This course examines the major issues in the area of managerial accounting by reviewing the historical and current literature, analyzing appropriate case studies, and discussing related issues in human resource, behavioral and social responsibility accounting. Ethical concerns are also examined. Student research skills are enhanced through the exploration of potential research topics in the managerial accounting discipline. Prerequisite: accounting.

CSA 6570 Seminar in Financial Accounting (4 cr.) This seminar will feature a series of legal concepts and issues facing health care managers in today’s dynamic and evolving health care delivery system. Students will analyze conflicts arising from legal, economic, and social issues. The structure of the legal system, governmental bodies regulating the health care industry, and some of the entities comprising the health care system will be studied as a framework for analyzing substantive issues.

CSA 6600 Law and Business (4 cr.) This seminar will feature a series of legal concepts and issues facing health care managers in today’s dynamic and evolving health care delivery system. Students will analyze conflicts arising from legal, economic, and social issues. The structure of the legal system, governmental bodies regulating the health care industry, and some of the entities comprising the health care system will be studied as a framework for analyzing substantive issues.

CSA 6610 Administrative Theory in Health Services (4 cr.) A doctoral seminar that includes a review of work of the classical theorists in the management discipline and a more detailed discussion of modern management thought and theory in the health services environment. Students are encouraged to compare and contrast management theories and to examine these theories in the critical light of their own experience. Students develop skills in academic research through the preparation of research papers and literature reviews. Prerequisite: management/organizational theory.

CSA 6620 Health Policy Analysis (4 cr.) The course examines the major historical and current influences on health policy development and implementation at the federal and state levels and the resulting structure and functions of the American health care industry. Students will identify principles for national health care and evaluate selected health policy proposals by special interest groups and state and federal government agencies.

CSA 6650 Readings in Health Services (4 cr.) This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6660 Legal Issues in Health Services (4 cr.) This seminar will feature a series of legal concepts and issues facing health care managers in today’s dynamic and evolving health care delivery system. Students will analyze conflicts arising from legal, economic, and social issues. The structure of the legal system, governmental bodies regulating the health care industry, and some of the entities comprising the health care system will be studied as a framework for analyzing substantive issues.

CSA 6710 Seminar in Financial Accounting (4 cr.) This course examines the discipline of financial accounting by tracing the historical background and evolution of current financial accounting theory and practice, reviewing key parts of the related literature, and discussing future directions of financial accounting research. Current financial reporting issues and areas of controversy are studied with an emphasis on the relationship between accounting practice and research. Student skills in research topic selection and refinement, literature selection and review, and research project structuring are advanced. Current issues and developments in accounting education are discussed as an integral part of the course. Prerequisite: accounting.

CSA 6730 Seminar in Managerial Accounting (4 cr.) This course addresses the major issues in the area of managerial accounting by reviewing the historical and current literature, analyzing appropriate case studies, and discussing related issues in human resource, behavioral and social responsibility accounting. Ethical concerns are also examined. Student research skills are enhanced through the exploration of potential research topics in the managerial accounting discipline. Prerequisite: accounting.
CSA 6740 Seminar in International Accounting (4 cr.) This course examines the international dimensions of accounting, primarily as they relate to financial accounting, but also considers the impact of multinational operations on managerial accounting and taxation, both U.S. and foreign. The initial course focus is on how U.S. corporations and their international affiliates account for foreign transactions for financial reporting purposes. A survey of financial accounting and reporting practices employed in other countries follows. The recent trend towards harmonizing the wide variety of country practices is then studied. Finally, business and individual taxation methods used in various countries are discussed. 
Prerequisites: accounting.

CSA 6750 Readings in Accounting (4 cr.) This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director.

CSA 6760 Seminar in Accounting Information Systems and Auditing (4 cr.) This seminar provides an overview of the development, implementation, and evolution of accounting information systems (AIS). Topics discussed include the impact of technology, control issues, and behavioral aspects of the AIS process. The relationship between the AIS and the internal and external information flows that facilitate resource allocation decisions is emphasized. In addition to AIS auditability concerns, other attributes of internal and external auditing such as professional ethics, evidence gathering and evaluation, risk assessment, and reporting options are examined. Relevant theoretical and applied research are integrated into topical coverage throughout the course. 
Prerequisites: accounting.

CSA 6810 Marketing Theory (4 cr.) This course is designed to prepare the D.B.A. candidate in marketing for the dissertation by providing them with the skills to develop theory within a marketing context. The student will be exposed to a structured theory development procedure and will complete a theory development paper. In addition, the student will read and critique works in the field. Prerequisite: marketing.

CSA 6830 Research Analysis for Marketing Decisions (4 cr.) This course is designed to help the D.B.A. candidate master an understanding of the total process of generating and transforming data into information relevant to identification and analysis of issues in the field of marketing. Emphasis is placed on exploratory, descriptive, and causal research designs and methodologies in measurement and scaling, sampling and inferential statistics; techniques of data analysis; parametric, nonparametric, simple and multivariate. Students will gain experience in analyzing "real-life" marketing research data using either VAX or PC-based SPSSx software. 
Prerequisite: marketing.

CSA 6850 Readings in Marketing (4 cr.) This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The readings course may be taken only after the student has received approval of the concept paper and chairperson by the research director. [Formerly CSA 6153.] 
Prerequisite: approval of concept paper.

CSA 6890 Marketing Topics (4 cr.) Students will be introduced to special topics such as international marketing, buyer behavior, marketing communications, brand equity, etc. 
Prerequisite: marketing.

CSA 6910 Enterprise Architecture (4 cr.) Administrative theory and practice concepts are combined with concepts and architecture of information systems for IT-enterprise architecture alignment. Topics include information concepts, flows, and system types; information's role in planning, operations, control, and decision making; information systems' integration across function, managerial level, and other attributes. Tools and methods for expediting specialized IS designs and application requirements are examined. IS planning, implementation, and management strategies are reviewed. Trends in development of group support systems, expert systems, office automation, and information engineering are described. Techniques for creating a comprehensive enterprise-wide plan optimizing productivity through enterprise architecture planning are delineated. 
Prerequisite: MIS.

CSA 6920 Telecommunications and Data Networks (4 cr.) Recent advances and new applications in the expanding field of telecommunications and computer networks are described. Strategies, tools and techniques for network planning, implementation, management, maintenance, and security are delineated. Topics include ISDN and B-ISDN, the OSI Model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics. Trends in standardization internetworking, downsizing, and the development of local area networks (LANs), wide area networks (WANs), Metropolitan area networks (MANs), value-added networks (VANs), and enterprisewide networks. 
Prerequisite: MIS.
SCHOOL OF BUSINESS AND ENTREPRENEURSHIP
BOARD OF GOVERNORS

David H. Rush, Chairman
Joseph C. Amaturo
Ronald G. Assaf
Elliott B. Barnett
John P. Bauer
Mitchell W. Berger
Donald E. Bowen
Bernard T. Budd
Steven M. Cohen
Michael S. Egan
Leonard L. Farber
Sherry Friedlander
Linda L. Gill
Walter E. Howard
H. Wayne Huizenga
Kenneth V. Knight
Alan J. Levy
Gregory M. Nelson
Anthony A. Nolan
John W. Ruffin, Jr.
Charles E. Shirley
Jack A. Smith
Roy D. Smith
Allan C. Sorensen
Harriet A. Stone
R. David Thomas
Norman D. Tripp
Thomas M. Twrogar
August Urbanek

SCHOOL OF BUSINESS AND ENTREPRENEURSHIP FACULTY AND ADMINISTRATION

RANDOLPH POHLMAN
Dean, School of Business and Entrepreneurship
M.S. Kansas State University
Ph.D. Oklahoma State University

KENNETH L. KRAFT
Associate Dean, School of Business and Entrepreneurship
M.B.A. University of Maryland
D.B.A. University of Maryland

CLAUDIA SANTIN
Associate Dean, School of Business and Entrepreneurship
M.S. Trenton State University
Ed.D. Nova Southeastern University

DANIEL AUSTIN
Director of Public and Health Services Division
M.A. Missouri State University
M.A. Nova University
M.Acc. Nova Southeastern University
Ph.D. University of Kansas

J. PRESTON JONES
Director, M.Acc, M.B.A., M.S./HRM Programs
M.B.A. Nova University
D.B.A. Nova Southeastern University

HERBERT JOHNSON
Director, M.I.B.A. Program
M.B.A. University of Houston
Ph.D. University of Arkansas

RICHARD KELSEY
Director, Doctoral Programs
M.S. University of Minnesota
Ph.D. University of Washington

IRVING ROSENBAUM
Director of Internship Program
M.P.A. Baruch College
D.P.A. Nova University

STEVE ALFORD
M.A. University of North Carolina
Ph.D. University of North Carolina

WILLIAM R. ALLEN
M.B.A. University of Florida
Ph.D. University of Florida

FALIH ALSAATY
M.B.A. New York University
Ph.D. New York University

ALEX ANCKONIE III
M.B.A. American University
D.B.A. George Washington University

JAY ARONSON
M.S. Carnegie-Mellon University
Ph.D. Carnegie-Mellon University

LUIS ARBITOLA
M.B.A. University of Miami
J.D. University of Miami

ROBERT BAER
M.A. University of Miami
M.P.A. Nova University
D.P.A. Nova University

JOSEPH L. BALLOUN
B.S. Iowa State University
M.S. Iowa State University
Ph.D. University of California at Berkeley

CHARLES BLACKWELL
M.B.A. Samford University
M.P.A. Nova University
D.P.A. Nova University

FRANK CAVICO
J.D. St. Mary's University
School of Law
LL.M. University of San Diego
School of Law

LARRY CHIACOURIS
M.B.A. Baruch College
M.Phil. Baruch College
Ph.D. Baruch College
CLAY CHUN
M.S. University of S. California
Ph.D. Rand Graduate School

EDWARD COYNE, SR.
M.B.A. Nova University
Ph.D. University of Bradford (U.K.)

BARBARA DASTOOR
M.A. University of Missouri
Ph.D. University of Texas at Dallas

WALTER EINSTEIN
M.S. University of Southern California
Ph.D. Syracuse University

RONALD FETZER
M.A. Kent State University
Ph.D. Ohio State University

ALAN GART
M.A. University of Pennsylvania
Ph.D. University of Pennsylvania

ROBERT GIBBONS
M.Phil. Yale University
Ph.D. Yale University

JANE GIBSON
M.S. Nova University
D.B.A. Nova University

ARNOLD GOLDSTEIN
M.B.A. Suffolk University
J.D. New England School of Law
J.L.M. Suffolk Law School
Ph.D. Northeastern University

WILLIAM HARRINGTON
M.S. Boston College Graduate School
Ed.D. Nova University

GEMA HERNANDEZ
M.A. Louisiana State University
Ph.D. Louisiana State University
D.P.A. Nova University

RAYMOND JACKSON
M.B.A. University of Chicago
Ph.D. Boston University

WILLIAM JOHNSON
M.S. Northern Illinois University
Ph.D. Arizona State University

JUAN JOVER
M.S. Polytechnical Institute
of New York
M.S. Stanford University
Ph.D. Stanford University

LEE LATTIMER
M.B.A. University of Santa Clara
D.B.A. George Washington University

HOWARD LAWRENCE
M.B.A. Memphis State University
Ph.D. University of Mississippi

RICARDO LEAL
M.Sc. Pontifical Catholic University of Rio de Janeiro
Ph.D. Federal University of Rio de Janeiro

MOSHE LEVIN
M.B.A. University of Illinois
Ph.D. Texas A&M University

PAUL LOOMBA
M.S. Massachusetts Institute of Technology
Ph.D. University of Wisconsin

ALBERT MAVRINAC
M.A. University of Pittsburgh
Ph.D. Harvard University

TIMOTHY McCARTNEY
Ph.D. University of Strasbourg

GREGORY MCLAUGHLIN
M.S. Florida State University
D.B.A. Nova University

WALTER B. MOORE
B.S. University of Arkansas
M.S. Colorado State University
Ph.D. University of Nebraska

KENNETH MOST
M.A. University of Florida
Ph.D. University of Florida

RONALD NEEDLEMAN
Ph.D. City University of New York

PEDRO PELLET
M.A. University of Puerto Rico
Ph.D. University of Miami

EDWARD PIERCE
M.M.S. Command and General Staff College
D.B.A. George Washington University

RICHARD PLANK
M.B.A. Seton Hall University
Ph.D. City University of New York

THOMAS POWERS
M.B.A. Eastern Michigan University
Ph.D. Michigan State University

ROBERT PREZIOSI
M.Ed. Florida Atlantic University
D.P.A. Nova University

NEAL RAPPAPORT
M.S. Wright State University
Ph.D. Massachusetts Institute of Technology

RICHARD REES
M.Ed. Rutgers University
Ed.D. Rutgers University

ELIZABETH RIVERS
M.B.A. New York Institute of Technology
Ed.D. Nova University

JOHN T. SENNETTI
M.A. Bucknell University
M. of Statistics University of Florida
Ph.D. Virginia Polytechnic Institute and State University

ELLIOIIT SER
M.S. American Technological University
D.B.A. Nova University

ANDREW SHERBO
M.B.A. University of Georgia
Ph.D. St. Louis University

JAE SHIM
M.B.A. University of California, Berkeley
Ph.D. University of California, Berkeley

THOMAS SHEPPARD
M.S. George Washington University
M.A. University of Oklahoma
Ph.D. University of Texas

WILLIAM SNOW
M.B.A. Golden Gate University
Ph.D. Catholic University of America

LUC SOENEN
M.B.A. Cornell University
D.B.A. Harvard University

ALAN TUCKER
M.B.A. Florida State University
Ph.D. Florida State University

DANIEL WALSH
M.B.A. Fairleigh Dickinson University
M.S. New Jersey Institute of Technology
Ph.D. Nova University

ARTHUR WEINSTEN
M.B.A. Florida International University
Ph.D. Florida International University

PAN YATRAKIS
M.I.A. Columbia University
M.B.A. Columbia University
Ph.D. New York University
The Nova Southeastern University experience, in terms of both substance and process, was significant, beneficial, and most rewarding. The importance of the curriculum and the dedication of the interdisciplinary staff and resource people were compatible with my goals. I learned the meaning of quality management, integrity, program effectiveness, and commitment to excellence largely through my Nova Southeastern education.

Brenda Mitchell, D.P.A. '81
Secretary of the Commonwealth of Pennsylvania

The business environment is rapidly changing and one must constantly update one's educational credentials. Nova Southeastern University continuously exposes the adult learner to the newest business administration concepts. The use of faculty with practical experience in the field was most effective. The doctoral program has sharpened my skills as a manager, motivator of people, and viable player in an increasingly competitive marketplace.

Michael J. Velsmid, D.B.A. '89
President, Retail Stores Division
West Point Stevens Stores Inc.

The D.B.A. degree program at Nova Southeastern University offered me the only opportunity to pursue advanced studies in business while maintaining my career. It offered the challenges of research and doctoral-quality education with a practical and innovative format for delivery. My doctoral preparation provided me with the foundation to pursue research and writing for a major university.

Donald F. Kuratko, D.B.A. '84
Stoops Distinguished Professor in Business and Director of the Entrepreneurship Program
College of Business
Ball State University
MISSION STATEMENT

DOCTORAL ADMISSION APPLICATION

NOVA SOUTHEASTERN UNIVERSITY

SCHOOL OF BUSINESS AND ENTREPRENEURSHIP
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315-3025

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, Doctoral Student Development Director.
3. If you have GMAT or GRE scores, please have an official copy of the report forwarded to SBE from the Educational Testing Service in Princeton, New Jersey.
4. Submit three letters of recommendation directly to SBE.
5. Submit a 500- to 1,000-word essay describing your professional accomplishments and goals.
6. Submit a resume or curriculum vitae with detailed explanation of previous and present employment responsibilities.

Expected starting date ______________/____________/____________

Social Security Number ____________________________

Name ____________________________

Last First Middle (Maiden)

Current Mailing Address ____________________________

Number and Street City

County State ZIP Telephone

Permanent Mailing Address ____________________________

Number and Street City

County State ZIP Telephone

Date of Birth ____________________________

☐ Male ☐ Female

EMPLOYER’S NAME AND ADDRESS

Name ____________________________

Address ____________________________

Telephone ____________________________

Number and Street City State ZIP

Your title/primary responsibility ____________________________

(Please check the program for which you are applying.)

☐ Doctor of Business Administration
☐ Doctor of International Business Administration
☐ Doctor of Public Administration

Doctor of Business Administration with

☐ Accounting Specialty
☐ Finance Specialty
☐ Health Services Specialty
☐ Human Resource Management Specialty
☐ Information Technology Management Specialty
☐ International Management Specialty
☐ Marketing Specialty
DOCTORAL ADMISSION APPLICATION

EMERGENCY CONTACT
Name ________________________________________________________________
Address ________________________________________________________________
Home Telephone __________________________________ Business Telephone ________ Ext. ________

HONORS
Honors and other evidence of high scholarship ________________________________

REFERENCES
List below three business or faculty references who will submit a letter of recommendation on your behalf. Letters are to be submitted directly to the Doctoral Student Development Office.
Name and Address

Position/Title and Organization

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

ETHNIC ORIGIN DATA
(this information is requested for reporting purposes only):
Check one of the following
□ Hispanic origin
□ White (not of Hispanic origin)
□ Asian or Pacific Islander
□ Black (not of Hispanic origin)
□ American Indian or native Alaskan

APPLICANT STATUS AT TIME OF APPLICATION
First time attending Nova Southeastern University? □ Yes □ No
When did you take, or when do you plan to take, the GMAT/GRE? ___________________
**DOCTORAL ADMISSION APPLICATION**

**EDUCATION**

List in reverse order (most recent first) all colleges and universities attended. An official transcript must be submitted for course work taken.

<table>
<thead>
<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 (Mo/Yr)</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Do you intend to transfer any doctoral-level credits toward your doctoral degree?

☐ Yes ☐ No  If yes, list:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Title</th>
<th>Institution</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CITIZENSHIP STATUS**

☐ U.S. Citizen  Do you require an I-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 the University Registrar International Student Office for further details at (954) 262-7240.

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.

Applicant’s Signature _______________________

Date _______________________

**NOTICE OF NONDISCRIMINATION**

Nova Southeastern University admits students of any race, color, sex, age, nondisqualifying disability, religion or creed, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school, and does not discriminate in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

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.
Please submit a short essay on your future career objectives in management, teaching, research, consulting, or practice. Indicate how you feel the doctoral curriculum will help you meet those goals; whether it is an optional or necessary credential; and why you believe you have sufficient motivation for a three-year program. Use additional pages if you require them, or submit separate typewritten page(s).
**DOCTORAL ADMISSION APPLICATION**

**SCHOOL-SPECIFIC ADDITIONAL ADMISSIONS INSTRUCTIONS**

The Doctoral Admissions Committee uses several criteria in reaching a decision on each applicant. Do not hesitate to submit any information that you feel is relevant in helping portray your academic ability; the extent of your motivation for starting and concluding a major academic undertaking; or your future career plans that justify the need and use of a doctoral degree.

**GRADUATE-LEVEL PREREQUISITES:** circle your program and indicate which degree program prerequisites you may have already completed.


- [ ] Quantitative Methods
- [ ] Economics
- [ ] Marketing
- [ ] Accounting/Finance
- [ ] Management/Organizational Theory

### D.P.A. - Graduate-Level Course Work in:

- [ ] Quantitative Methods
- [ ] Economics
- [ ] Management/Organizational Theory

### D.B.A./ACC - Graduate-Level Course Work in:

- [ ] Quantitative Methods
- [ ] Marketing
- [ ] Accounting/Finance
- [ ] Management/Organizational Theory
- [ ] Accounting Background: __________

### D.B.A./ITM - Graduate-Level Course Work in:

- [ ] Quantitative Methods
- [ ] Management Information Systems
- [ ] Marketing
- [ ] Accounting/Finance
- [ ] Management/Organizational Theory

### D.B.A./HRM - Graduate-Level Course Work in:

- [ ] Quantitative Methods
- [ ] Personnel/Human Resource Management
- [ ] Marketing
- [ ] Accounting/Finance
- [ ] Management/Organizational Theory

### D.B.A./MKT - Graduate-Level Course Work in:

- [ ] Quantitative Methods
- [ ] Marketing
- [ ] Accounting/Finance
- [ ] Management/Organizational Theory

### D.B.A./HS - Graduate-Level Course Work in:

- [ ] Quantitative Methods
- [ ] Marketing
- [ ] Accounting/Finance
- [ ] Management/Organizational Theory

Please direct all correspondence related to your application to:

**Doctoral Programs Office**  
School of Business and Entrepreneurship  
Nova Southeastern University  
3100 SW 9th Avenue  
Fort Lauderdale, Florida 33315-3025
INFORMATION/LIBRARY SURVEY

PLEASE READ AND RETURN THIS FORM AS PART OF YOUR APPLICATION MATERIAL. This form must be completed before your file can be reviewed by the Doctoral Admission Committee.

I. Student Information

Date __________________________

First Name _____________________ Last Name _____________________

SS# __________ Cluster __________ Day Phone (______) __________

Address _________________________

City __________________________ State __________ ZIP Code ______


To support your program at Nova Southeastern University and your career in business, public service, or college instruction, you will need to have access to information. This survey has been constructed to help you focus on the types of information you will need and on the best way to go about acquiring this type of information. It is also intended to provide Nova Southeastern University with an information profile of you.

WHAT IS A LIBRARY? In the paragraph above, the focus was on access to information rather than to a library. This was a deliberate choice of words. When you think of a library, the first response may be to think of a building. However, we want to encourage you to think of the information elements you will need and the optimum source of these elements.

A library is more than a building with books and journals on its shelves. A library is actually composed of the following elements:

A. Books on shelves
B. Access to interlibrary loan services for books not available on the shelves
C. Academic journals on the shelves
D. Interlibrary loan services for articles in journals not available on the shelves
E. Access to services of a reference librarian
F. Electronic search services

These materials may not all necessarily be available from the same source.
II. Library services
   A. Shelf access to an adequate book collection

<table>
<thead>
<tr>
<th>Name of library:</th>
<th>Location:</th>
</tr>
</thead>
</table>

   B. Interlibrary loan access (will the library borrow books for you from other libraries?)

<table>
<thead>
<tr>
<th>Name of library:</th>
<th>Location:</th>
</tr>
</thead>
</table>

   C. Academic journals available from library shelves

<table>
<thead>
<tr>
<th>Name of library:</th>
<th>Location:</th>
</tr>
</thead>
</table>

   D. Interlibrary acquisition of articles not available on the shelf

<table>
<thead>
<tr>
<th>Name of library:</th>
<th>Location:</th>
<th>Cost:</th>
</tr>
</thead>
</table>

   E. Reference librarian

<table>
<thead>
<tr>
<th>Name of library:</th>
<th>Location:</th>
</tr>
</thead>
</table>

   F. Database search

<table>
<thead>
<tr>
<th>Name of library:</th>
<th>Location:</th>
<th>Cost:</th>
</tr>
</thead>
</table>
JOURNALS
Please check off the journals listed below if they are found in your library.

- Al Magazine
- AIIE Transactions
- Academy of Management Journal
- Academy of Management Review
- Ad Week
- Administrative Science Quarterly
- American Economic Review
- American Journal of Political Science
- American Political Science Review
- California Management Review
- Decision Sciences
- FGCS
- Family Business Review
- Financial Management
- Financial Review
- Health Services
- IEEE
- Information and Management
- Information Systems
- International Journal for Production Research
- International Review of Administrative Sciences
- Issues in International Business
- Journal of Advertising Research
- Journal of Applied Behavioral Science
- Journal of Applied Psychology
- Journal of Business
- Journal of Consumer Behavior
- Journal of Finance
- Journal of Financial Research
- Journal of International Business Studies
- Journal of Marketing
- Journal of Marketing Research
- Journal of Operations Management
- Journal of Systems Management
- MIS Quarterly
- Management Review
- Office: Technology and People
- Organizational Dynamics
- Product Management
- Project Management Journal
- Public Administration Review
- Public Personnel Management
- Public Productivity Review
- Robotics
- Sloan Management Review
- Southern Economic Journal

Career option specialty students—please list 5 or more specialty journals on back of this sheet.
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 Doctoral 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 doctoral programs office, 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 ☐
TRANSCRIPT REQUEST FORM

STUDENT: It is your responsibility to request a transcript from your previous school(s). Fill in the blanks on both parts. We suggest that you call your previous school to find out if a fee should accompany this transcript request form. Mail the entire form and any fee required to your previous school(s).

Previous school or college:

Please send an official transcript of my academic work while attending your institution to the School of Business and Entrepreneurship at Nova Southeastern University.

A. I attended your institution from ______ to ______

B. While in attendance, my name was:

   Last First Middle/Maiden

C. My student identification number was: ___________________

Signature

PREVIOUS SCHOOL: PLEASE RETURN THIS FORM WITH TRANSCRIPT. THANK YOU.

TRANSCRIPT TRANSMITTAL FORM

Social Security Number ____________________ Date ____________________

Name ____________________ Date ____________________

   Last First Middle/Maiden

Address ____________________ Date ____________________

City ____________________ State ____________________ Zip Code ____________________

PLEASE SEND ______ COPIES TO NOVA SOUTHEASTERN UNIVERSITY, School of Business and Entrepreneurship, Doctoral Programs, 3100 SW 9 Avenue, Fort Lauderdale, Florida 33315-3025.
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.