

1988

The Friedt School of Business and Entrepreneurship 1988-89 Catalog

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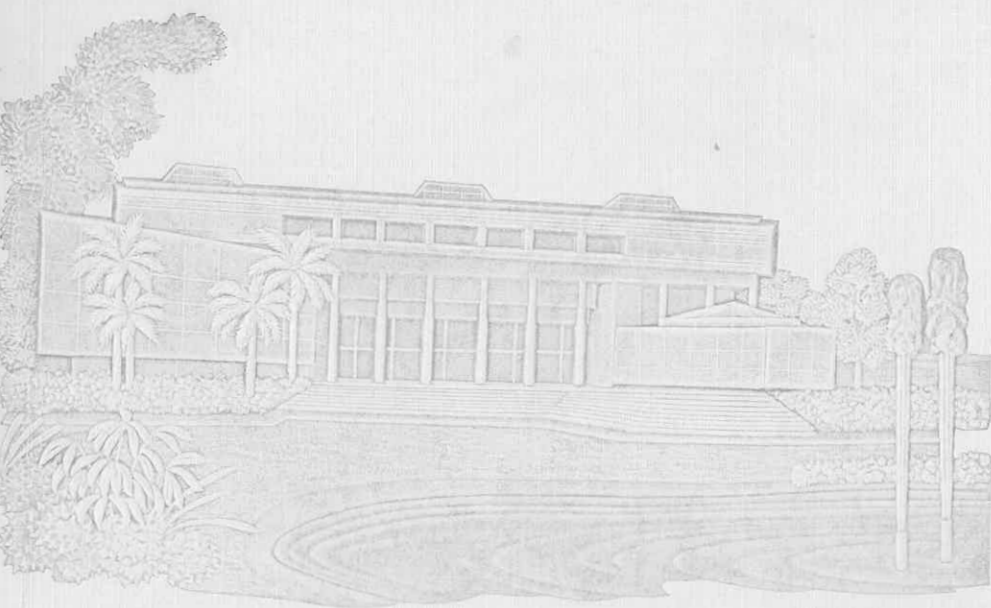
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The Friedt School of Business and Entrepreneurship

1988-89 Catalog



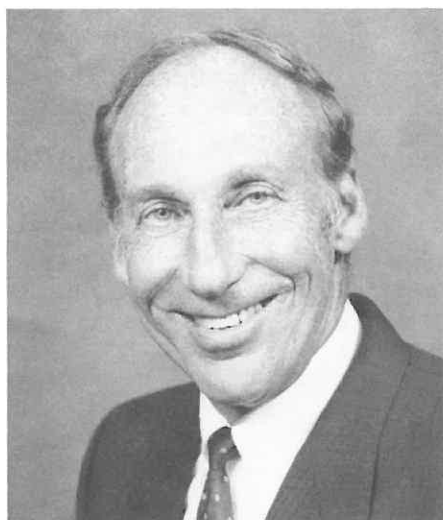
The Friedt School of Business and Entrepreneurship

1988-89 Catalog

Published August, 1988

Policies and programs set forth herein become effective August 1, 1988. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova University administration.

Nova University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award bachelor's, master's, educational specialist, and doctoral degrees. Nova University admits students of any race, color, and national or ethnic origin.



Now entering its third decade, Nova University is beginning to see the impact that its graduates are having on the institutions within our society. Many of the University's programs are mission-oriented, designed to improve the performance of professionals, and evidence is being collected that indicates that Nova alumni are having a strong, positive effect on the institutions in which they are employed.

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

Abraham S. Fischler
President, Nova University



The Friedt School of Business and Entrepreneurship is dedicated to the enterprising spirit of the Glenn and Lucy Friedt Family Foundation. As the major benefactor of the School, the Friedt Foundation has provided more than resources to the School, it has provided the vision that propels all of the School's divisions, centers, institutes, and programs. The mission of the Friedt School is the advancement of professional development for individuals in business, government, and not-for-profit settings at the managerial and executives levels. The Friedt School emphasizes creativity, innovation, and productivity in human enterprise. The educational philosophy of the Friedt School is growth through the practical application of theory. The Friedt School projects an activist, interventionist strategy in the delivery and designs of its programs in pursuance of this educational philosophy.

Neuman F. Pollack
Dean, Friedt School of Business
and Entrepreneurship

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The Friedt School of Business and Entrepreneurship

The Friedt School of Business and Entrepreneurship houses major centers, institutes, and programs dealing with business and public administration and with entrepreneurship and creativity in business, accounting, banking, health services administration, human resources, international business, computer applications in management, and productivity. The degree programs of the Friedt School are at the master's and doctoral level. Nondegree development and training programs in the various centers and institutes enable the Friedt School to impart a wide range of organizational settings with practical programs. The Nova University philosophy that the individual is the focus of the educational process is the hallmark of the Friedt School's offerings.

Currently under development is the Friedt Center for Entrepreneurship. This Center will establish activities and programs directed at venture initiation, institutional renewal, and creativity in business design and operation. The Friedt Center will serve as a practical think tank on entrepreneurship to stimulate awareness of the values of entrepreneurship for society in individuals at various stages of their professional development, including precollegiate, collegiate, and extracollegiate settings. The Friedt Center for Entrepreneurship will work closely with other centers, institutes, and programs at Nova University in this process.

The Banking Institute operates both degree and nondegree programs in the field of banking. Programs are designed primarily for the postentry careerist at banks; credit unions; savings and loan institutions; and mortgage and other financial institutions. The Institute oversees the highly regarded and unique Bankers' Executive M.B.A. program which is the only degree program of its kind focusing exclusively on the educational needs of those in the financial institution field. Admission to the program is limited to those individuals actively engaged in the banking profession.

The Institute for Health Services Administration is engaged in both degree and nondegree activities focusing on the needs of the important health care industry. The Master of Science in Health Services Administration is designed for midcareer health care professionals, as well as preservice individuals. The practical focus of the curriculum is further augmented with internship placement for preservice students. The Institute sponsors various symposia dealing with health care issues that impart both the health care industry and the broader society.

The Master of Accounting Program offers degrees as well as continuing education activities for professionals in the field of public accounting. The Master of Accounting program offers three distinct career options in meeting the needs of accounting professionals: public accounting, tax accounting, and managerial accounting. The accounting programs meet the requirements of eligibility for sitting for the CPA and CMA exams.



The Friedt School's major degree offerings at the master's and doctoral levels are administered through the Master's and Doctoral Divisions, respectively. Combined, these divisions are responsible for approximately 80% of the Friedt School's educational activities. The master's programs stress innovative learning processes and delivery systems for working professionals who wish to increase their managerial or professional effectiveness. While most of the students are adult students with some career experience, the Friedt School admits preprofessional students in selective programs which meet on campus and which include elements essential for professional preparation. The master's degree programs of the Friedt School include the following offerings:

- Master of Business Administration (M.B.A.)
- Master of Public Administration (M.P.A.)
- Master of Accounting (M.Acc.)
- Master of International Business Administration (M.I.B.A.)
- Master of Science in Health Services Administration (M.S./H.S.A.)
- Master of Science in Human Resource Management (M.S./H.R.M.)
- Master of Science in Human Services (M.S./H.S.)
- Master of Science in Criminal Justice (M.S./C.J.)
- Master of Science in Microcomputer Applications in Management (M.S./M.A.M.)
- Master of Science in Telecommunications Management (M.S./T.M.)
- The Bankers Executive MBA Program (M.B.A./EX)

The structure and format of the master's programs permits students to concentrate their studies in a number of major areas depending upon their interest, backgrounds, and organizational needs. Areas of concentration or specialization include accounting, banking, computer systems management, criminal justice, health systems management, human resource management, human services, international business, microcomputer application in management, public management, sales and marketing management, and telecommunications management.

The Friedt School doctoral programs are designed for upper-level management and executive personnel in both the public and private sectors. The emphasis of the doctoral programs is strategic decision making, including problem solving and policy formulation. The school offers three distinctive doctoral programs emanating from a common decision-making base:

Doctorate in Business Administration (D.B.A.)

Doctorate in Public Administration (D.P.A.)

Doctorate in International Business Administration (D.I.B.A.)

The D.B.A. and D.P.A. programs are capstone programs for professionals who seek broader organizational understanding and influence. The research focus of the dissertation goes beyond the traditional aim of the Ph.D. thesis to the extent that students apply their research to current organizational challenges and opportunities and seek to implement their findings and solutions as they unfold in the real time.

Students in the D.B.A. program may elect any of three career options in addition to the classical management curriculum of the program. These career options are in the fields of human resource management, human resource development, and international management.

The D.I.B.A. program is designed for executive level personnel in multinational corporations located in the United States and abroad and offers an innovative format permitting these professional-level students to attend classes in intensive week-long sessions as well as weekend classes monthly.

Students in Nova University's Center for the Study of Law may earn a master of business administration or a master of public administration in conjunction with their law studies by satisfying all program core requirements. Students are counseled individually by both the associate dean of the Law Center and the director of the master's programs in the Friedt School. Students pursuing both law and management will receive separate degrees and diplomas at the time of completion of each program of study. This cooperative program does not lead to a single joint degree nor does it reduce the requirements of the law degree. It does reduce the overall requirements of the management degree by allowing students to transfer law credits in place of electives in their management program. All of the programs offered by the Friedt School are available on the main campus of Nova University in Fort Lauderdale, Florida, and most are offered also in field locations throughout Florida and the United States in a "cluster"

format. A cluster is a group of twenty to thirty students pursuing similar degree objectives in an off-campus location. Nova University is acknowledged as a leader in field-based programs. Two general types of academic clusters are the open cluster and the sponsored (corporate) cluster. The open cluster comprises students from a variety of backgrounds, experiences, and organizational settings. Open clusters in the master's programs generally focus on management studies, as opposed to any of the concentrations or specializations noted above, although these options are available should the cluster members agree upon a common major. The sponsored cluster comprises students who are generally employed in the same profession by a single employer or a consortium of employers in "corporate" cluster to the extent that a corporate training department or management group, such as a chapter of the National Management Association, negotiates the terms of a contract to deliver the management program with a specified major at the commencement of the sponsored (corporate) cluster. Please contact the Dean for additional information concerning either cluster format.

The Friedt School currently operates open and sponsored clusters at the master's level in over 25 locations and at the doctoral level in over 15 locations throughout Florida and the United States. All field-based clusters meet the same stringent accreditation requirements as on-campus programs. In addition, all clusters outside the State of Florida are licensed in the states in which they operate. Nova University clusters have been reviewed (including on-site visitation) by The Commission on Colleges, Southern Association of Colleges and Schools, as well as by representatives of the other Regional Accrediting Bodies, as appropriate.

COMPETENCY-BASED LEARNING

All of the programs and courses offered by the Friedt School are designed to meet the educational training needs of both students and organizations. Detailed course syllabi specifying behavioral objectives and learner outcomes serve as mechanisms of program content control wherever programs are delivered--on campus in Fort Lauderdale or in field-based clusters. With the improvement of managerial and decision-making skills being the underlying concern of center programs, re-evaluation of course content and learning resources by professionals with both academic and practitioner experiences is an ongoing process. Using multiple sources of evaluation, each course of instruction is monitored for competency of delivery. For more information on the nature of the review process, please contact the Dean.

ACCREDITATION AND MEMBERSHIPS

Nova University is **accredited** by the Commission on Colleges, Southern Association of Colleges and Schools (SACS) to award bachelor's, master's, educational specialist, and doctoral degrees. Nova University is a **member** of the Council on Post-Secondary Accreditation (COPA), a nationwide organization that includes all the separate regional accrediting commissions. The University is also a **member** of the Florida Association of Colleges and Universities (FACU) and the Independent Colleges and Universities of Florida (ICUF). Nova is a **member** of the American Council on Education (ACE), the College Entrance Examination Board (CEEB), and the Council of Graduate Schools of the United States (COGS). Nova University, through the Friedt School, is a **member** of the American Assembly of Collegiate Schools of Business (AACSB) and the National Association of Schools of Public Affairs and Administration (NASPAA). Nova University's programs leading to professional degrees in management at the graduate level have been recognized by the National Management Association (NMA), a nationwide professional management development organization with sponsorship by and membership in the nation's leading business and industrial corporations. A number of field-based clusters predominantly comprise NMA members.



The Friedt Center for Entrepreneurship

The Friedt Center for Entrepreneurship is being established in the Friedt School of Business and Entrepreneurship at the present time. Activities centering around entrepreneurship issues are currently handled as part of existing degree and nondegree offerings of the various divisions, institutes, and programs in the school. For more information, please contact the Dean of the Friedt School.

The Master of Accounting Program

The Master of Accounting Program will oversee the day to day operations of the degree program, as well as the development and delivery of continuing education programs for professional accountants. The Director of the master of accounting program is well versed in the certification requirements for those seeking eligibility to sit for the CPA and CMA exams.

CPA Educational Requirements

Florida

Listed below are the Florida educational requirements that an applicant needs to qualify as a candidate for the Certified Public Accountant's (CPA) examination. The applicant must--

- be a graduate of a regionally accredited undergraduate institution (the Florida Board of Accountancy has listed its acceptable regional accrediting agencies),
- have 10 courses (30 semester hours) above the minimum courses required at his/her undergraduate institution (these need not be graduate courses, but most candidates take graduate courses and complete their graduate degrees),
- have 12 courses (36 semester hours) of accounting above the principles of accounting level. These must include--
 - 2 courses (6 semester hours) in taxation,
 - 2 courses (6 semester hours) in auditing,
 - 4 courses (12 semester hours) in financial and cost accounting,
 - 4 courses (12 semester hours) of accounting elective
- have 2 courses (6 semester hours) of business law.

Nova counselors will be delighted to review each applicant's transcript(s) and help plan a program that does not contain duplicated courses and that should meet the Florida educational requirements. The Florida Board of Accountancy does a complete analysis of all transcripts submitted by each CPA examination candidate, and of course, is the final authority.

The Board's address is: Florida Board of Accountancy
4001 N.W. 43rd Street, Suite 16
Gainesville, FL 32606
(904) 336-2165

CMA Requirements

Admission to the CMA (Certified Management Accounting) program requires that the applicant be of good moral character, agree to abide by the Standards of Ethical Conduct for Management Accountants, be employed or expect to be employed in management accounting, and meet *one* of the following measures of educational attainment:

1. Hold a baccalaureate degree in any field of study from a regionally accredited college or university. Degrees from foreign institutions must be evaluated by an independent agency.

or

2. Achieve a score on either the Graduate Record Examination or the Graduate Management Admission Test satisfactory to the Credentials Committee of the ICMA.

or

3. Hold a CPA certificate or hold a professional qualification comparable to the CMA or CPA issued in a foreign country.

In addition to passing the CMA examination, a candidate for the Certificate must complete two continuous years of professional experience in management accounting. The experience requirement may be completed prior to or within seven years from the date the CMA examination is passed. Professional experience is employment in positions at a level at which judgments are regularly made that employ the principles of management accounting.

All inquiries regarding the CMA program should be addressed to: Institute of Certified Management Accountants
10 Paragon Drive
Montvale, N.J. 07645-1759
(201)573-6300

THE MASTER OF ACCOUNTING PROGRAM

Program Objectives

The Master of Accounting Program offers students three career options in the areas of public accounting, tax accounting, and managerial accounting. The Nova University Master of Accounting program is an innovative curriculum featuring learning and delivery systems designed for adult working professionals in the field of accounting, as well as prejob entry students interested in developing a career in the field of accounting. The program curriculum is designed to provide students with greater depth and breadth in professional courses in accounting than is possible in master of business administration programs with concentrations or majors in accounting. The program is intended to prepare students to enter, or further, careers as professional accountants in financial institutions, government, industry, nonprofit organizations, and public practice. The program includes courses utilizing modern computer applications in accounting procedures and general business.

Program Philosophy

The Master of Accounting program emphasizes concepts, skills, and methodology vital to the accounting profession for those students interested in public accounting as well as corporate and institutional accounting. The curriculum includes courses that provide a managerial perspective to the accounting profession, knowledge that is increasingly vital to corporate economics. The overriding goal of the program is to provide depth and breadth of accounting functions and to enhance business awareness of professional accountants and accounting personnel.

Program Schedule

The program utilizes the nontraditional weekend format with class meetings on Friday evenings and Saturdays. Classes are scheduled in thirteen-week blocks or semesters, with each course meeting every second or third weekend. Students frequently enroll in two courses per block. The entire degree program may be completed in as few as 18 months. Courses are scheduled on a rotating basis enabling new students to enter the program in any of the four blocks of instruction scheduled each year. The program can be delivered through a field-based cluster at locations remote from the Nova campus, to a minimum of 25 students per cluster.

The Curriculum

The following ordering of courses is highly suggested. The Master of Accounting program advises students to register for their career option courses as they are scheduled since all required courses are routinely offered on a rotational basis from one term to the next on campus. Generally, a complete curriculum profile is established for off-campus clusters showing the intended rotation of all courses at least one year in advance.

REQUIRED COURSES		Credits
GMP 5711	Accounting Theory I	3
GMP 5712	Accounting Theory II	3
GMP 5731	Accounting Information and Control Systems	3
GMP 5733	Advanced Managerial Accounting	3
GMP 5761	Taxation of Individuals	3
GMP 5762	Taxation of Corporations and Partnerships	3
	Elective Courses--Concentrations	18
Total	36

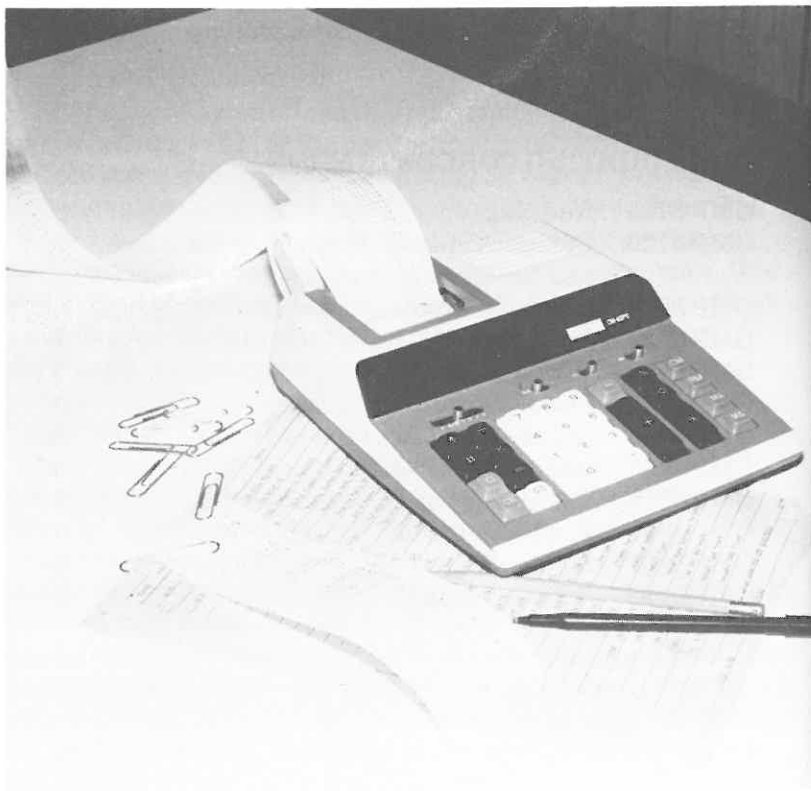
ELECTIVE COURSES--

PUBLIC ACCOUNTING CONCENTRATION

GMP 5715	Auditing	3
GMP 5720	Current Topics in Accounting, Research, and Accounting Studies	3
GMP 5725	Financial Statement Analysis	3
GMP 5729	Seminar in Public Accounting	4
GMP 5751	EDP Auditing	3
GMP 5753	Fund Accounting	3
GMP 5756	International Accounting I	3
GMP 5757	International Accounting II	3
GMP 5759	The History of Accounting	3
GMP 5769	Tax Planning and Research	3
GMP 5781	Business Law I	3
GMP 5782	Business Law II	3

ELECTIVE COURSES--
TAX ACCOUNTING CONCENTRATION
 (Scheduled to begin FALL 1988)

GMP 5720	Current Topics in Accounting, Research, and Accounting Studies	3
GMP 5756	International Accounting I	3
GMP 5759	The History of Accounting	3
GMP 5763	Taxation of Estates, Trusts, and Gifts	3
GMP 5764	Taxation of Pensions and Profit Sharing Plans/Tax-Exempt Organizations	3
GMP 5766	International Taxation/Tax Policy and Contemporary Issues	3
GMP 5767	State of Florida Taxes/IRS Practices and Procedures	3
GMP 5769	Tax Planning and Research	3



ELECTIVE COURSES--
MANAGERIAL ACCOUNTING CONCENTRATION
(Scheduled to begin FALL 1989)

	GMP 5020	Organizational Behavior and Development	3
	GMP 5040	Quantitative Methods in Management	3
	GMP 5052	Macroeconomics	3
	GMP 5725	Financial Statement Analysis	3
	GMP 5741	Controllershship	3
	GMP 5746	Internal Auditing/SEC Accounting ...	3
	GMP 5749	Seminar in Managerial Accounting ..	3
	GMP 5751	EDP Auditing	3
	GMP 5753	Fund Accounting	3
	GMP 5756	International Accounting I	3
	GMP 5757	International Accounting II	3
	GMP 5759	The History of Accounting	3
	GMP 5080	Financial Management	3
(1)	GMP 5435	Health Care and the Law	3
(1)	GMP 5443	Economics of Health Services	3
(2)	GMP 5450	Public Administration Theory and Practice	3
(2)	GMP 5460	Administrative Law	3
(1,2)	GMP 5470	Planning, Budgeting, and Control	3
(1)	GMP 5461	Contract Management and Administration	3
(2)	GMP 5480	Public Policy Analysis and Procedure	3

(1) Available to those whose career goals are in the health
service administration area.

(2) Available to those whose career goals are in the not-for-
profit sector.

**TYPICAL SEQUENCING:
MASTER OF ACCOUNTING--
PUBLIC ACCOUNTING CONCENTRATION**

	First Year	Second Year
BLOCK IV (FALL)	GMP 5731 GMP 5761	GMP 57XX GMP 5715
BLOCK I (WINTER)	*	* GMP 5781
BLOCK II (SPRING)	GMP 5711 GMP 5762	GMP 5782 GMP 5751
BLOCK III (SUMMER)	GMP 5712 GMP 5733	GMP 5729

* Many students in this concentration will be working in Public Accounting. During the busy season, Saturday work may be required. They might wish to take a reduced load or no load at all during this block.

TYPICAL SEQUENCING:
 MASTER OF ACCOUNTING--
 TAX ACCOUNTING CONCENTRATION

	First Year	Second Year
BLOCK IV (FALL)	GMP 5731 GMP 5761	GMP 5769 GMP 5763
BLOCK I (WINTER)	GMP 5766 GMP 5767	GMP 5764 GMP 57XX
BLOCK II (SPRING)	GMP 5711 GMP 5762	
BLOCK III (SUMMER)	GMP 5712 GMP 5733	

TYPICAL SEQUENCING:
 MASTER OF ACCOUNTING--
 MANAGERIAL ACCOUNTING CONCENTRATION

	First Year	Second Year
BLOCK IV (FALL)	GMP 5731 GMP 5761	GMP 57XX GMP 57XX
BLOCK I (WINTER)	GMP 57XX GMP 5746	
BLOCK II (SPRING)	GMP 5711 GMP 5762	GMP 5749
BLOCK III (SUMMER)	GMP 5712 GMP 5733	GMP 5741

Faculty

All Master of Accounting courses are conducted by professors with advanced academic qualifications and extensive practical experience in the field of accounting. A national core of adjunct faculty augments Nova's full-time professional staff. The diverse backgrounds and years of experience of the faculty facilitate in-depth discussion across the broad spectrum of accounting issues. A special effort is made to integrate practical with theoretical points of view.

Degree Requirements

To complete the Master of Accounting program a student is required to complete thirty-six credit hours of study successfully. The curriculum contains a common core of six required courses. Six additional courses are selected from accounting electives offered by the program enabling a student to focus his or her study in areas of greatest interest and professional need. A student must attain a minimum grade point average of 3.0 in order to receive the Master of Accounting degree.

Counseling

Program and career counseling are available through the Friedt School of Business and Entrepreneurship. Please call (305) 475-7084 or toll free 1-800-541-6682, Ext. 7084, for an appointment or further information about the Master of Accounting program.

Program Admission Requirements

1. Applicants must hold a baccalaureate degree from a regionally accredited college or university.
2. A concentration in accounting at the undergraduate level or the following undergraduate courses: principles of accounting, intermediate accounting, cost accounting, advanced accounting, and computer literacy.
3. Satisfactory performance on the Graduate Management Admissions Test (GMAT).
4. Provide a five-hundred- to one-thousand-word essay explaining his or her professional experience and/or goals and how it is believed the degree program being applied for will contribute to personal and professional development.

5. Provide three letters of recommendation.
6. A basic understanding of elementary statistics, data processing, and mathematics.
7. A completed application form accompanied by a \$30 (nonrefundable) application fee.
8. Submission of a GMAT score, which may not be more than 5 years old at the time of application to the program.

For students who wish to enter the Master of Accounting program and who meet all of the admission requirements except number 2 above, Nova University offers a special sequence of courses designed to meet that requirement.

Typical Sequencing To Meet Admission Requirement Number 2
(All Courses - 3 hrs. - No Graduate Credit)

FIRST TERM	GMP 5001 GMP 4001	Principles of Accounting Computer Literacy
SECOND TERM	GMP 4003 GMP 4002	Intermediate Accounting I Cost Accounting
THIRD TERM	GMP 4004 GMP 4005	Intermediate Accounting II Advanced Accounting

Program Tuition and Fees

Application Fee (nonrefundable)	\$ 30.00*
Registration Fee (per term)	\$ 20.00*
Tuition per credit hour	\$ 195.00*
Graduation Fee	\$ 30.00*

*Tuition and fees are subject to change without notice.

Financial Assistance

Students who may be eligible for Veterans Administration benefits are invited to consult the VA counselor at the University. In many cases tuition is reimbursed by employers.

Transfer Policy

Master of Accounting applicants are permitted to transfer up to six credits (two courses) from work completed in master's programs at other regionally accredited institutions provided they have not been applied toward a previously earned degree. The credits in question must have been completed within the last five years with a grade of "B" or better and bear an equivalent course content and level to the Nova course work. Application for transfer credit must be made at the time of admission to the program.

The Banking Institute

The Banking Institute is concerned with responding to staff development needs of commercial banks and savings and loan institutions. The program focuses attention on various disciplines that the financial community deems current and important to the overall development of its professional staff members. The curriculum includes commercial lending principles, asset/liability management, retail banking, bank marketing, credit training, executive bank management, commercial construction/real estate lending, and microcomputer application to the financial institution, real estate loan processing, bank director development, sales training, and bank supervisory training. A significant thrust to the institute is the high quality faculty comprising outstanding bankers and savings and loan professionals. Over fifty senior-level-financial-institution executives teach state-of-the-art disciplines.

By focusing on real life and applied situations, the institute moves toward its goal of delivering high quality developmental programs to meet the current needs of the banks and savings and loan institutions in Florida.

The institute now has the capacity to design customized training and development programs for specific financial institutions. These programs are integrated into the institution's in-house training program.

The overall effectiveness of the institute is enhanced by the direction and advice of an advisory board comprising executive-level professionals representing the financial community.

WORKSHOPS, SEMINARS, AND SCHOOLS

Advanced Credit and Financial Analysis for Commercial Lenders

A 36-hour program designed for Commercial Lending officers who wish to enhance their capacity to make sound decisions in the credit analysis and loan process. The curriculum includes principles of credit investigation and analysis, sources of repayment, types of financial statements, goals, methods, and tools of analysis, projection and cash flows and working capital analysis. Instructors include highly experienced senior bank officers from leading Florida banks.

School for Real Estate Construction Lending

A five-day workshop that presents the real estate commercial/construction function from the construction phase through the permanent loan stage. Concentration is focused on issues including project and loan application process, loan underwriting, appraising, loan structure, the commitment letter, real estate loan documentation, real estate law, problem loans, workout, and recovery. Instructors include real-estate-construction-lending executives, builders, developers, regulators, attorneys, appraisers, and insurance specialists.

School for Commercial Lending

A five day, comprehensive workshop on commercial (business financing) lending principles. Topics include the various types of commercial loans, analyzing collateral values, structuring credit facilities, loan pricing/profitability analysis, lending regulations and compliance, loan agreements, developing loan documentation and administration, the impact of bankruptcy laws, loan participation, loan reviews, and workout. Highly knowledgeable senior commercial leaders make up the faculty.



School for Asset/Liability Management

A four-day specialized workshop designed to allow bankers to work with various asset/liability portfolios, funds management policies, and to execute sound decisions in asset/liability plans and strategies. Areas of concentration include measuring the interest rate sensitivity gap, liability management, managing the interest rate sensitivity gap, deregulation and pricing, determining the cost of funds, asset management techniques, hedging techniques with financial futures, asset management modeling and organizing the ALCO. Instructors are senior-asset/liability-management executives throughout the U.S.

School for Residential Mortgage Processing

This 40-hour course is a well designed and practical training system for residential mortgage processing professionals. The program based on actual case studies provides training in all aspects of residential mortgage processing. It provides insight into the original application process impacted by regulations, the physical processing of the loan placed on the issues of verification, documentation, and the underwriting process. The faculty comprises several highly-qualified mortgage-processing professionals.

THE BANKERS EXECUTIVE MBA PROGRAM

Program Objectives

The Nova University Bankers Executive MBA program is an innovative and unique program featuring learning and delivery systems designed for mid- and upper-management professionals employed in commercial banking, savings and loan institutions, and regulatory agencies. The program blends theoretical business management disciplines with professional and "cutting edge" banking industry subjects in a format specifically tailored to enhance the learning needs of professional persons who must cope with time constraints. The program curriculum contains a common core of required courses emphasizing various methods of quantitative decision making for banking and savings and loan managers, as well as an array of quality banking schools (seminars, workshops, and symposiums). Academic initiatives of the Nova University Bankers Executive MBA Program are designed for increased academic growth, analytical proficiency, and relevant development of the banking professional.

A Key Issue

Because of deregulatory demands, evolving marketplace competition, technological innovation, and national banking, the leaders of banks or savings and loan institutions must develop capabilities to comprehend cause and effect and plan alternative response strategies. These strategies can be formed only by knowledgeable professionals.

Program Philosophy

The Bankers Executive MBA Program emphasizes an activist, interventionist mission to serve the professional development and educational needs of a specific segment of the financial institution field.

Today's financial world requires forward-looking managers of change--men and women who can plan to meet periods of uncertainty, understand human behavior, solve problems, and get solid results. Creating an atmosphere to meet the demands of our times, through leadership training and learning, requires uniqueness and experience. The program focuses on the role of the individual in the organizational management process. The overall goal of the program is to enhance the organizational effectiveness and productivity of bank managerial personnel.

Program Schedule

The program utilizes a nontraditional Saturday format. Classes are scheduled every other Saturday and occasionally on successive Saturdays. Participants enroll in two courses per semester. Workshops and seminars that augment the program are offered in periods of three to five consecutive days. Courses are scheduled in logical sequence so that participants can track the entire program at the time of admission.

The Curriculum

The program curriculum is delivered in the sequence listed. Since the program is operated on a closed cluster basis, students are permitted to enter the program only at the start only at the top of the sequence of courses. Generally, new clusters are started when 25-30 students are recruited. New clusters are targeted to start in the months of January, April, July, or October each year.

GMP 5020	Organizational Behavior and Development
GMP 5030	Human Resource Management
GMP 5042	Bank Operations Management
GMP 5050	Managerial Economics for Decision Making
GMP 5062	Managerial Accounting for Bankers
GMP 5070	Marketing Management
GMP 5080	Financial Management
GMP 5090	Business Policy
GMP 5022	Bank Credit Analysis
GMP 5851	Commercial Lending
GMP 5870	Commercial Real Estate Lending
GMP 5852	Consumer Banking Management
GMP 5860	Asset/Liability Management
GMP 5863	Lending Management
GMP 5861	Bank Management Computer Simulation
GMP 5862	Current Issue Symposium

Faculty

All Bankers Executive MBA Program courses are conducted by professors with advanced academic qualifications as well as extensive practical experience in business and banking. A core adjunct faculty including senior bankers, savings and loan executives, regulators, attorneys, economists, and others augment the University's full-time professional staff. The diverse backgrounds and years of banking, finance, and general business of the faculty facilitate in-depth discussion across a broad spectrum. A special effort is made to integrate practical bank-related issues with theoretical points of view.

Degree Requirements

To complete the Bankers Executive MBA Program a participant is required to complete successfully 42 specified credit hours of study.

Program Admission Requirements

Each applicant must:

1. Hold a baccalaureate degree from a regionally accredited college or university;
2. Have earned three semester hours of undergraduate work in each of the following disciplines; statistics, economics, accounting, marketing, and finance;
3. Perform satisfactorily on the Graduate Management Admission Test (GMAT);
4. Provide three letters of recommendation; and
5. Submit a completed application form accompanied by a \$30 (nonrefundable) application fee.

Program Tuition and Fees*

The program cost is \$250 per credit hour. This cost includes:

Registration Fee

Tuition Per Credit Hour

Graduation Fee

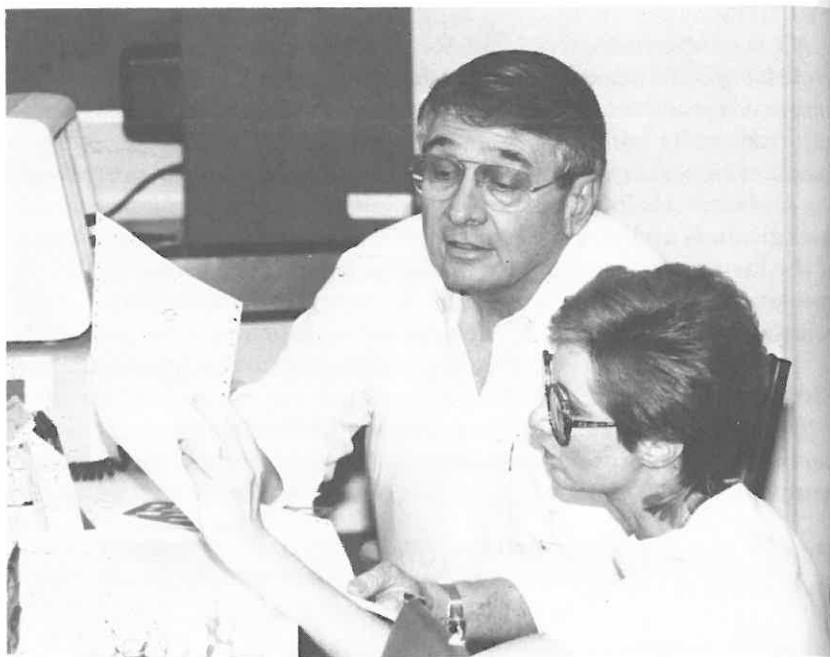
Text Materials

Seminar Cost

Seminar Meals

Symposium Attendance

*Tuition and fees are subject to change without notice.



Financial Assistance

Students who may be eligible for Veterans Administration benefits are invited to consult the VA counselor in the Registrar's Office at the University. In many cases tuition is reimbursed by the bank, savings and loan association, or regulatory agency. Various student loan programs are available. Students should contact their personnel office to determine what financing may be available.

Transfer of Credits

Bankers Executive MBA Program applicants are permitted to transfer up to six (6) credits (two courses) from work completed in master's programs at other accredited institutions provided they have not been applied toward a previously earned degree. The credits in question must have been completed within the last five years with a grade of "B" or better and bear an equivalent course content and level to the Nova course work. Application for transfer credit must be made at the time of admission to the program.

The Institute For Health Services Administration

The Institute for Health Services Administration provides degree and non-degree educational programming for professionals in the health care industry. Institution-based-training programs, public awareness seminars and symposia, and the Master of Science in Health Services Administration constitute this institute's offerings. The programs are delivered on campus, as well as on-site in health care facilities in South Florida and throughout the state.

MASTER OF SCIENCE IN HEALTH SERVICES ADMINISTRATION

Program Objectives

The Nova University M.S./H.S.A. degree program is an innovative program featuring learning and delivery systems designed for adult working professionals who desire to increase their management effectiveness. The program curriculum consists of management courses and specialized courses in the health services field. Students who have practical health services experience complete their degree, after satisfying coursework requirements, by writing a four-credit research project or by participating in a week-long workshop dealing with productivity improvement on the main campus.

Students without previous health services experience complete their degree, after satisfying coursework requirements, by serving an internship.

Program Philosophy

The program emphasizes an activist, interventionist mission to serve the professional, developmental, and educational needs of a broad segment of public and private sector health service institutions. The overriding goal of the program is to enhance the administrative effectiveness and productivity of managerial and premanagerial personnel.

Program Schedule

The program utilizes the nontraditional weekend format with class meetings on Friday evenings and Saturdays, both on campus and at locations convenient to the student's home. Classes are scheduled in thirteen-week blocks or semesters. Classes for each course meet every second to third weekend. Students generally enroll in two courses per block. The entire degree program may be completed in as few as 21 months. Courses are scheduled in logical sequence so that a student is able to track her/his entire program at the time of admission to the program. The program can be delivered on location to a minimum of 25 students.

The Curriculum

Students may enroll in courses in any order. Courses are typically scheduled on a rotational basis as listed with the exception of certain courses that are required in other master's degree programs, which are offered every term or every other term, such as Organizational Behavior and Development, Financial Management, and Microcomputer Applications in Management.

GMP 5020	Organizational Behavior and Development
GMP 5420	Current Issues in Health Services
GMP 5443	Economics of Health Services
GMP 5440	Health Policy and Planning
GMP 5430	Health Administration and Management
GMP 5435	Health Care and the Law
GMP 5470	Planning, Budgeting, and Control
GMP 5445	Health Research and Evaluation
GMP 5905	Microcomputer Applications in Management
GMP 5461	Contract Management and Administration
GMP 5410	Health Systems: Structure and Organization
GMP 5081	Health Care Finance
GMP 5109	Internship, or
GMP 5100	Master's Project, or
GMP 5102	Productivity Improvement Workshop

Faculty

All M.S./H.S.A. courses are taught by professors with advanced academic qualifications as well as practical experience in the health service field. A national core adjunct faculty augments Nova's full-time professional staff. The diverse backgrounds and years of experience of the faculty facilitate in-depth discussion across a broad spectrum. A special effort is made to integrate practical with theoretical points of view.

Degree Requirements

To complete the M.S./H.S.A. program a student with health service experience is required to complete successfully 40 specified credit hours of study. A master's project or capstone workshop dealing with productivity improvement is included in the 40 credits. A student without any health service experience enrolls in an internship.

Program Admission Requirements

Applicants must:

1. Hold a baccalaureate degree from a regionally accredited college or university;
2. Have earned three semester hours of undergraduate or graduate work in each of the following categories: accounting, finance, and psychology;
3. Perform satisfactorily on the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE);
4. Provide three letters of recommendation; and
5. Submit a completed application form accompanied by a \$30 (nonrefundable) application fee.

Program Tuition And Fees

Application Fee (nonrefundable)	\$ 30.00*
Registration Fee (per term)	\$ 20.00*
Tuition per credit hour	\$ 195.00*
Graduation Fee	\$ 30.00*

*Tuition and fees are subject to change without notice.



Financial Assistance

Students who may be eligible for Veterans Administration benefits are invited to consult the VA counselor at the University. In many cases tuition is reimbursed by employers.

Transfer Policy

M.S./H.S.A. applicants are permitted to transfer up to six credits (two courses) from work completed in master's programs at other regionally accredited institutions provided they have not been applied toward a previously earned degree. The transferred credits must have been completed within the last five years with a grade of "B" or better and bear an equivalent course content and level to the Nova coursework. Application for transfer credit must be made at the time of admission to the program.

The Master's Division

The educational emphasis of the master's division of the Friedt School of Business and Entrepreneurship is on general management skills and technologies designed to meet the professional needs of middle- and upper-level-management personnel. Specialized programs, such as the master of accounting and the master of science in human services tend to be oriented to specific field skills within the disciplines of accounting and social work, respectively, rather than management per se. A major concern of the management programs is on the human resources dimension of management in the context of business, public, and not-for-profit organizational milieus of students. The design of the curriculum recognizes the significant common elements of management in complex organizations in all sectors of society through a common core of courses, as well as the singular concerns of these sectors through specialized coursework and major field concentrations.

The master's programs variously serve over 1000 students in both on-campus and field-based cluster locations throughout Florida, the United States, and the Caribbean. Nova University takes the talents of its campus-based and national faculty to working professionals, giving them the opportunity to upgrade managerial skills while increasing overall organizational effectiveness and value as a result of advanced management (and skills) education. All master's programs consist of 40 graduate credits with the exception of the Master of Accounting program which consists of 36 graduate credits, and the Banker's Executive MBA program, which consists of 42 graduate credits. These programs have been explained in detail in previous sections of this catalog.

MASTER OF BUSINESS ADMINISTRATION

Program Objectives

The Nova University Master of Business Administration (MBA) degree program is an innovative program featuring learning and delivery systems designed for adult working professionals who wish to increase their management effectiveness. The program curriculum contains a common core of five required courses, five specialized courses emphasizing various

methods of quantitative decision making for business managers, and two electives. Academic initiatives in the Nova University graduate management programs are designed for increased academic growth, analytical proficiency, and professional development of the adult in-service student. The student completes his or her degree by writing a four-credit-bearing analytical research project or by participating in a week-long workshop dealing with productivity improvement or operations management skills and techniques.

Program Philosophy

The Master of Business Administration program emphasizes an activist, interventionist mission to serve the professional developmental and educational needs of a broad segment of the public and private sector institutions. The program focuses on the role of the individual in the organizational management process. The overriding goal of the program is to enhance the organizational effectiveness and productivity of managerial and premanagerial personnel.

The Curriculum

In order to insure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

GMP 5012	Management: Theory and Application
GMP 5015	Management Ethics
GMP 5020	Organizational Behavior and Development
GMP 5030	Human Resource Management
GMP 5040	Quantitative Methods in Management
GMP 5050	Managerial Economics for Decision Making
GMP 5060	Managerial Accounting
GMP XXXX	Elective
GMP 5070	Marketing Management
GMP 5080	Financial Management
GMP XXXX	Elective
GMP 5090	Business Policy
GMP 5100	Master's Project

Specializations Available

Master of Business Administration students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that three electives be taken within a specific content area. A notation of a specialization area is indicated on a student's transcript and a Certificate of Specialization is awarded to students completing specializations. The specializations currently available to master of business administration students include accounting, banking, human resource management, international business, microcomputer application in management, public management, sales and marketing management, and telecommunications management.

MASTER OF PUBLIC ADMINISTRATION

Program Objectives

The Nova University Master of Public Administration (M.P.A.) degree program is a dynamic program featuring learning and delivery systems designed for practitioners of public administration who wish to enhance their management effectiveness. The program curriculum contains a common core of five required courses, four specialized courses emphasizing various aspects of public policy-making, and three electives. Academic thrust of the master of public administration program leads the student to greater appreciation of the significance of sound managerial practices in the public domain. The student completes his or her degree program by writing a four-credit-bearing analytical research project or by participating in a week-long workshop dealing with productivity improvement skills and techniques.

Program Philosophy

The Master of Public Administration program emphasizes a three-fold series of concerns for the professional public administrator: academic growth, analytical proficiency, and professional managerial development. The program focuses on the enhancement of a student's familiarity with ideas and concepts relating to public policy analysis; the program builds student competencies in the techniques of modern management; and the program enhances student sensitivity to issues relating to elements of a public management ethic.

The Curriculum

In order to insure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

GMP 5012	Management: Theory and Application
GMP 5020	Organizational Behavior and Development
GMP 5030	Human Resource Management
GMP 5040	Quantitative Methods in Management
GMP 5050	Managerial Economics for Decision-Making
GMP XXXX	Elective
GMP 5450	Public Administration Theory and Practice
GMP XXXX	Elective
GMP 5460	Administrative Law
GMP XXXX	Elective
GMP 5470	Planning, Budgeting, and Control
GMP 5480	Public Policy Analysis and Procedure
GMP 5100	Master's Project

Specializations Available

Master of Public Administration students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require four electives to be taken within a specific content area. A notation of a specialization area is indicated on a student's transcript and a certificate of Specialization is awarded to students completing a specialization. The specializations currently available to master of public administration students include computer systems management, criminal justice, health systems management, human resource management, human services, microcomputer applications in management, and telecommunications management.

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives

The Nova University Master of International Business Administration (M.I.B.A.) program is a dynamic blend of learning and delivery systems designed for both mature adult working professionals and pre-service students desiring to enhance their understanding of international business and management. The program curriculum consists of courses oriented to business activities in the international business environment. Students complete their curriculum by writing a four-credit research project or by participating in a specialized capstone seminar or workshop offered by the Friedt School in a one-week "institute" format.

Program Philosophy

The program emphasizes the interrelationship of business activities in companies operating in the international business environment. The overriding goal of the program is to broaden the perspective of managerial personnel in such firms by focusing on the interaction of external forces on managerial decision-making.

Program contrasted with Master of Business Administration (M.B.A.) Programs.

The underlying program philosophy of the Master of International Business Administration (M.I.B.A.) program differs significantly from that of the Master of Business Administration (M.B.A.) program. The focus of the M.B.A. program is on the role of the individual in the organizational management process. The overriding goal of the program is to enhance the organizational effectiveness and productivity of managerial and pre-managerial personnel. In short, the M.B.A. program emphasizes a micro-interaction perspective of the individual in the firm.

In contrast, the M.I.B.A. program is oriented toward concepts of the role of firms in the global marketplace. The perspective is macro-interaction of firms in multinational settings. The unit of analysis is not the individual firms as is the case in the M.B.A. program. Accordingly, the curriculum of the M.I.B.A. program is significantly different from that of the M.B.A. program.

Students in the M.B.A. may elect to major or specialize in international business by taking their electives from among the required courses in the M.I.B.A. program. The M.I.B.A. students, on the other hand, pursue a fixed curriculum without electives. Students interested in the operational management of the firm are encouraged to enroll in the M.B.A. program. Those interested in pursuing careers in international business and trade are encouraged to enroll in either the M.I.B.A. program or the M.B.A. program with a specialization in international business.

The Curriculum

Students may enroll in courses in any order. The School typically schedules the courses on a rotational basis as listed below, with the exception of Quantitative Methods in Management which is offered every term on campus.

GMP 5040	Quantitative Methods in Management
GMP 5052	Macroeconomics
GMP 5053	Comparative Economics
GMP 5055	Industrial Planning
GMP 5165	International Accounting
GMP 5540	Comparative International Management
GMP 5541	Comparative Financial Systems
GMP 5575	International Marketing
GMP 5580	International Business
GMP 5581	International Banking
GMP 5611	International Legal Framework
GMP 5621	International Investment
GMP 5100	Master's Project

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

Program Objectives

The Nova University Master of Science in Human Resource Management (M.S./H.R.M.) degree program covers theory and skills required to bring about changes in today's complex, dynamic environment. Whether it involves organization restructuring, implementing a more effective communications system, solving intergroup conflicts, complying with affirmative action

requirements, or training personnel to avoid skills obsolescence--the problems all deal with maximizing human resources. The program curriculum contains a common core of five courses, five specialized courses emphasizing the parameters of human resource management, and two electives. Students complete their degrees by writing a four-credit-bearing intervention research project or by participating in a week-long workshop dealing with productivity improvement skills and techniques.

Program Philosophy

The Master of Science in Human Resource Management focuses on the role of the major nonmaterial resource available to the modern corporation, government agency, and not-for-profit organization: the human resource. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives. The overriding goal of the program is to prepare personnel and training managers and those in support services to enhance their organizations' effectiveness through the proper management of human resources.

The Curriculum

In order to insure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

GMP 5012	Management: Theory and Application
GMP 5015	Management Ethics
GMP 5020	Organizational Behavior and Development
GMP 5030	Human Resource Management
GMP 5040	Quantitative Methods in Management
GMP 5050	Managerial Economics for Decision Making
GMP 5205	Managerial Environment
GMP XXXX	Elective
GMP 5240	Advanced Organizational Development
GMP XXXX	Elective
GMP 5260	Labor Relations: Principles, Problems, and Cases
GMP 5320	Management Communications
GMP 5100	Master's Project

Specializations Available

Master of Science in Human Resource Management students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that three electives be taken within a specific content area. A notation of the specialization area is indicated on a student's transcript and a Certificate of Specialization is awarded to students completing specializations. Course descriptions included in this catalog indicate to which specialization area(s) they apply. The specializations currently available to master of science in human resource management students include health systems management, human services, microcomputer applications in management, and public management.

MASTER OF SCIENCE IN HUMAN SERVICES

Program Objectives

The Nova University Master of Science in Human Services (M.S./H.S.) degree program is a professional program designed to provide educational opportunities to someone currently employed in a public or private human services setting. It is also for someone seeking to obtain academic training for a professional role in the field but who does not have previous experience. The curriculum is based on competencies considered essential for the caseworker, middle-line manager, or casework supervisor to be able to provide appropriate, comprehensive services to individuals and groups seeking aid within the broad human services delivery system. Coursework provides the student with theoretical knowledge and a practical skill base in casework, the human services delivery system, community interaction, management, and various specialization areas.

Program Philosophy

The Master of Science in Human Services program emphasizes an activist, interventionist mission to serve the professional developmental educational needs of a broad segment of the public and private sector institutions dealing with human services delivery. The program focuses on the role of the individual as a change agent in the human services management process. The overriding goal of the program is to enhance effectiveness and quality of managerial and premanagerial personnel in the human services delivery system.

The Curriculum

Students are advised to register for elective courses they desire or need to satisfy as a specialization as they are scheduled throughout the academic year.

GMP 5011	Community Needs and Social Support Systems
GMP 5020	Organizational Behavior and Development
GMP 5218	Theory and Practice in Working with Individuals
GMP 5219	Theory and Practice in Working with Groups
GMP 5220	Interpersonal and Intergroup Dynamics
GMP 5400	Grants and Contracts
GMP 5460	Administrative Law
GMP 5491	Management Practices in the Nonprofit Sector
GMP 5800	Policy Analysis and Program Evaluation
GMP XXXX	Elective
GMP XXXX	Elective
GMP XXXX	Elective
GMP 5100	Master's Project
or	
GMP 5109	Internship

Elective courses are generally selected from the following fields: criminal justice, health systems management, human resource management, or public management. Students may take their electives in more than one field.

Specializations Available

Master of science in human services students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that four electives be taken within a specific content area. A notation of a specialization is awarded to students completing specializations. Course descriptions included in this catalog indicate to which specialization area(s) they apply. The specializations currently available to master of science in human services students include criminal justice, health systems management, human resource management, microcomputer applications in management, and public management.

MASTER OF SCIENCE IN CRIMINAL JUSTICE

Program Objectives

The Nova University Master of Science in Criminal Justice (M.S./C.J.) degree program is an interdisciplinary career-related program with emphasis placed on a systems approach to criminal justice administration. The curriculum reflects the diversity of the components of the criminal justice system in the United States (law enforcement, courts, and corrections), and the importance of theory, evaluation, and administration for integrating these components into an understandable and workable system that can be analyzed. The program curriculum consists of five core criminal justice courses plus seven additional courses from the school's general management, public administration, and human services curricula. The student completes his or her degree by writing a four-credit-bearing intervention research project or by participating in a week-long workshop dealing with productivity improvement skills and techniques.

Program Philosophy

The Master of Science in Criminal Justice program focuses on interrelated series of issues and elements characterizing the modern criminal justice system. The program is designed for the veteran public safety officer and support personnel. The curriculum includes management development and an awareness of the public sector milieu in which most criminal justice practitioners find themselves. The overriding goal of the program is to enhance the individual and organizational effectiveness and productivity of managerial and premanagerial personnel in the criminal justice system.

The Curriculum

The following order of courses is a suggested order only. Degree specific criminal justice courses are scheduled on a rotational basis from term to term. Similarly, general management, public administration and human services courses are scheduled on a rotating basis throughout the academic year.

GMP 5011	Community Needs and Social Support Systems
GMP 5020	Organizational Behavior and Development
GMP 6000	Crime and Justice in North America
GMP 5450	Public Administration Theory and Practice
GMP 6020	Law Enforcement and Security: Roles and Responsibilities
GMP 5460	Administrative Law
GMP 6060	Judicial Administration
GMP 5205	Managerial Environment
GMP 6070	Juvenile Justice
GMP 5470	Planning, Budgeting and Control
GMP 6080	Contemporary Corrections
GMP 5800	Policy Analysis and Program Evaluation
GMP 5100	Master's Project

MASTER OF SCIENCE IN MICROCOMPUTER APPLICATIONS IN MANAGEMENT

Program Objectives

The Nova University Master of Science in Microcomputer Applications in Management (M.S./M.A.M.) degree program is designed to provide an opportunity for the corporate trainer, small-business person, or individual in public administration to enhance his or her managerial skills through the use of microcomputer technology. Students learn microcomputer applications in business and organizational management, as well as hardware and software design capabilities and limitations. In addition to coursework dealing with programming and communicating with microcomputers, students select a management specialization area from among three: human resource management, business administration, or public administration.

The capstone of this program is a four-credit-bearing master's project, which is the development and implementation of a microcomputer application in management within the field of specialization.

Program Philosophy

The Master of Science in Microcomputer Applications in Management program enables management support personnel in both the public and private sectors to integrate their need for increased computer sophistication with their need for enhanced management development. The program is a hybrid between a pure computer science based curriculum and a general management curriculum recognizing that in this day of increased specialization there is a need for generalist management personnel who can interface effectively among specialized units in the workplace. The overriding goal of the program is to strengthen the individual's and organization's orientation to and implementation of modern computer technology in the management process.

The Curriculum

The core computer courses should be taken in the order prescribed unless expressly authorized by the center. Courses in the three specialization areas may be taken at random in most instances. When general prerequisites apply to specialization area courses, they will be enforced.

GMP 5903	Software Search and Evaluation
GMP 5904	Expert Systems for Business
GMP 5905	Microcomputer Applications in Business
GMP 5907	Seminar in Selected Topics in Microcomputing
GMP 5908	Authoring Graphics and Languages
GMP 5909	Communicating with Microcomputers
GMP 5015	Management Ethics
GMP XXXX	Elective
GMP XXXX	Elective
GMP XXXX	Elective
GMP XXXX	Elective
GMP XXXX	Elective
GMP 5108	Master's Project

Specializations Curriculum

Specialization 1: Human Resource Development

GMP 5912	Learning Theory Applied to the Microcomputer
GMP 5020	Organizational Behavior and Development
GMP 5030	Human Resource Management
GMP 5300	Career Development
GMP 5360	Human Resource Development
GMP 5380	Special Topics in Human Resource Management

Specialization 2: Business Administration

GMP 5050	Managerial Economics for Decision Making
GMP 5060	Managerial Accounting
GMP 5070	Marketing Management
GMP 5080	Financial Management
GMP 5090	Business Policy
GMP 5670	Entrepreneurship and Venture Initiation

Specialization 3: Public Administration

GMP 5050	Managerial Economics for Decision Making
GMP 5450	Public Administration Theory and Practice
GMP 5460	Administrative Law
GMP 5470	Planning, Budgeting and Control
GMP 5400	Grants and Contracts
GMP 5800	Policy Analysis and Program Evaluation

MASTER OF SCIENCE IN TELECOMMUNICATIONS MANAGEMENT

Program Objectives

The Nova University Master of Science in Telecommunications Management (M.S./T.M.) degree program is a new program in a new era featuring learning and delivery systems designed for adult working professionals who wish to increase their managerial effectiveness in their highly sophisticated environments. The program curriculum contains courses that focus on management of various types of telecommunication facilities, as well as on general precepts of management control. Academic activities in the Nova University graduate management programs are designed for increased professional proficiency and development of the adult in-service student. This program is jointly administered by the Friedt School and the Center for Computer Based Learning.



Program Philosophy

The Master of Science in Telecommunications Management Program emphasizes an activist, interventionist mission to serve the professional developmental and educational needs of persons who have managerial responsibility in their organization's telecommunications systems, as well as the needs of general managers who interface with data, voice, and broad band communication units in their organizations. In addition, the program is well suited for persons with a strong technical background who want to move into mid-to upper-level management in the telecommunications field. The overriding goal of the program is to enhance the organizational effectiveness and productivity of managerial and pre-managerial personnel.

The Curriculum

The following order of courses is a suggested order only. Degree specific telecommunications management courses are scheduled on a rotating basis from term to term. Similarly, general management courses are scheduled on a rotating basis throughout the academic year. The capstone telecommunications workshop is scheduled at least once a year, based upon student enrollment needs.

GMP 5020	Organizational Behavior and Development
GMP 5050	Managerial Economics for Decision Making
GMP 5205	Managerial Environment
GMP 5460	Administrative Law
GMP 5461	Contract Management and Administration
GMP 5326	The Telecommunications Environment
GMP 5327	Telecommunications Management Strategies
CBL 5556	Data Communications Networks
CBL 5557	Frontiers in Telecommunications
CBL 5551	Computer-based Communications Operations
CBL 5552	Computer-based Systems Analysis and Artificial Intelligence Applications in Telecommunications
CBL 5553	Database Management Systems and Information Analysis Techniques
CBL 5554	Managing Change in Telecommunications: Regulation and Control
CBL 5555	Workshop in Telecommunications: A Forum on Emerging Technologies

GENERAL INFORMATION ON MASTER'S PROGRAMS

Master's Programs Curriculum Overview

Curriculums in the various master's programs offered by the center are designed to meet the educational and professional development needs of post job entry, career-oriented adults. The management degrees share a common core of management courses. Upon completion of these generic courses (and any outstanding foundation coursework required) the students enroll in an advanced series of courses specific to their degree programs. Most programs permit some flexibility in completing degree requirements through the selection of elective courses, permitting the students to concentrate their studies within specialized subdisciplines, such as human resource management, accounting, and public management. The capstone of all the programs except the master of accounting, is a four-credit applied analytical research project (master's project) or a four-credit workshop option (described below). Brief course descriptions are included in a latter section of this catalog.

Required Courses

Required courses are offered routinely on a sequential basis. Students are advised to take required courses in the recommended order so as to insure satisfaction of advance course prerequisites and uninterrupted matriculation. Required courses may not be taken as directed individual study (DIS).

Elective Courses

Elective courses are offered on a rotational basis insuring the needs of students pursuing major specializations. Elective courses may be offered at the demand of students. In order for an elective course to be scheduled, a minimum of 12 students must enroll in the course. If fewer than 12 students sign up for the class, the elective may be offered as a small seminar or, if necessary, as a directed individual study course. This policy does not apply to off-campus clusters.

Master's Project

Students must write a master's project at the conclusion of the required program of study. The master's project requires the student to register for GMP 5100 which carries four (4) hours credit. This does not apply to master's of accounting students.

Students will be permitted to sign up for GMP 5100 only after they have completed all required and elective coursework, have satisfied all other program requirements, and have a cumulative grade point average of 3.0 or higher.

Written guidelines are provided to the student upon request. The guidelines must be strictly adhered to for proper completion and submission of the master's project to the department.

Master's Project Workshop Option

Students may elect to enroll in a four credit workshop in lieu of submitting a master's project. Currently, the program offers two such workshops. One deals with operations research; the other deals with productivity improvement.

The workshops are conducted on the main campus only. Currently workshops are scheduled periodically through the year. Each workshop covers a five day period. Preworkshop assignments are required. Eligibility for participating in workshops is based upon the following:

1. A student must be in good standing regarding satisfaction of all program admission requirements, academic performance, and university finances.
2. A student must have completed all courses toward his or her degree prior to participating.
3. A student must satisfy specific preworkshop assignments.

Policy on Scheduling Courses

It is the policy of Nova University and the master's programs that every core-required course must be scheduled at a minimum of at least once every other block of instruction. For example, a required course offered Block I will also be offered Block III. The program director reserves the right to substitute acceptable courses in students' planned profiles of courses in order to accommodate program modification that may occur after this catalog has been printed. Any such changes will be announced in writing and apply equally to all students. This policy does not apply to off-campus clusters.

Admission Requirements

General admission requirements for the student wishing to matriculate in any master's program offered by the Friedt School are listed below. Degree specific requirements follow this general listing.

Applicant must:

1. have earned a baccalaureate degree from an accredited college or university. The undergraduate degree may be in any major; however, specific foundation course prerequisites apply to each degree program and are listed below.
2. provide three letters of recommendation that have been written directly to the school that indicate the applicant's ability to do graduate work.
3. provide an official transcript of his or her undergraduate record at each college or university attended. Applicants with graduate work from other institutions must submit official transcript of all such work.
4. provide a five-hundred- to one-thousand-word essay explaining his or her professional experiences and/or goals and how it is believed the degree program being applied for will contribute to personal professional development.
5. submit completed application forms accompanied by a \$30 nonrefundable application fee.
6. perform satisfactorily on the Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE) administered by the Educational Testing Service, P.O. Box 966, Princeton, New Jersey 08541, unless specifically waived below for a particular degree program. Students must submit test scores within six months of beginning their program of studies as a provisional student.

Since the GMAT and GRE scores are weighted factors in the admissions formula used to evaluate an applicant's potential to do quality graduate work, no specific score level is set. As a general rule, GMAT scores of 450 and GRE scores of 1000 or higher are considered to be acceptable. Applicants scoring lower than this threshold level may be required to retake the GMAT or GRE by the admissions committee. Students may receive conditional acceptance to degree programs pending satisfaction of this testing requirement. However, they will not be advanced to degree candidacy status (full matriculant status) without a GMAT or GRE score on file. Students asked to retake the GMAT or GRE must do so before the admissions committee will certify that this requirement for full matriculant status has been met.

Degree programs requiring the GMAT or GRE are identified below. Degree programs not listed have no pre-admission standardized testing requirement. Students admitted to such programs who later seek to transfer to a degree program requiring the GMAT or GRE must satisfy this requirement. Generally, scores that date more than five years prior to the date of program application are not valid.

M.B.A. -- GMAT

M.ACC. -- GMAT

M.B.A./EX -- GMAT

M.I.B.A. -- GMAT or GRE

M.P.A. -- GMAT or GRE

M.S./H.R.M. -- GMAT or GRE

M.S./H.S.A. -- GMAT or GRE

Specific degree-related foundation coursework must be satisfied before a student can receive full matriculant status. Generally, new students must complete this coursework within six to nine months of entering their degree program. Each student receives a detailed listing of foundation course requirements at the time he or she receives conditional acceptance to his or her program.

- M.B.A.-- financial accounting, macro-economics, principles of marketing, principles of finance, business statistics
- M.B.A./EX-- business statistics, macro-economics, financial accounting, principles of finance, and principles of marketing
- M.I.B.A.-- macro-economics, management (or organizational behavior), business communications (or technical writing), and business statistics
- M.P.A.-- American government, macro-economics, public budgeting/accounting, and business statistics
- M.S./H.R.M.-- organizational behavior (psychology or principles of management), macro-economics, and business statistics
- M.S./H.S.A.-- accounting, finance, and psychology
- M.S./C.J.-- American government, organizational behavior (psychology or principles of management)
- M.ACC.-- a concentration in accounting at the undergraduate level or the following undergraduate courses: principles of accounting, intermediate accounting, cost accounting, advanced accounting, and computer literacy.
- M.S./H.S.-- organizational behavior or psychology
- M.S./M.A.M.-- organizational behavior (psychology or principles of management) and computer literacy
- M.S./T.M.-- macro-economics, organizational behavior (psychology or principles of management), computer literacy, and business statistics

Additional Requirements

All international students and students with an undergraduate grade point average less than 3.0 may be required to satisfy an additional prerequisite course, GMP 5009--Business Communications: Strategies and Skills. This requirement will be at the discretion of the admissions committee based on a composite of admission criteria.

The Admissions Committee

The admissions committee for the master's programs comprises three professors and counselors. A full-time admissions secretary is charged with the responsibility of assembling each applicant's credentials for review by the committee. The dean of the Friedt School or the program director for master's programs reviews and signs all admissions and change of status decisions. Nova University is an equal educational opportunity institution.

Foundation Course Satisfaction

Those students who must complete program foundation courses as a condition for receiving degree candidacy status may enter their program of study on a conditional or provisional basis; however, they may not enroll for any graduate program course which has a specific knowledge prerequisite associated with any foundation course until such prerequisite courses are completed. Foundation courses must be satisfied prior to admission to degree candidacy in the program. Students are encouraged to complete all foundation coursework within six to nine months of entering their graduate programs of study.

Students have three options for satisfying a program foundation or prerequisite course. 1) They may take the required course through Nova University or another accredited institution with prior course approval in writing by the Friedt School. 2) They may successfully complete a proficiency examination administered by a testing organization that has a national recognition such as CLEP, LOMA or USAFI. 3) They may successfully complete a proficiency examination administered by the Friedt School. Enrollment in a foundation course is permitted concurrent with enrollment in graduate coursework provided such enrollment is not in courses dependent upon specific knowledge prerequisites. For example, a student may enroll in an accounting foundation course while taking graduate classes in personnel, economics, or marketing since the accounting foundation course does not serve as a prerequisite for any of these courses. NOTE: Foundation course credits appear on the student's transcript but do not apply toward the master's degree, per se, and do not figure into the computation of the student's graduate grade point average.

Acceptance Procedure

Students are admitted to the master's programs under the following classifications. First is full acceptance. This status is equivalent to fully matriculated or degree candidacy status and is awarded when all admission requirements are satisfied. Second is conditional acceptance. This status is given to students who have not yet satisfied all the admission requirements but have given evidence that all criteria can be met. Third is probationary acceptance. This status is given in rare circumstances to students who have a prior educational deficiency that the admissions committee believes may not reflect the true abilities of the students to do satisfactory graduate work. In such cases, a structured set of requirements must be met within a specific time period after which the students are evaluated prior to being permitted to continue in their programs of studies. Fourth is special student acceptance. This status is reserved for non-degree seeking students. Generally, such students enroll for one or two courses as part of their own personal professional development program. Students with this status who later decide to pursue a master's degree must meet all program admission requirements as stated above.

Enrollment in and satisfactory completion of courses do not guarantee admission to any program.

Students will be notified in writing of the status under which they may enroll in classes. Upon completion of all requirements, notification of full acceptance will be given in writing. Failure to meet any full admission requirements may result in suspension of the privilege to enroll in classes at the discretion of the admissions committee.

Active Status, Interrupted Studies, and Reinstatement

Students are considered actively engaged in graduate study if they are enrolled in one or more graduate or foundation courses at Nova in a given term. Students who interrupt their studies for one to four terms (three to twelve months) are considered inactive. Students reentering the program during this period are charged an administrative fee (the interrupted studies fee of \$25) to reactivate their status. All requirements for the degree program in which they were originally enrolled will be in effect if the student reactivates his or her status within this one-year (four-term) period.

Students who remain inactive for more than one year, that is, more than four consecutive registration periods, will be considered dropped from the program. Students are given a total of five years from the time of admission to complete their master's degree, and therefore, may seek reinstatement any time prior to the lapse of that total time period. An administrative fee (the reinstatement fee of \$50) is charged. The student's record at Nova is evaluated. The student will be required to meet the standards for admission, matriculation, and graduation currently in effect at the time of reinstatement. Students must accompany their application for reinstatement with the reinstatement fee which is non-refundable and which does not guarantee reinstatement. Denials of reinstatement occur primarily in cases in which the student left the program while on academic probation and if the administration believes that the student will not be able to overcome his or her academic deficiencies.

International Students

In addition to the foregoing procedures, international students must also submit a TOEFL score of 550 or higher, be evaluated by the bilingual program as having a Level 4 proficiency, and enroll in the program prerequisite, GMP 5009, Business Communications: Strategies and Skills. The student visa (I-20) may be issued only upon acceptance into a program. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. For more information regarding the procedures of obtaining a student visa, please contact the Student Services Office or the Program Office.

Study Format

The school calendar operates year round, and the average student enrolls for two courses a term, referred to at Nova as a block, which runs for three months. Classes are scheduled approximately every second or third weekend during a block for five weekends of classes. There are two sessions scheduled each class weekend. All courses represent three semester hours of graduate credit. Thus, the student is able to complete 24 credits of study a year by attending four blocks, and the average student is able to satisfy all course requirements in about one-and-one-half years. A master's project or workshop option may be completed in one additional block.

Attendance Policy

Students must attend classes on a regular basis. It is strongly suggested that students clear any anticipated absences with instructors (or the program office, if an instructor is not available) in advance. Additional work may be required by an instructor for any absence. Excessive absences will result in a failing grade. Instructors are required to take attendance at each class session and submit rosters to the administration following each class weekend.

Transfer Credits

The University will accept up to six semester credits or ten quarter credits of work (with a grade of not less than a "B") from an accredited program of graduate study at another institution, provided those graduate credits have not been applied toward another degree and the course content is the equivalent of courses offered in this program. Applications for approval of graduate transfer credits must be made in writing to the department, and students are advised to receive recognition for this work at the time of admission. Students may not transfer credits taken after the first registration in any Nova master's program.

Grading and Academic Probation Policies

Students are required to maintain a cumulative grade point average (GPA) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms, or blocks. If probation is not removed at the end of the two terms, the student may be suspended from the program. For veterans and other persons eligible for Veterans Administration (VA) benefits, failure to remove probation by the end of six months will result in the loss of eligibility for VA benefits. A student may petition for reinstatement after six months, explaining the reasons why the cause of academic difficulty has been removed. At that time the student will speak with a counselor and the reinstatement petition will be considered. Students who have reason to believe that there has been an error in assigning a grade may formally protest and invoke the Grade Appeal Procedure. When submitting written work, students are required to sign a statement verifying the authenticity of authorship. Students are permitted to retake courses, at their own expense, in which a grade of "C" or lower has been earned. Retaking of courses does not remove the entry of the earlier registration and grade earned from the student's official transcript; however, the highest grade earned in a course will be computed as part of the GPA thus enabling students to improve their grade point average.

Grading System

The grading system for the master's programs is as follows:

GRADE		QUALITY POINTS
A	Excellent	4.0
B+	Very Good	3.5
B	Good	3.0
C+	Acceptable	2.5
C	Poor	2.0
F	Failure	0.0
W	Withdrawal--	After the third class weekend or withdrawal by instructor for not completing the course.
I	Incomplete--	Given when most but not all coursework has been completed. Must be requested from the instructor. An incomplete grade contract must be executed and signed by student, instructor, and program director.

Progress Report

Students will receive progress reports following each term in which they register for classes. This report will indicate the current status of grades and earned semester hours for all courses completed and/or attempted. The master's program office maintains an up-to-date progress report on each student.

Incomplete Grade Make Up

Students who receive a course grade of I have two terms or six months in which to make up the I. There is a charge of twenty dollars (\$20) to process the grade from I to the grade earned. This charge will automatically be posted to the student's financial records in the Comptroller's Office. At the end of the six months following the receiving of a grade of I, the I becomes an IW (Incomplete Withdrawal). Credit for the course may be earned only by retaking the course at full tuition charge.

Grade Appeal Procedure

The grade appeal procedure for students is itemized below and should be followed in all instances, making sure each step is fully exhausted before going to the next step.

- Step 1: The professor should be contacted to discuss the grade disparity. (The problem should be resolved at this level if at all possible.)
- Step 2: The student must make appeal in writing to the professor noting specific objections to the grade received. The professor must respond in writing giving justification for the grade given.
Copies of both communications should be forwarded to the program director.
- Step 3: An appeal committee will be appointed to mediate the dispute. The committee will review both written and oral arguments in the case. The committee consists of: one administrative officer of the program, one faculty member who teaches in the program, and one student who is currently enrolled in the program.
- Step 4: The student and professor will be informed of the committee's decision, and barring no written objections by either party, the recommendation of the committee will be accepted.
- Step 5: If written objections are received within ten days, the matter will be referred to the dean of the Friedt School for review and resolution.

All non-grade student grievances must be made in writing to the dean.

Student Costs*

Application Fee (nonrefundable)	\$ 30
Registration Fee (per term)	\$ 20
Reinstatement Fee	\$ 50
Graduation Fee (Excluding cap and gown)	\$ 30
Incomplete Grade Fee	\$ 20
Interrupted Studies Fee	\$ 25
First Late Registration Fee	\$ 15
Second Late Registration Fee	\$ 50
Prerequisite Challenge Exams	\$ 50
Tuition: Graduate (per credit)	\$ 195
Tuition: Program Foundation courses	\$ 170

**Tuition and fees are subject to change without notice.*



In order to avoid confusion on the matter of fees, students are invited to discuss the matter with a staff member in the program office. The Late Registration Fee is charged any time payment is received by the school beyond the closing date for regular registration. The Interrupted Studies Fee is charged to students who do not register for coursework for one term and are therefore removed from the active student roll. The Reinstatement Fee is a charge to reactivate students who have not enrolled in courses for over one year. Payment of this fee does not guarantee reinstatement.

Student fees are due and payable at the beginning of each term. In the event extreme circumstances necessitate the deferment of partial tuition, the student must contact the Comptroller's Office and make individual arrangements. The program office will assist students in any manner possible to facilitate the processing of financial aid papers.

Financial Aid

Nova University offers a comprehensive program of financial aid to assist students in meeting educational expenses. Financial aid is available to help cover direct educational costs such as tuition, fees, and books as well as indirect expenses such as food, clothing, and transportation. The primary responsibility for paying for education rests with the student and his or her family. Financial aid is available to "fill the gap" between the cost of education and the amount the family can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be: accepted for admission into a University program; eligible for continued enrollment; a United States citizen, national or permanent resident; and making satisfactory academic progress toward a stated educational objective in accordance with the University's policy on satisfactory progress for financial aid recipients.

For information on sources of aid and for application forms, please contact: Nova University

Office of Student Financial Planning and Resources
3301 College Avenue, Parker Building,
Fort Lauderdale, Florida 33314
(305)475-7410

Dade County: (305)940-6447 Ext. 7410

Wats: 1-800-541-6682 Ext. 7410

VA Benefits

The programs at Nova University offered through the Friedt School of Business and Entrepreneurship are approved for veterans training through the State of Florida Department of Education, State Approving Agency for Veterans Training. Students using veterans benefits must contact the Nova University VA representative in the Office of the Registrar.

Veterans Administration Requirements

Satisfactory Progress: Students receiving veterans' benefits are required to maintain satisfactory progress at all times while they are enrolled at Nova University. The VA will terminate the benefits of any veteran who fails to maintain satisfactory work as determined by the program in which the student is enrolled. The Nova University VA representative has a duty to report to the Veterans Administration unsatisfactory progress of any student receiving veterans' educational benefits.

In this regard it is the responsibility of the student to report to the VA representative any or all changes in his or her enrollment status, as those changes may affect the receipt and/or amount of benefits. It must be noted that if a student receives and accepts benefits to which he or she is not entitled, that person may be subject to liability for repayment in addition to possible criminal penalties.

Non-Punitive Grades: The law prohibits the payment of veterans' benefits for a course from which a student withdraws, receives an incomplete grade (see below), or completes but receives a grade for the course which is not used in computing requirements for graduation. At Nova University these grades include: "I"-Incomplete, "NG"-No Grade, "AU"-Audit, "IW"-Incomplete Withdrawal, "W"-Withdrawal. If a student receives one or more of these grades, the Veterans Administration Regional Office in St. Petersburg, Florida, will be notified; and the student will not be paid for those courses, or if already paid, the student will be required to make repayment to the Veterans Administration.

If a student receives an "I" grade, it will not be reported immediately to the Veterans Administration Regional Office in St. Petersburg, Florida. In keeping with Nova University policy, the student will have a prescribed time within which the "I" must be removed and a satisfactory grade entered in its place to receive credit. The student should consult the program catalog to determine the specific amount of time allowed to make up an "I" grade. If the "I" is not removed within that time, the grade will be reported to the Veterans Administration Regional Office in St. Petersburg, Florida, with the possible consequences described above.

Veterans' Course Withdrawal (Drop/Add): Each time a veteran withdraws from or adds a course he or she must notify the Nova University VA representative. Changing the number of credits will, in many cases, affect a student's rate of pay. In order to avoid an overpayment (which will have to be repaid), it is in the student's best interest to make proper notification.

Attendance: Any student attending Nova University while receiving veterans' benefits is required to attend classes regularly. In the event a student is administratively withdrawn from a program because of poor attendance, the Veterans Administration Regional Office in St. Petersburg, Florida, will be notified and the student's benefits will be terminated. In addition, the student will be liable for any overpayment as a result of unsatisfactory attendance.

Transcripts/Credit for Prior Training: The Veterans Administration requires Nova University to evaluate a student's prior credit received at other institutions in order to determine if transfer credit will be given. In this regard, it is in the student's best interest to promptly provide the program office with ALL transcripts of work previously completed. This will ensure that prior credit is evaluated quickly. This will avoid delay in processing veterans' benefits.

Withdrawal and Refunds Students may withdraw from courses at any time prior to the last class-weekend and may request a tuition refund via a formal written request up until the second class-weekend or prior to the commencement of a seminar or workshop. Refunds will be made solely at the option of the University, based on the legitimacy of the reason for withdrawal. When granted, refunds will be for the total tuition adjusted as follows; 100% anytime prior to the start of a course and up to two weeks prior to a seminar or workshop; 75% prior to the second class-weekend and within two weeks prior to the commencement of a seminar or workshop; 0% after the commencement of the second class-weekend and the commencement of a seminar or workshop. Registration fees and seminar and workshop fees are nonrefundable.

Housing

Located on the main campus is the Davie Living Complex. Three buildings of ninety one- and two-bedroom unfurnished apartments are available for graduate and married students. In addition, there is a five-story building of ninety furnished apartments available for undergraduate and other students. Apartments are leased on an annual basis. Monthly rental includes utilities and central air conditioning. Rates will be furnished when accommodations are offered.

Interested students are invited to obtain further information from: Housing Office, Nova University, 3301 College Avenue, Fort Lauderdale, Florida 33314. Housing is limited by program and availability. Applications for housing for the fall term should be submitted prior to May 31.

Graduate Assistantships

A limited number of graduate assistantships is available each term. They pay the equivalent of the course tuition in exchange for negotiated student services, such as operating tutorial sessions, grading for professors, or performing other support services for the department. Assistantships are available only to students who have completed the core courses in the master's programs. When vacancies exist, they are filled on a competitive basis. Interested students should contact the department for greater details.

Family Tuition Plan

The department offers special tuition consideration (fifty percent of regular cost for second family members) when two or more members of the same immediate family are enrolled in any of the programs at the master's level in the Friedt School.

Withdrawal and Refunds

Students may withdraw at any time before the fifth weekend of classes and may request a tuition refund via a formal written request through the third weekend of classes. Refunds will be made solely at the option of the University, based on the legitimacy of the reason for withdrawal. When granted, refunds will be for the total tuition adjusted as follows: after the first weekend 75%, after the second weekend 50%, and after the third weekend 0%. Registration fees are nonrefundable.

Library Resources

Nova University recognizes the importance of adequate library facilities for graduate students interested in pursuing research. As such, a short summary of our services is in order. Nova maintains four separate libraries on campus. These are small but growing in acquisitions each year. The separation of library facilities is by functional utility and allows concentrations that students will find quite useful.

The major University collections are in the Einstein Library, the Law Library, and the Oceanography Library. These libraries provide the usual reference services to students and faculty and are helpful in obtaining remote bibliographic and information sources. More unusual, perhaps, is Nova's emphasis on currently generated research materials. In order to make these available to students, the libraries have made use of current technology with computer assisted data searches as well as with heavy utilization of a microfiche system.

Among the nationality recognized services available to master's students at the University libraries are the ERIC document service, DIALOG, the Lockheed Data Base System, which relies on information retrieval through computer terminals and ASI and EDUCOM which give access to other data bases. The OCLC system is available. Students in field-based clusters will be provided information regarding libraries available to them, in their locations, by the program office.

Graduation Requirements

In order to be eligible for graduation, the student must fulfill the following requirements:

1. completion of all admission requirements,
2. satisfaction of all program foundation courses,
3. maintenance of a minimum 3.0 GPA for coursework taken (including foundation courses),
4. completion of all required coursework,
5. completion of twelve (12) courses for thirty-six (36) hours of credit and/or the special requirements of any major, and
6. satisfactory completion of either the master's project or the workshop substitution option. The master's project carries four (4) credits; the workshop option carries four (4) credits.

Time Limit

The time limit for all master's programs is five (5) years. A reinstatement fee of \$50 per year will be charged beginning one year after the completion of last coursework. Students may petition the program office for an extension of the time limit, which will be granted only rarely, and with extenuating circumstances. Individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program.

Credential File Services

Nova University operates a credential file service for its graduates. To utilize the service, graduates can request additional information and the required application material from Credentials, Nova university Alumni Office, 33301 College Avenue, Fort Lauderdale Florida 33314.

Faculty

The full time faculty of the Friedt School of Business and Entrepreneurship is augmented by outstanding national lecturers. Their qualifications in teaching, research, publications, and consulting fields of management are the best available. The core of full time faculty is based on the Ft. Lauderdale campus. Many of our faculty have worked with the center's programs since they were begun several years ago, providing experience and continuity to the programs. Those interested in knowing about the faculty may contact the department; resumes for all faculty members are available in the program office.

Counseling

All required paperwork for admission to the master's programs may be processed through the mail. Counseling is strongly recommended but not mandatory. During the counseling process, prospective students will be advised as to which requirements for acceptance are lacking, and a tentative schedule for the entire program will be prepared. Registration for each new block thereafter is routine and may also be through the mail. As long as there are no changes in the original proposed schedule, it will not be necessary to see a counselor, but one will be available for scheduling appointments. A counselor can be seen any time by

scheduled appointment. During the registration period for each block, counselors are available on a full time basis. Students must pick up course syllabi and purchase books at the time of registration in order to be prepared for their first class. A counselor must be seen if courses are taken in a sequence different from the required one.

Procedures for Resolving Allegations of Misconduct

The procedure for the disposition of allegations of misconduct follows:

- Step 1: Allegations must be made in writing to the center director by a cluster coordinator, faculty member, or student. All pertinent factors, witnesses, events, and evidence should be included in the allegations. The person bringing the allegations should use the best judgment in gathering evidence at the time of the apparent misconduct.
- Step 2: If the allegations constitute "probable cause" to proceed, the program director will notify the accused in writing that an inquiry will be undertaken.
- Step 3: An investigator will assemble all pertinent documentary evidence and statements from witnesses. This will include, if possible, a written statement from the accused in response to the allegations. The investigator will consider all the evidence and recommend action to the Dean, citing the pertinent evidence. When misconduct is indicated beyond reasonable doubt, the penalties may be admonition, suspension, or expulsion.
- Step 4: A report of the investigation will be provided to the accused. The accused may acquiesce in the recommendation, or he or she may submit a written response to the program director for the master's programs contesting the recommendation and asking for a hearing. Failure of the accused person to respond within 20 days shall be construed as acquiescence in the report of the investigation. If a hearing is requested, the Dean may appoint a committee consisting of faculty and program participants or program graduates. Following the response of the accused and the report of the hearing committee, the Dean will decide on the action to be taken.

Misconduct may include the following types of activities:

1. plagiarism,
2. collaboration on examinations or assignments expected to be individual work,
3. use of any source to prepare program work without specific attribution (as a general rule, analysis is to be the participant's own work; data may be used which is collected with the help of others if properly acknowledged),
4. cheating (giving or receiving help during examinations or transmitting examination questions to other participants or falsifying any records including assessments and admissions materials),
5. behavior that is flagrantly disruptive to the effective operation of the program,
6. behavior that is clearly unprofessional, unethical, or reflects adversely on the Nova program or the professional community,
7. behavior that violates the general understanding of the proper conduct for graduate students.

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SEQUENCE I

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SEQUENCE II

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SEQUENCE I

SEQUENCE II

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Session 1	Apr. 7, 8	Apr. 14, 15
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BLOCK IV

Session 1	Oct. 6, 7	Oct. 13, 14
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BLOCK I	SEQUENCE I	SEQUENCE II
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Session 5	Mar. 9, 10	Mar. 16, 17
BLOCK II		
Session 1	Apr. 6, 7	Apr. 20, 21
Session 2	Apr. 27, 28	Apr. 4, 5
Mid-Term Exam	May 5	May 12
Session 3	May 11, 12	May 18, 19
Session 4	Jun. 1, 2	Jun. 8, 9
Session 5	Jun. 15, 16	Jun. 22, 23
BLOCK III		
Session 1	Jul. 6, 7	Jul. 13, 14
Session 2	Jul. 20, 21	Jul. 27, 28
Mid-Term Exam	Jul. 28	Aug. 4
Session 3	Aug. 10, 11	Aug. 17, 18
Session 4	Aug. 24, 25	Sept. 7, 8
Session 5	Sept. 14, 15	Sept. 21, 22
BLOCK IV		
Session 1	Oct. 5, 6	Oct. 12, 13
Session 2	Oct. 19, 20	Oct. 26, 27
Mid-Term Exam	Oct. 27	Nov. 3
Session 3	Nov. 2, 3	Nov. 9, 10
Session 4	Nov. 16, 17	Nov. 30, Dec. 1
Session 5	Dec. 7, 8	Dec. 14, 15

MASTER'S PROGRAMS COURSE DESCRIPTIONS

Key to Abbreviations for Courses

- AC-- Required, M.Acc. Program
- CJ-- Required, M.S./C.J. Program
- CR-- Core course; M.B.A., M.P.A., M.S./H.R.M. Program
- EL-- Elective
- EX-- Required, Bankers Executive M.B.A. Program
- HR-- Required, M.S./H.R.M. Program
- HSA--Required, M.S./H.S.A. Program
- HS-- Required, M.S./H.S. Program
- IB-- Required, M.I.B.A. Program
- MM-- Required, M.S./M.A.M. Program
- MB-- Required, M.B.A. Program
- MP-- Required, M.P.A. Program
- PF-- Program Foundation Course
- TM-- Required, M.S./T.M. Program

Courses required for one program may be taken as electives in another program.

GMP 4001 Computer Literacy (PF) 3 cr.

Introducation to computers provides knowledge of the use of computers and microcomputers in various business enviornments.

GMP 4002 Cost Accounting (PF) 3 cr.

The role of cost accounting as a tool for managerial decision making. Cost volume-profit analysis, job order costing, and absorption costing. Application of these skills to the overall operation of a business.

GMP 4003 Intermediate Accounting I (PF) 3 cr.

A continuation and expansion of Principles of Accounting. The concepts underlying valuation, accounting for leases, accounting for warranty costs. Application of these concepts to financial statement presentation.

GMP 4004 Intermediate Accounting II (PF) 3 cr.

A continuation and expansion of Intermediate Accounting I. The conceptual foundations of sources and applications of funds from both a cash and working capital basis, reporting earnings per share, and accounting for other selected transactions.

GMP 4005 Advanced Accounting (PF) 3 cr.

A continuation and expansion of Intermediate Accounting II. Accounting principles for consolidations and combinations, accounting for branches, accounting for liquidations, accounting for nonprofit organizations, and other selected topics.

GMP 5000 American Government (PF) 3 cr.

A survey of the fundamental principles of American government as well as the institutions of governance: The presidency, Congress, judiciary, bureaucracy, political parties, elections and interest groups. The course reflects a public policy orientation. Course satisfies program prerequisite of American Government in M.P.A. program.

GMP 5001 Introductory Accounting (PF) 3 cr.

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the Master's Program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's programs

GMP 5002 Introductory Quantitative Analysis (PF) 3 cr.

Review of college algebra and elementary calculus, probability theory, and statistical analysis. Course satisfies program prerequisite for master's programs.

GMP 5003 Introductory Economics (PF) 3 cr.

This course is designed to acquaint the student with economic issues of the day, e.g., inflation and recession as it impacts on family and national income. Students shall recognize relationships between prices, wages, profits, and supply and demand as they influence daily lives. Course satisfies program prerequisite of economics for master's programs.

GMP 5004 Introductory Psychology (PF) 3 cr.

Undergraduate basic concepts and methods; focuses on the individual and conditions which influence behavior. Covers biological foundations of behavior, growth and development, learning, individual differences, perception, and motivation. Course satisfies program prerequisite of psychology for master's programs.

GMP 5005 Introductory Marketing (PF) 3 cr.

This is a survey of the essentials of marketing. Covers nature of marketing and its environment, selecting target markets, marketing research, customer behavior and forecasting sales. Emphasis on marketing strategy planning. Course satisfies program prerequisite for master's programs.

GMP 5008 Principles of Finance (PF) 3 cr.

A survey of the essentials of finance and its environment. Financial Management as it applies to organizations. Ratio analysis; leverage; working capital management; capital budgeting; capital structure; and other concepts as they apply to business organizations. Course satisfies program prerequisite of finance for master's programs.

GMP 5009 Business Communications: Strategies and Skills (PF) 3 cr.

The purpose of this course is to help students become confident and effective writers in all writing situations. Techniques of critical reading and writing for graduate level work are emphasized. Required at the discretion of the admissions committee.

GMP 5010 The Politics and Legal Environment of Organizations (EL) 3 cr.

Description and analysis of the business government interface in the United States. The course covers the following areas: public goods and public policy, the actors in public policy games, ruling class domination in America, public policy and the public interest, the nature of the corporate economy in the United States, and social responsibility of business in a democratic society.

GMP 5011 Community Needs and Social Support Systems (HS/CJ) 3 cr.

Explores the interrelation of economic, political, and social systems with community and individual needs. Identifies and explains these social services and networks available within the community.

GMP 5012 Management: Theory and Application (CR) 3 cr.

This course will address the theories and techniques of management. It will emphasize practical applications to real situations in business, industry, health care and government. All the contributions from the various schools of modern management will be studied. Each of the various functions of management will be considered in the light of the contemporary emphasis on contingency management. The impact of public opinion and computers will be addressed.

GMP 5015 Management Ethics: Legal and Social Dimensions (MB HR M/M) 3 cr.

This course examines certain ethical principles and government regulation of business rules relevant to the graduate business student's managerial decision-making process. The major focus of the course is the ethical material that encompasses such subjects as the moral and social responsibilities of corporations, their moral audit, and workers' and consumers' rights. Regulatory topics treated are the Bill of Rights and business, labor legislation, employment discrimination, and consumer protection.

GMP 5020 Organization Behavior and Development (CR/HS/CJ/HSA/EX) 3 cr.

This course links the classical substance of organization and management with the analysis of reorganization elements and dimension of human behavior in the work environment.

GMP 5022 Bank Credit Analysis (EX) 3 cr.

An intensive financial analysis course with a concentration on credit analysis pertaining to commercial lending. Emphasis will be on credit investigation and analysis based upon the concept of risk. A close examination will be conducted on the various types of statements used--categorized by type of business organization. Basic components of the balance sheet, the profit loss statement, analysis of working capital as well as various tools of analysis will be stressed. A special feature will be the presentation of credit write ups to a credit review committee comprised of senior lenders.

GMP 5030 Human Resource Management (CR/EX) 3 cr.

Personnel administration in the United States, emphasizing the development, management, and scope of personnel relations in the public services. Major topics covered include an overview of personnel management ideas prevalent in the United States; the structure of the public personnel system; recruiting and managing personnel; responsibility and control of personnel; and the future of personnel management.

GMP 5040 Quantitative Methods in Management (CR/IB) 3 cr.

Topics to be discussed include probability theory, decision making using expected value criteria, sampling theory, forecasting, and simulation. Emphasis will be placed on managerial applications and the application of computer models where appropriate.

Prerequisite: Undergraduate statistics or GMP 5002.

GMP 5042 Bank Operations Management (EX) 3 cr.

Intensive examination of the management strategies employed by successful financial institutions to manage the operations function. Examples of strategies relating to cash management, check clearing, and ATM's are issues explored.

GMP 5043 Econometrics (IEF) 3 cr.

This course is intended to focus on the rationale of the various econometric methods and the assumptions underlying them. Theoretical as well as applied exercises are presented. It provides a self-contained development and explanation of the application of statistics and mathematical techniques to economic theory.

GMP 5050 Managerial Economics for Decision Making (CR/EX/IEF) 3 cr.

The application of economic theory and quantitative methods to business decision making. Product demand, marginal pricing, competitive bidding, and allocation of resources. **Prerequisites:** GMP 5040 and undergraduate economics or GMP 5003.

GMP 5051 Economics of Human Resources (HR/EL) 3 cr.

The application of economic theory to the description and explanation of the organization and operation of labor markets and the development of human resources. Contrasts traditional and institutional theories with the analysis of unemployment, inflation, education and training, income distribution, trade unionism and collective bargaining, job markets, leisure. Explores roles of public and private sectors in resolution of problems in human resource development.

GMP 5052 Macroeconomics (IB/IEF) 3 cr.

This course will delve into the nature and components of aggregate demand. Students will become familiar with the determinants of fluctuations in the level of economic activity. In addition, they will learn to recognize the necessity for and relevance of macroeconomic policy. **Prerequisite:** GMP 5050.

GMP 5053 Comparative Economics (IB/IEF) 3 cr.

This course provides the criteria and the principles by which the existing world economic systems can be analyzed and evaluated. The analysis shall include the economic systems of the U.S., Japan, China, U.S.S.R., France, and Sweden. The theory of market mechanism will be reviewed and any divergence from the market system will be evaluated.

Prerequisite: GMP 5050.

GMP 5054 Economic Development (IEF) 3 cr.

An analysis of the problem of less developed countries; consideration of policies to promote growth; introduction to the theory of economic development; an indepth analysis of the stages of economic development. **Prerequisite:** GMP 5050.

GMP 5055 Industrial Planning (IB/IEF) 3 cr.

This course describes the methods by which a nation state can develop long-range comprehensive plans in order to enforce economic growth and greater technological base for the country. The course will cover macro and micro issues of industrial planning as relates to production strategies and national policies. **Prerequisite:** GMP 5050.

GMP 5060 Managerial Accounting (MB/EX) 3 cr.

Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets.

Prerequisite: Undergraduate Accounting or GMP 5001.

GMP 5062 Managerial Accounting for Bankers (EX) 3 cr.

Deals with managerial accounting in evaluating the internal operations of a bank, as well as concentrating on specialized bank accounting, to evaluate the manager's effectiveness in their own financial institutions'.

GMP 5070 Marketing Management (MB/EX) 3 cr.

Planning the marketing efforts and integrating it into the total operation of an organization; managing the marketing function.

Prerequisite: GMP 5005.

GMP 5080 Financial Management (MB/HSA/EX) 3 cr.

Fundamental of capital building, cost of capital, optional capital structure and rate of return analysis. How to evaluate and select corporate assets: an introduction to security evaluation; a consideration of dividend and capital structure.

Prerequisite: GMP 5008.

GMP 5081 Health Care Finance (HSA) 3 cr.

The fundamentals of health care finance are studied including but not limited to rate of return analysis, capital finance, long-term assets, inventory valuation and management, and financial forecasting. Students are expected to select and evaluate health care financial statements.

GMP 5090 Business Policy (MB) 3 cr.

Intensive scrutiny of the strategy employed by successful corporations in planning, selecting, and implementing objectives. Examples for analysis from assigned cases and the utilization of a simulation management financial analysis project are the key tools used. **Prerequisite:** Completion of all required courses and fully matriculated.

GMP 5100 Master's Project (EL) 4 cr.

The development and preparation of an independent research project. **Prerequisite:** Completion of all required courses and fully matriculated.

GMP 5101 Operations Research Workshop (EL) 4 cr.

This workshop provides students with theoretical and practical knowledge of operations research techniques/tools and their application to various managerial situations. Tools presented include: Linear programming (including transportation and assignment algorithms), PERT network models, Decision theory (pay-off table and tree analysis), and Forecasting models. Emphasis is placed on problem/model formulation and solution application with knowledgeable computer computational support to provide more realistic managerial decision-making learning experiences. **Prerequisite:** Fully matriculated and student must have completed all coursework.

GMP 5102 Productivity Improvement Workshop (EL) 4 cr.

In this workshop students will learn innovative techniques essential to improved productivity when applied in profit and non-profit organizations. **Prerequisite:** Fully matriculated and student must have completed all coursework.

GMP 5103 The Productivity Management Process (EL) 3 cr.

This course will address the history, awareness, and importance of productivity as an essential management process in organizations. Students will consider productivity as a strategic issue, policy development, organizing for productivity, building commitment, the productivity-quality connection and building a productivity culture.

GMP 5104 Telecommunications Workshop (TM) 4 cr.

This workshop deals with the challenges and opportunities emerging in the field of telecommunications as they relate to management in the complex business organization. Case study exercises, simulations, and systems presentations are included. The student is provided information by and direct interaction with experienced practitioners in the field of telecommunications from a variety of organizational settings. The workshop will emphasize a set of practical operating guides that can lead to an increase in productivity through planning, evaluating and motivating.

GMP 5165 International Accounting (IB) 3 cr.

Focus is on the evolution of the international dimension of accounting. Emphasis is placed on understanding the general accepted accounting principles as they relate to the environment of the accounting system.

GMP 5185 Contemporary Issues in Human Services (HS) 3 cr.

This course discusses topics of interest to the human services professional; subject matter varies depending upon current interest.

GMP 5190 Contemporary Issues in Management (EL) 3 cr.

This course will address those content areas that are of current importance to managers in public and private organizations. Students will be able to choose the topics they will study from among such content as leadership, corporate wellness, intrapreneuring, the changing workforce, corporate culture, managing change, service economy, and the changing workforce. Prerequisite: GMP 5012 or GMP 5540.

GMP 5191 Strategic Planning and Change (EL) 3 cr.

This course emphasizes the principles that managers and professionals utilize to implement the practical aspects of planning and change. The content and process of strategic planning will address mission formulation, building a business model, performance auditing, gap analysis, contingency planning, and plan integration. Also included will be change processes, overcoming resistance to change, change planning, and change management.

GMP 5192 Leadership and Decision-Making (EL) 3 cr.

This course will focus on the theory and practical application of leadership as a high-order individual capacity. It will address the leader as a strategist who helps determine where the organization is to be directed and how it will get there. The content will begin with an identification of a set of leadership values and will include an examination of traits, power, authority, styles, and transformational leadership. Special consideration and attention will be given to decision-making throughout the course.

GMP 5193 High Performance Management (EL) 3 cr.

This course will address the new literature on peak performance in managers. In addition, course participants will learn how to build a practical program for their own personal development. Content for this course will also include building a high achieving workforce and managing/motivating peak performers.

GMP 5195 Creativity in Business (EL) 3 cr.

This course will address the tools and techniques that individuals might utilize to increase their creative capacity and its application to the world of work. In addition, the efforts of creative business leaders such as Steve Jobs and Charles Schwab will be considered. The use of intuition, as supported by research findings, will be studied in relation to impact on individual and corporate success. This course is offered in a seminar format. Prerequisite: GMP 5020.

GMP 5197 Contemporary Entrepreneurial Practices (EL) 3 cr.

This course will emphasize the economic and behavioral aspects of entrepreneurship. This will include, but not be limited to; start-up dynamics, male and female entrepreneurial behavior, success strategies, the venture capital marketplace, and entrepreneurial education. The course will include live case studies with individuals, who have actually lived the entrepreneurial experience. This course will be presented in a four-day workshop format. Prerequisites: GMP 5012, 5020, 5030, 5040 and 5050.

GMP 5200 Seminar in Organization Theory and Human Resources (EL) 3 cr.

An advanced research seminar dealing with important contemporary problems in organizational behavior and human resource management. The course consists of broad range reading; critical group discussion, and the preparation and presentation of a research paper in a significant topic in the field.

GMP 5205 Managerial Environment (HR/CJ/TM) 3 cr.

An integrated analysis of the major concepts, theories, functions, viewpoints and corporate strategy of human resource management. The development of a theory for healthy organizations and how management personnel might reach this goal within today's environment. Prerequisite: GMP 5020.

GMP 5218 Theory and Practice in Working with Individuals (HS) 3 cr.

Discusses theoretical concepts, knowledge values base, and skills needed to work effectively with individuals.

GMP 5219 Theory and Practice in Working with Groups (HS) 3 cr.

Discusses a theoretical platform and specific training with regard to the skills required in working with groups.

GMP 5220 Interpersonal and Intergroup Dynamics (HS) 3 cr.

A detailed examination of how we communicate and react to others, as well as feedback on the process by which our feelings are expressed. The twin goals of experience enhancement and increased awareness will be developed through both conceptual and experiential approaches. Students must participate in a group experience.

GMP 5240 Advanced Organization Development (HR) 3 cr.

Materials, techniques, and models currently being used as part of intentional change strategies used to solve people problems that exist in organizations--for both small groups and large systems. Actual research will be undertaken to study resolution of live conflict situations. **Prerequisite:** Completion of all core courses.

GMP 5260 Labor Relations: Principles, Problems and Cases (HR) 3 cr.

An examination of labor relations in depth, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration and other types of dispute resolution. Case problems based on actual situations are utilized to acquaint students with practical problems and issues encountered in union-management relations. **Prerequisite:** GMP 5030.

GMP 5270 Collective Bargaining in the Public Sector (EL) 3 cr.

Focuses on the impact of collective bargaining and general labor relations in the public sector unionism; recent trends in labor relations; constitutional issues in public sector bargaining; economics and politics of public sector unionism; public employee strikes; handling grievances; negotiating contracts.

GMP 5280 Contingency Management: Concepts and Cases (EL) 3 cr.

This course is designed to acquaint you with Modern Management Theory, Process and Practice. Specific areas that will be addressed in the course include planning, organizing, directing decision making, communicating, motivating, group dynamics, leading and controlling. All of these areas will be woven together via a basic contingency management framework. The class format will be made up of lecture, discussion and some experimental learning exercises related to the assigned reading materials. **Prerequisites:** GMP 5012 and GMP 5020.

GMP 5290 State and Local Government Administration (EL) 3 cr.

Examination of the administrative responsibilities of state and local government in the federal system. Selected topics include: intergovernmental relations; education policy; welfare; highways; municipal services; taxation; community power.

GMP 5300 Career Development (EL) 3 cr.

Work and professional careers are an important component, and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering and analysis that is taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at the individual student who wants to improve his or her abilities to aspirations and skills and with "real world" opportunities. **Prerequisites:** GMP 5012, GMP 5020, and GMP 5030.

GMP 5310 Comparative Public Administration (EL) 3 cr.

Public Administration in various political, social, and economic environment both within the United States and in the international milieu. Concepts of development administration and modernization of society through public sector enterprises is examined.

GMP 5320 Management Communications (HR) 3 cr.

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

GMP 5325 Business Liability and Insurance (EL) 3 cr.

To contribute to a student's understanding of the insurance law generally and to expose the student by class discussion to solutions for particular problems which would demonstrate to him relevant principles and avenues of inquiry offering sources of information to available materials. The aim is to serve as a basic understanding of insurance law providing the student with the ability to recognize the varied currents of principle, policy, precedents and practice that may be encountered. The course includes discussions of life, fire and casualty policies, problems of coverage, exceptions and exclusions with suggestions on the submission of claims, negotiation and settlement.

GMP 5326 The Telecommunications Environment (TM/EL) 3 cr.

This course provides an introduction to the fast paced field of telecommunication, its expanding role in communicating information in businesses of all kinds, and a solid conceptual foundation in the technology. Basic telecommunications elements and telecommunications applications will be profiled. The historical development of telecommunications, the telecommunications industry, and the role of telecommunications managers will be discussed.

GMP 5327 Telecommunications Management Strategies (TM/EL) 3 cr.

This course focuses on decision-making skills required by the telecommunications manager in dealing with the human and technical aspects involved in effecting communications implementation designed to meet specific user expectations as well as requirements within the corporate environment. Through this course of study, the student will learn techniques for implementing a telecommunications plan that will satisfy the needs of end users and organizational requirements and objectives.

GMP 5350 Managing Employee Indirect Compensation (EL) 3 cr.

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

GMP 5360 Human Resource Development (EL) 3 cr.

Topics to be covered include personnel planning; recruitment and selection; employee evaluations; performance appraisal, and assessment centers; training and development. **Prerequisites:** GMP 5012, GMP 5020, and GMP 5030.

GMP 5370 Special Topics/Strategic Human Resources Planning (EL) 3 cr.

An advanced seminar dealing with integration of human resources planning into the mainstream policy processes of the organization.

GMP 5380 Special Topic in Human Resource Management (HR/EL) 3 cr.

- (1) Quality of Work Life
- (2) Second Career Decision and Mid-Life Change
- (3) Conflict Management--Team Management
- (4) Job Analysis, Job Design and Job Enrichment
- (5) Incentive Systems and Incentive Contracting
- (6) Management Education and Training

GMP 5381 Managing Stress (EL) 3 cr.

Managing Stress is a course which focuses on an area which has become increasingly costly in both human and organizational terms, who are paying an extremely high price for the fast-paced high technology pressure cooker world we live in. Stress-induced illness or dysfunction costs an estimated 17 billion dollars per year. This course examines the psychological and physiological stimulus response chain which is triggered by severe disruption to one's equilibrium as well as the complicating factors that may be stress to one person while providing stimulation to another. The fine line between enough stress to stay alert and productive and too much stress which becomes destructive will be examined and it is expected that each student will become increasingly aware of his or her own tolerances. Toward this end, various surveys and other instruments will be employed and there will be an attempt to define various methods for reducing stress in oneself and others.

GMP 5400 Grants and Contracts (HS) 3 cr.

The development and refinement of skills in grant writing and grant maintenance. The student will initiate and finalize an actual grant proposal for submission to a national, state, or local funding agency for consideration as a requirement of the course. The rationale and mechanics involved in setting up different sections of proposals will be dealt with in depth.

GMP 5410 Health Systems: Structure and Organization (HSA) 3 cr.

Description of various health care delivery systems at federal, state, and local levels. Types of facilities and services; the provider-consumer-payer relationship; quality of health care; health service agencies, health maintenance organization, and professional services review organizations; planning and education; related health legislation.

GMP 5411 Vocational Rehabilitation (EL) 3 cr.

A discussion of the field of Vocational Rehabilitation including techniques for planning and counseling individual needs and legal requirements for retraining for individuals and groups.

GMP 5412 Community Mental Health (EL) 3 cr.

Social and cultural issues of mental health and their relationship to theory and responsibility for delivery of community services.

GMP 5413 Crisis Intervention (EL) 3 cr.

Techniques for dealing with clients in crisis states. Referral strategies and stress management are included.

GMP 5414 Human Services: The Child and Adolescent (EL) 3 cr.

Discussion of family, social and cultural factors concerning children and youth and the delivery of appropriate services in areas such as child abuse, handicapped, exceptionalities, juvenile delinquency, dependency and substance abuse.

GMP 5415 Human Services in a Multi-Cultural Setting (EL) 3 cr.

Methods and principles of helping individuals within a multi-cultural community.

GMP 5416 Human Services and the Problems of Aging (EL) 3 cr.

Physical, economic, social and emotional problems of the aging and techniques for dealing with these problems within the human services system structure.

GMP 5420 Current Issues in Health Management (HSA) 3 cr.

This course is a special topics course which will allow students the opportunity to investigate up to three topics of particular concern to the health field. Sample topics include but are not limited to: National Health Insurance, Legal/Ethical Issues of Health Care, Health Regulation, Quality Assurance.

GMP 5430 Health Administration and Management (HSA) 3 cr.

Managerial policies in the management of health care facilities. Budgeting and cost effectiveness analysis. Development of health information systems and health delivery models.

GMP 5435 Health Care and the Law (HSA) 3cr.

This course examines various court cases affecting the health care professions in the rendering of services. Preventing litigation by recognizing hazards and their legal implications and understanding the legal implications of laws and regulations are among the topics.

GMP 5440 Health Policy and Planning (HSA) 3 cr.

The course investigates the linkages between the issues facing health professionals and the policies developed to deal with these issues. The roles of research and evaluation as they affect planning and the impact of regulatory agencies as well as other sociopolitical factors on health policy will be examined.

GMP 5443 Economics of Health Services (HSA) 3 cr.

Every student will demonstrate an understanding of the laws and principles of economics at the micro and macro levels and their impact on health service organizations. Topics to be studied include national health insurance plans and national health policies.

GMP 5445 Health Research and Evaluation (HSA) 3 cr.

This course introduces the student to basic concepts and principles of research. The student will be able to analyze typical research reports in the field and to prepare a research project.

GMP 5450 Public Administration Theory and Practice (MP/CJ) 3 cr.

The study of public administration from the standpoint of linkages between the politics of administration and the techniques of public management. Specific topics include: the nature of formal and informal organizations; organization environment relations; the bureaucratic environment; administrative behavior and decision-making.

GMP 5460 Administrative Law (CJ/MP/HS) 3 cr.

The examination of the public administrative environment from a legal perspective. The course deals with the Administrative Procedures Act and its impact on public administration. Selected topics include: the administrative process; administrative procedure and judicial review; rules and rule making; discretion and its control; tort liability of government and its office. A case law approach is followed in this course.

GMP 5461 Contract Management and Administration (HSA) 3 cr.

Principal functions of contract administration, financial analysis, termination, production surveillance, quality assurance, and audit. This course will also deal with analysis of effectiveness of contracts, including ongoing and post contract review.

GMP 5462 Contract and Procurement Law (EL) 3 cr.

Legal aspects of contracting and the requirements of administering public contracts. The course will include the examination and evaluation of contract clauses and provisions and will familiarize participants with contract case law.

GMP 5463 Contract Pricing and Negotiations (EL) 3 cr.

Scope, objectives and techniques of negotiations, organization, preparation, and operation of the negotiating team and conduct of the negotiations is explored. The course will focus attention on the analysis of quality appraisal, cost, price, profit, investment, and risk related to negotiated contracts. Simulated negotiations and case studies are used as learning devices.

GMP 5464 Principles of Purchasing and Material Management (EL) 3 cr.

This course examines the major considerations of purchasing as they relate to the public-private interface. Attention is directed toward the management of inventories including the determination of requirements, pricing, source selection, inventory policy, managerial accountability and professional ethics.

GMP 5470 Planning, Budgeting, and Control (CJ/MP/HSA) 3 cr.

Fundamental principles of the tools of financial management and budget preparation in the public sector. Selected topics include: revenue and expenditure policies; fiscal planning and budgeting; tax principles and policies; public indebtedness; fiscal control measures; public policy evaluation from the perspective of alternative public budgeting systems.

GMP 5480 Public Policy Analysis and Procedure (MP) 3 cr.

Description and analysis of techniques of public policy evaluation. Selected topics include: distributive, regulatory, and redistributive public policies; the practice of policy evaluation; the application of quantitative methods of program evaluation; the impact of politics on policy analysis. Case analyses are a component of this course.

GMP 5490 Management Practices in the Public Service Sector (EL) 3 cr.

An analysis of managerial techniques and financial controls in the public sector with special emphasis in the law enforcement area.
Prerequisites: GMP 5020, GMP 5030, and GMP 5450.

GMP 5491 Management Practices in the Non-Profit Sector (HS) 3 cr.

An analysis of managerial techniques in the administration of charitable and religious organizations. Financial and personnel policy development in the non-profit sector.

GMP 5530 Money Market and Monetary Institutions (EL) 3 cr.

The function of financial intermediaries; the use of short term debt and the effective management of cash resources. The nature of and risks involved in the use of short-term financing.

Prerequisite: GMP 5080.

GMP 5540 Comparative International Management (IB) 3 cr.
Management philosophies in the United States compared and contrasted with management philosophies in other countries. The special role of management development in the "less developed" countries. Historical and cultural development of management in Western Europe, the Mid-East, and Asia.

GMP 5541 Comparative Financial Systems (IB) 3 cr.
Focus is on the international financial environment in which business firms operate. It is tailored to students looking for careers in international banking, international institutions, or with finance departments of corporations operating in world markets.

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

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

GMP 5570 Marketing Research (EL) 3 cr.
The establishment of an effective research program of the external environment and the gathering of marketing data. Sources of market information; the use of the computer and computer simulations in market research.

GMP 5571 Marketing Communication and Promotion (EL) 3 cr.

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

GMP 5572 Marketing New Products (EL) 3 cr.

This course will explore the concepts and special applications in the development and implementation of a marketing strategy for new products. Included will be a consideration of opportunity analysis, innovation, economic evaluation of new products, test marketing, and the development of marketing plans. Special consideration will be given to case studies of new product introduction.

GMP 5573 Retail Marketing Management (EL) 3 cr.

This course explores the specific concerns related to retail marketing management. Particular emphasis is placed on store management, facility location, buying, merchandise control, merchandise pricing, customer services, training and supervision of retail sales force.

GMP 5574 Customer Service Management (EL) 3 cr.

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

GMP 5575 International Marketing (IB) 3 cr.

This course presents an overview of marketing in an international business environment and provides a framework upon which multinational marketing management decisions can be based.

GMP 5580 International Business (IB) 3 cr.

This course examines the organizational and marketing systems of multinational and international corporations, the marketing systems used in countries other than the U.S., the role of institutions in international marketing, the financing and tariff arrangements of international trade, and the control mechanisms for foreign marketing activities.

GMP 5581 International Banking (IB) 3 cr.

To introduce students to international banking. Discusses those countries where banking and integration process have an enormous effect on world economy.

GMP 5610 Legal Environment of Business (EL) 3 cr.

The legal structure within which managers must function. Implication of trade regulation, the Uniform Commercial Code on managerial decision-making.

GMP 5611 International Legal Framework (IB) 3 cr.

This course provides an understanding of the structures and processes of the international legal community, with a particular view to its bearing upon international commercial and financial relationships. Topics include: history of the international legal order, sources of international law, the International Monetary Fund, the General Agreement on Tariffs and Trade, expropriation of alien-owned property, and the European Economic Community.

GMP 5620 Investment Principles and Policies (EL) 3 cr.

Managerial aspects of investment policy. Relation of investment strategy to money markets and business cycles.

GMP 5621 International Investment (IB) 3 cr.

This course exposes the student to the world of investment and to the areas of security analysis and valuation. The major emphasis of the course is on stocks and bonds, but it also includes other areas such as rights, stock options, and portfolio construction.

GMP 5670 Entrepreneurship and Venture Initiation (EL) 3 cr.

An explanation of the entrepreneurship function. Formation and operation of a new business venture are examined.

GMP 5711 Accounting Theory I (AC) 3 cr.

The study of generally accepted accounting principles (GAAP) as they affect today's practitioners.

GMP 5712 Accounting Theory II (AC) 3 cr.

The theoretical structures of accounting for assets income definition, recognition and measurement income, influence of professional standards, and the future of the profession.

GMP 5715 Auditing (EL) 3 cr.

Examination of financial statements and systems from the viewpoint of an independent auditor. Emphasis is on the methodology and practical applications of auditing techniques and the professional standards that bear an audit performance and reporting.

GMP 5720 Current Topics in Accounting, Research, and Accounting Studies (EL) 3 cr.

A seminar devoted to the more recent and/or controversial studies of the Financial Accounting Standards Board (FASB), the Government Accounting Standards Board (GASB), The American Accounting Association (AAA) and the potential impact on current reporting practices. Prerequisite: GMP 5712.

GMP 5725 Financial Statement Analysis (EL) 3 cr.

A review of financial statements for fairness and completeness in reporting. Focus is on the analysis of financial statements and related footnotes from the standpoint of the different users of the statements.

GMP 5729 Seminar in Public Accounting (EL) 4 cr.

A seminar devoted to the issues that face today's public accountants using the CPA examination as its frame of reference. Prerequisite: Completion of 33 credits.

GMP 5731 Accounting Information and Control Systems (AC) 3 cr.

Concentration on the design of accounting information systems with emphasis on internal controls.

GMP 5733 Advanced Managerial Accounting (AC) 3 cr.

An advanced level discussion of variance analysis, cost allocation, transfer pricing, and the use of modeling to solve business problems.

GMP 5741 Controllership (EL) 3 cr.

A seminar on the function of the financial controller including his/her role in planning, controlling, reporting, and administering in today's business environment. Prerequisite: GMP 5733

GMP 5746 Internal Auditing/SEC Accounting (EL) 3 cr.

A two-component course. One component investigates the duties and responsibilities of the internal auditor. The other component studies the SEC regulations and reporting requirements.

GMP 5749 Seminar in Managerial Accounting (EL) 3 cr.

A seminar devoted to the issues that face today's managerial accountant using the CMA examination as its frame of reference. Prerequisite: Completion of 33 credits.

GMP 5751 EDP Auditing (EL) 3 cr.

Focus is on the audit of computerized accounting systems as an integral part of the audit of the financial statements. Course discusses the reviews and tests performed on computerized systems. Prerequisite: GMP 5715 or equivalent.

GMP 5753 Fund Accounting (EL) 3 cr.

An in-depth review of the current standards and specialized accounting practices of state and local governments, school systems, colleges, universities, and hospitals.

GMP 5755 Small Business Management (EL) 3 cr.

An explanation of the entrepreneurship function. Formation and operation of a small business are examined.

GMP 5756 International Accounting I (EL) 3 cr.

Focus is on the evolution of the international dimensions of accounting, national differences in accounting thought and practice, problems and issues.

GMP 5757 International Accounting II (EL) 3 cr.

Seminar course making an in-depth study of the pronouncements of the ISAC and IFAC. Prerequisite: GMP 5756.

GMP 5759 History of Accounting (EL) 3 cr.

This course traces the practice of accounting from 5000 BC to modern times, with emphasis on the major events and the impact on the practice of accounting.

GMP 5761 Taxation of Individuals (AC) 3 cr.

An introduction to the federal income tax structure, use of tax services, and the concept of taxable income for individuals.

GMP 5762 Taxation of Corporations and Partnerships (AC) 3 cr.

A continuation of the study of the federal income tax structure, use of tax services, and the concept of taxable income as it relates to corporation and partnerships. Prerequisite: GMP 5161.

GMP 5763 Taxation of Estates, Trusts and Gifts (EL) 3 cr.

Advanced study of an research in tax law with emphasis on estate, trust, and gift taxes. Prerequisite: GMP 5762.

GMP 5764 Taxation of Pensions and Profit-Sharing Plans/Tax Exempt Organizations (EL) 3 cr.

A two-component course. One component looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis in Erisa. The other component reviews the taxation of tax exempt organizations with emphasis on "unrelated activities."

Prerequisite: GMP 5762.

GMP 5766 International Taxation/Tax Policy and Contemporary Issues (EL) 3 cr.

A two-component course. One component surveys the U.S. income tax on foreign earned income. The other component studies the social, fiscal, and economic objectives of taxation. Prerequisite: GMP 5762.

GMP 5767 State of Florida Taxes/IRS Practices and Procedures (EL) 3 cr.

A two-component course. One component investigates the taxes levied by the state of Florida. The other component emphasizes IRS rules, procedures, and techniques.

GMP 5768 Taxation - Advanced Topics (EL) 3 cr.

This course covers topics that are not included in GMP 5761 and GMP 5762. Open only to students who are not enrolled in Master of Accounting concentration in Taxation.

GMP 5769 Tax Planning and Research (EL) 3 cr.

This course is an in-depth study of the tax-planning process and research tools that are available to both the professional business manager and tax practitioner. Prerequisite: GMP 5762.

GMP 5781 Business Law I (EL) 3 cr.

Introduces and amplifies the major legal requirements that will be encountered by the professional accountant. Topics will include the Uniform Commercial Code, contracts, agency and accountant's legal liability and responsibilities.

GMP 5782 Business Law II (EL) 3 cr.

A continuation of GMP 5781. Prerequisite: GMP 5781.

GMP 5790 Research Methods in Business (EL) 3 cr.

This course introduces conceptual tools and techniques in conducting business research concerned with any organized inquiry which is carried out for the purpose of providing the needed informational content and structure to solve specific business problems.

GMP 5800 Policy Analysis and Program Evaluation (HS/CJ) 3 cr.

The course is designed to give students the opportunity to design and carry out an evaluation of an agency or business policy from the perspective of its technical and political feasibility. The course will provide practical experience to students under the guidance of trained policy evaluators from both the public and private sectors.

GMP 5851 Commercial Lending (EX) 3 cr.

The application of formulating sound commercial lending skills, determination of credit worthiness, and pricing strategies. Specific issues include analyzing collateral values, structuring credit facilities, regulations and compliance, loan agreements, loan participations, loan review/workout, and the impact of bankruptcy laws.

GMP 5852 Consumer Banking Management (EX) 2 cr.

This course includes an examination of various consumer credits as well as consumer issues that impact the profitability of the institution. Specific subjects include consumer lending activities such as residential mortgage, installment loans, equity lines of credit and credit cards. Other concentration includes branch administration strategy, measuring and monitoring performance, private banking and marketing approaches.

GMP 5860 Asset/Liability Management (EX) 2 cr.

Principles of managing the assets and liabilities in a financial institution. Issues include the measuring and management of interest rate gap, liability management, pricing of assets and liabilities, financial futures and the ALCO process.

GMP 5861 Bank Management Computer Simulation (EX) 1 cr.

This bank computer simulation course, based upon microcomputer software systems, offers the opportunity to act as CEO of the financial institution while facing a competitive environment. The course allows the student to track the bank's performances as well as the performances of competitors and to develop strategies to outperform opponents. Specific areas to be explored include the most effective product lines, establishing loan and deposit interest rates, asset liability management, interest/rate projections, as well as determining the major thrust of the institution.

GMP 5862 Current Issue Symposium (EX) 1 cr.

The Current Issue Symposium is a series of five current topics presented by CEO's of financial institutions. The topics include consumer trends, managing change and conflict, product pricing, analysis of business conditions, and the future of financial institutions.

GMP 5863 Lending Management (EX) 3 cr.

This course focuses on the planning, organizing and controlling the overall lending function. It includes the setting of objectives, the developing of lending policies and procedures, loan committees and the approval process, and the reporting/monitoring system. The course will also include the commercial, consumer, and real estate loan areas of management.

GMP 5870 Commercial Real Estate Lending (EX) 3 cr.

Provides theoretical and practical knowledge of commercial real estate lending principles from the construction phase through the permanent loan stage. Components include loan underwriting, appraising, loan structure, the commitment letter, loan documentation, real estate law of lien, and problem loan workout/recovery.

GMP 5903 Software/Search and Evaluation (MM) 3 cr.

This course identifies sources, evaluated terminology and quality, and matches computer software to the professional user's needs.

GMP 5904 Expert Systems for Business (MM) 3 cr.

This course introduces the latest computer expert systems to the business environment in order to enhance the decision making process.

GMP 5905 Microcomputer Applications in Business (MM/HSA) 3 cr.

This course deals with hands-on use of a microcomputer utilizing the four most commonly used applications--word processing, spreadsheets, personal database and graphics.

GMP 5907 Seminar in Selected Topics in Microcomputing (MM) 3 cr.

A seminar devoted to the most recent topics of research and interest in microcomputing and their impact on management and administration.

GMP 5908 Authoring Graphics and Languages (MM) 3 cr.

This course utilizes authoring system for creating Computer Assisted Instruction to be applied in training and development applications in business.

GMP 5909 Communicating with Microcomputers (MM) 3 cr.

This course deals with the terms and techniques necessary to understand and use a modem and terminal software to send and receive messages and files. The students will begin to develop the skills needed to show mastery of the key concepts and rules about using the UNIX* operating system.

GMP 5911 Business Information Systems (EL) 3 cr.

This course provides a general description of current computer systems. An introduction to the characteristics of large computers, minicomputers, microprocessors, and intelligent workstations is presented.

GMP 5921 Information Systems Analysis and Design (EL) 3 cr.

This course examines the process of systems analyses and design from its inception through implementation.

GMP 5931 Current Information Systems Technology--A Managerial Perspective (EL) 3 cr.

This course offers a thorough presentation of major technologies imparting information flows and availabilities with emphasis on how management should perceive and utilize the technologies.

GMP 5941 Contemporary Information Management Problems (EL) 3 cr.

This course provides a general overview of how to efficiently manage a computer installation for an organization.

GMP 5951 CComputer Application in Health Care Administration (HSA) 3 cr.

This course reviews the use of computers in the health care industry. The student will learn different types of computer systems and the use of software packages.

GMP 6000 Crime and Justice in North America (CJ) 3 cr.
Theoretical and operational examination of social institutions and processes which promote conformity and criminality. The nature of deviant behavior and society's response to it. Study of criminal justice as a process and as a system or non-system. The inter-dependent role of law enforcement security (public and private), courts and corrections as they administer justice. Examination of contemporary issues and attitudes. (Formerly MSCJ 600.)

GMP 6020 Law Enforcement and Security: Roles and Responsibilities (CJ) 3 cr.
The nature and definition of the role of law enforcement and security (police, security and prosecutor) agencies at all levels of government. Responsibilities for role definition. Citizen input. Articulation of role definition. Policies and priorities. Limits of authority. Effect of role definition on performance, personnel development and expectations. Role implementation. (Formerly MSCJ 602.)

GMP 6060 Issues and Trends in Judicial Administration (CJ) 3 cr.
An examination of the impact of judicial decisions on police and corrections. A look at judicial supervision of police and corrections and the "hands off" doctrine. An examination of judicial reform efforts. Unification of court systems, court administration. (Formerly MSCJ 606.)

GMP 6070 Juvenile Justice (CJ) 3 cr.
A survey of juvenile justice development in America from philosophical, legal and practical perspectives. Reactions by society and the juvenile justice system to such problems as delinquency, dependency, parental neglect, maladjusted youths, and the battered child syndrome. The dilemma of civil rights for juveniles. Responsibilities of police, courts, and rehabilitation departments (including Division of Youth Services). (Formerly MSCJ 607.)

GMP 6080 Contemporary Corrections (CJ) 3 cr.
A study of the roles and functions of the corrections component of the criminal justice system. Issues or institutionalization. Correctional administration. The social system of the prison. The problems of custody, treatment and rehabilitation. Reintegration as a goal. Legal rights of offenders. (Formerly MSCJ 608.)

The Doctoral Division

The educational emphasis of Nova's professional doctoral degree programs in business and public administration, international business, and in human resource management is on strategic planning and management decision making and problem solving. The doctorate in business administration (D.B.A.), doctorate in international business administration (D.I.B.A.), and the doctorate in public administration (D.P.A.) programs are specifically designed for upper level business and industry executives; public sector administrators and policy makers; and professionals in the field of human resource planning, management, and supervisory training. These doctoral programs are not designed to provide primary training for those interested in pursuing careers in teaching or research, per se. Those earning any of these doctorates are amply prepared as practitioner-academics to take their place along side classically trained academics or faculties whose clientele are mature undergraduate and graduate students in need of exposure to both practical applications and theoretical constructs in business or public administration.

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 curriculum of the programs is carefully balanced to insure depth and rigor associated with doctoral education across fields. Students demonstrate their competencies through implementation of research. The dissertation is a significant element of the programs. The research is analytical; it is theoretically based; it is problem centered; it is an application of intervention strategy. The dissertation demonstrates the ability of candidates to meet the challenges of their professional milieu in a thorough, systemic, and responsible manner.

The Nova University professional doctorate 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. Graduates have become recognized leaders in business and industry, government and education. Their growth has meant organizational growth and development, as well as increased productivity in terms of both efficiency and effectiveness. 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. The doctoral curriculum and research focus of the Nova programs facilitates the bringing to fruition of such goals.

DOCTORATE IN BUSINESS ADMINISTRATION

Program Objectives

The Doctorate in Business Administration (D.B.A.) curriculum seeks to prepare senior level management professionals to assume increased responsibility in the areas of strategic planning and decision making, as well as provide them with experience in designing and conducting business research. The program provides the practitioner-academic with both depth and balance, insight essential for executives, as well as for senior staff members, consultants, and teachers.

The program helps the mature student to develop the most advanced techniques of decision making and to learn the necessary 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 multisector economy.



Program Philosophy

D.B.A. students are imbued with the philosophy that management is a professional discipline. The D.B.A. program curriculum consist 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 professional divisions and special interest groups of the Academy of Management and other professional bodies.

Career Option Specialties

The Nova University doctorate in business administration programs offers the senior professional career options in human resource management (HRM), human resource development (HRD), and international management (IM), in addition to a classical and applications-oriented business curriculum. Students are counseled to select the career option specialty courses we scheduled in selected field-based cluster locations, as well as on campus in Fort Lauderdale. In addition, all career option specialty courses are offered in a week long national cluster format on a rotational basis three times per year in Fort Lauderdale.

The Curriculum and Program Schedule

The curriculum consists of 60 graduate credits beyond the master's degree. The D.B.A. program operates on a year round basis. All course work, seminars, workshops, and the comprehensive examination can be completed within three years. Since each student progresses at his or her own pace in research and writing the dissertation, the total length of time in the program will be between three and four years.

Classes meet monthly on a convenient weekend format in cluster locations. Attendance at a once-a-year, week-long institute is required. The Business and Public Policy Seminar meets in the Washington, D.C., area generally in April, August, and December. Students may attend the session of their choice during their first year in the program. The Seminar in Research Methods is computer mediated using the UNIX operating systems for telecommunications supported through the University's computers. A seminar dealing with Strategic Planning and Change is held on campus in Ft. Lauderdale as a capstone course activity. This seminar is scheduled three times per year in April, August, and December. Students may attend the session of their choice after completing all other courses and seminars in the program and pass Part I of the comprehensive exam. The Professional Studies Workshop is held in conjunction with the Academy of Management annual national conference, generally in late August, at a location that varies from year to year. Students may attend this workshop anytime while they are in the program, although they should do so as soon as possible. Students selecting one of the career option specialties will attend a Professional Studies Workshop in conjunction with national conferences within the selected field of study. HRM students attend a Professional Studies Workshop in conjunction with the annual conference of the American Society for Personnel Administration; HRD students attend a Professional Studies Workshop in conjunction with the annual conference of the American Society for Training and Development; IM students attend a Professional Studies Workshop in conjunction with the annual meeting of the Academy of International Business.

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

		Credits
CSA 6010**	Administrative Theory and Practice	4
CSA 6020	Organization Behavior/Personnel Management	4
CSA 6030	Information and Decision Sciences	4
CSA 6040**	Economic Analysis	4
CSA 6050	Operations Management	4
CSA 6060	Business and Public Policy Seminar	4
CSA 6071	Seminar in Research Methods*	4
CSA 6080	Professional Studies Workshop	2
CSA 6110**	International Business and Finance	4
CSA 6120	Marketing Management and Research	4
CSA 6130	Financial Analysis, Management, and Control	4
CSA 6140**	Strategy, Policy, and Planning	4
CSA 6150**	Readings in Business Administration	4
CSA 6090	Comprehensive Exam	0
CSA 6091	Dissertation I--Preproposal	2
CSA 6092	Dissertation II--Proposal/Literature Review	2
CSA 6093	Dissertation III--Proposal/Methodology and Data Identification	2
CSA 6094	Dissertation IV--Data Analysis and Interpretation	2
CSA 6095	Dissertation V--Summary/Conclusion and Defense	2
CSA 6096	Professional Publication	0
		<u>60</u>

*The four credits are taken in four one-credit segments.

**Students electing one of the career option specialties do not enroll in these classes. Instead they enroll in the following courses according to their career option selection.

Career Option A: Human Resource Management (HRM)

CSA 6315	Strategic Programming in HRM
CSA 6325	Employee Relations and Services
CSA 6330	Performance and Reward Systems
CSA 6310	Strategic HRM and Change
CSA 6370	Readings in Human Resource Management

Career Option B: Human Resource Development (HRD)

CSA 6610	HRD System Design and Evaluation
CSA 6620	Advanced HRD Methodologies
CSA 6630	Current Issues in HRD
CSA 6640	HRD Strategic Planning
CSA 6650	Readings in Human Resource Development

Career Option C: International Management (IM)

CSA 6410	International Management
CSA 6450	Comparative Government and Economic Systems
CSA 6470	International Legal Framework
CSA 6440	Strategic Planning in International Business
CSA 6480	Readings in International Business

DOCTORATE IN PUBLIC ADMINISTRATION

Program Objectives

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

The D.P.A. program assists the mature student in developing the most advanced techniques of decision making and in learning the necessary research skills that accompany high-level responsibility. A further objective is to develop executives, consultants, and teachers 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 multisector economy.

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 span the realm of knowledge of generic management, as well as quantitative aspects of decision making. The material content of the curriculum includes the development of the public administration profession; the public administration ethos; and substantive aspects of public budgeting and finance, of comparative administrative systems, and of the impact of ideology on strategies of administration. The emphasis on practical aspects of decision making in the public sector is highlighted through the reflections of current issues focused upon by the American Society for Public Administration and other professional bodies.

The Curriculum and Program Schedule

The curriculum consists of 60 graduate credits beyond the masters degree. The D.P.A. program operates on a year round basis. All coursework, seminars, workshops, and the comprehensive examination can be completed within three years. Since each student progresses at his or her own pace in research and writing the dissertation, the total length of time in the program will be between three and four years. Classes meet monthly on a convenient weekend format in cluster locations. Attendance at a once-a-year, week-long institute is required. The Business and Public Policy Seminar meets in the Washington, D.C., area generally in April, August, and December. Students may attend the session of their choice during their first year in the program. The Seminar in Research Methods is computer mediated using the UNIX operating systems for telecommunications supported through the University's computers. A seminar dealing with Strategic Planning and Change is held on campus in Ft. Lauderdale as a capstone course activity. This seminar is scheduled three times per year in April, August, and December. Students may attend the session of their choice after completing all other courses and seminars in the program.

The Professional Studies Workshop is held in conjunction with the American Society for Public Administration's annual national conference, generally in late March or early April, at a location that varies from year to year. Students may attend this workshop anytime while they are in the program, though the faculty recommends attendance during the second or third year of studies.

The following curriculum profile of the D.P.A. program curriculum activities in course number order, not necessarily in the order in which students typically pursue the program.

		Credits
CSA 6010	Administrative Theory and Practice	4
CSA 6020	Organization Behavior/Personnel Management	4
CSA 6030	Information and Decision Sciences	4
CSA 6040	Economic Analysis	4
CSA 6050	Operations Management	4
CSA 6060	Business and Public Policy Seminar	4
CSA 6071	Seminar in Research Methods*	4
CSA 6080	Professional Studies Workshop	2
CSA 6210	Ideology and Strategy of Administration	4
CSA 6220	Comparative Administrative Systems	4
CSA 6230	Public Budgeting and Finance	4
CSA 6240	Constitutional/Administrative Law and Ethics	4
CSA 6250	Readings in Public Administration	4
CSA 6090	Comprehensive Exam	0
CSA 6091	Dissertation I--Preproposal	2
CSA 6092	Dissertation II--Proposal/Literature Review	2
CSA 6093	Dissertation III--Proposal/Methodology and Data Identification	2
CSA 6094	Dissertation IV--Data Analysis and Interpretation	2
CSA 6095	Dissertation V--Summary/Conclusion and Defense	2
CSA 6096	Professional Publication	0
		60

**The four credits are taken in four one-credit segments.*

DOCTORATE IN INTERNATIONAL BUSINESS ADMINISTRATION

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 multinational corporation as well as both foreign and domestic company challenges and opportunities as they conduct business activities 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 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, and research activities that cover the spectrum of knowledge in both quantitative and general areas of business within the macro economic context of business conducted in the international arena.

The Curriculum

The curriculum consists of 60 graduate credits beyond the masters degree. There are core management courses and seminars which are taken by D.B.A. as well as D.I.B.A. students. In addition, there are specific international business courses and a Professional Studies Workshop designed to meet the needs of the D.I.B.A. student. All courses are scheduled on a rotational basis in each of two formats. Full time students enroll in classes that meet on a weekend schedule with one weekend per month over a three month period as well as classes that meet in an intensive six day format once every four months. Part time students enroll in classes in either format, but generally in fewer classes per year. A part time student can expect to complete all requirements in 36 to 42 months. A full time student can expect to complete all requirements in 24-30 months. Completion rate is dependent upon individual preparation time required for the comprehensive exams as well as the dissertation. Two program activities are scheduled only in intensive week long formats: the Professional Studies Workshop, which is held in conjunction with the meeting of the Academy of International Business and deals with topical concerns prevalent in the international business community as assessed by practitioners as well as leading scholars in the field; and the Strategy, Policy, and Planning course, which is designed as a capstone workshop to give advanced students the opportunity to function in simulated strategic planning and policy decision-making situations.

The following curriculum profile for the D.I.B.A. program lists all program curriculum activities in course number order, not necessarily in the order in which students typically pursue the program.

		Credits
CSA 6030	Information and Decision Science	4
CSA 6050	Operations Management	4
CSA 6060	Business and Public Policy Seminar	4
CSA 6071	Research Seminar/Computer Mediated*	4
CSA 6080	Professional Studies Workshop	2
CSA 6110	International Business	4
CSA 6410	International Management	4
CSA 6420	International Marketing	4
CSA 6430	International Finance and Banking	4
CSA 6140	Strategy, Policy and Planning	4
CSA 6450	Comparative Government and Economic Systems	4
CSA 6470	International Legal Framework	4
CSA 6480	Readings in International Business	4
CSA 6090	Comprehensive Examination (Part I)	0
CSA 6089	Comprehensive Examination (Part II)	0
CSA 6091	Dissertation I--Preproposal	2
CSA 6092	Dissertation II--Proposal/Literature Review	2
CSA 6093	Dissertation III--Proposal/Methodology and Data Identification	2
CSA 6094	Dissertation IV--Data Analysis and Interpretation	2
CSA 6095	Dissertation V--Summary/Conclusion and Defense	2
CSA 6096	Professional Publication	<u>0</u>
		60

**The four credits are taken in four one-credit segments.*

Doctoral Program Curriculum Overview

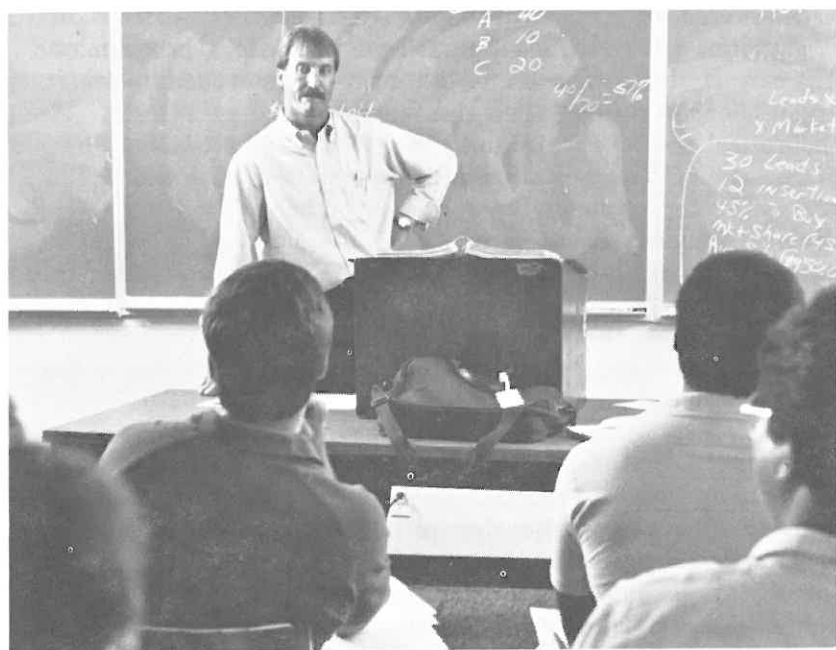
The curriculum in the doctoral programs offered by the Friedt School is designed to meet the educational and professional development needs of upper level business executives, public agency administrators, and consultants in the fields of business and public administration and international business. The programs share common management, decision science, and research courses and seminars. Specialized courses, seminars, and workshops as well as field specific dissertations provide the basis for degree specializations leading to the D.B.A., D.I.B.A., and D.P.A., degrees, respectively. Students benefit from a rich cross-fertilization of ideas and perspectives on problem-solving through peer interaction across the disciplines, yet within similar organizational contexts.

Telecommunications through UNIX*

Effective September 1, 1985, all new students are required to participate in on-going 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 Nova University's computer system using the UNIX operating system, students, faculty, and administrators will be linked electronically. The UNIX system offers vast opportunities for teleconferencing, electronic mail, self-paced tutorials in quantitative methods, as well as sophisticated word processing utilities, such as Writers Work Bench. CSA 6071 Seminar in Research Methods has been designed in a computer mediated format which both demonstrates the power of the computer as a meaningful tool in doctoral research, as well as provide the student with a new dimension of interpersonal relationships heretofore spoken of in scientific circles yet barely implemented in the mainstream of business, industry, education, and government operations. With the introduction of UNIX technology into the delivery system of higher education, Nova University once more demonstrates its leadership.

Through teleconferencing and electronic mail, students and faculty need not limit their intellectual interaction to the classroom. The learning environment truly becomes boundless in a time and spatial sense. The computer and the most sophisticated of operating systems, however, are employed as part of the medium of education. In doctoral education, Nova University believes that the mastery of telecommunications skills

**Trademark of AT&T Technologies and Bell Laboratories*



today for doctoral students is similar to the mastery of computer programming skills a decade ago, finite math and statistics two decades ago, and foreign languages three and more decades ago. These skills are still valid research tools for doctoral students in particular fields of study. Today, though, the ability to manipulate and process data and other information files, disseminate findings widely to affected peers, and collaborate through interactive computer systems in a non-distracting environment has become an invaluable tool for the problem solver and decision maker at the highest levels of American business, industry, government, and education.

Upon entry into the doctoral programs 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 one. For more information regarding UNIX at Nova, please contact the Center for Computer Based Learning or the Friedt School of Business and Entrepreneurship. The Friedt School is currently implementing computer media elements into all of its curriculums at the doctoral level and is planning for its introduction into the master's curriculum.

Dissertation

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 which has both theoretical and practical significance. The hallmark of the Nova dissertation is its orientation toward problem-solving and practical intervention in the work environment. The Nova doctoral student seeks to become a "program mover" or "change agent" in her or his professional milieu, as well as profession. 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 of complex organizations.

The dissertation process is broken down into its traditional component parts to facilitate student progress. The student identifies his or her research area in the proposal phase. Next, she or he provides a comprehensive introduction and literature review focusing on the research questions at hand. This is followed by an identification and explication of the appropriate research methodology associated with the research questions. Data collection, analysis, interpretation, assessment, evaluation, summary and conclusion flow naturally from this point. Once the study is complete it is presented in conventional form and a defense is scheduled.

The student is assisted in the dissertation process by an academic committee of three professors and the Director of Doctoral Research. Students are provided information regarding the research and practical backgrounds of the faculty in order to assist them in selecting a chair and second reader. A third reader is usually the Academic Mentor assigned to a particular field-based cluster or group of students on campus, thus assuring that at least one member of the committee will be in close physical proximity to the student. Students, faculty, and the Director of Research communicate also through telecommunications via the UNIX operating system.

Once students reach the dissertation phase of their program they are provided with a dissertation manual which describes in detail the philosophy and the scope of the dissertation, as well as the procedures in effect to facilitate student progress through this most important phase of doctoral education. for teleconferencing, electronic mail, self-paced tutorials in quantitative methods, as well as sophisticated word processing.

Comprehensive Examinations

Students seeking the doctoral degree are required to sit for and pass a two-phase comprehensive examination. The first phase is a qualifying examination which may be taken anytime after the following criteria are satisfied.

1. full admission to the program,
2. completion of outstanding prerequisite coursework required at the time of admission to the program,
3. completion of a minimum of 20 doctoral credits in the program. CSA 6060 (Business and Public Policy Seminar) students must have a minimum of a 3.0 grade point average at the time of registration for the examination.

After passing the Qualifying Exam phase of the Comprehensive Examination students will be permitted to begin work on their dissertations as they complete remaining coursework, seminars and workshops in the program. The second phase of the Comprehensive Examination is taken when all coursework is completed. Students may take this exam prior to participating in the Professional Studies Workshop and prior to completing their dissertations, subject to the following condition: they must have a minimum of a 3.0 grade point average and have passed the qualifying exam.

Comprehensive examinations are scheduled three times per year and are available in each cluster location on a rotational basis once a year and on campus each testing period. Information on comprehensive examination schedules is communicated to students each term with material distributed as part of the registration process. In addition, students are provided detailed information on the nature of the comprehensive exams, including format, subject matter covered, evaluation criteria, and satisfactory progress at the time of matriculation in the program. Copies of past comprehensive exams are available "on-line" through UNIX.

Doctoral Publication Requirement

The publication requirement of the doctoral programs is designed to demonstrate the research, writing, and presentation abilities of students, acquired and/or refined through their doctoral studies. The ability to analyze problems, undertake original research, or integrate programmatic materials for dissemination to a broader public is one of the traditionally accepted measures of doctoral education. The Friedt School of Business and Entrepreneurship has identified the following accomplishments as acceptable evidence of satisfaction of the doctoral publication requirement.

1. Article published in refereed academic journal or similar publication.
2. Article prepared for presentation by invitation at a national professional conference such as the Academy of Management or the American Society for Public Administration.
3. Report or monograph published by a professional organization, corporation, or public agency.

All publications, along with supporting documentation will be reviewed by the Dean or the Director of Doctoral Research, who will determine their acceptability. Students will be notified as to the acceptability of their material as soon as practicable upon their receipt.

GENERAL INFORMATION ON THE DOCTORAL PROGRAMS

Admission Requirements

Admissions requirements for the student wishing to matriculate in any of the doctoral programs offered through the Friedt School of Business and Entrepreneurship are listed below. Degree specific requirements are clearly identified.

1. A master's degree from an accredited college or university.
D.B.A. and D.I.B.A. applicants are expected to have a Master of Business Administration or similar management degree with specific business foundation courses at the masters level. D.P.A. applicants are expected to have a Master of Public Administration, Political Science, or similar degree with specific management foundation courses at the masters level. Foundation courses by degree include:

D.B.A.	Accounting/Finance, Economics/ and Macro/Micro, Marketing
D.I.B.A.	Management/Organizational Theory, Quantitative Methods/Statistics
D.P.A.	Quantitative Methods/Statistics, Economics/Macro/Micro, Management/Organizational Theory
2. Five years management level experience in business, industry, government, military service, or education. This requirement may be waived for consultants with evidence of professional activity.
3. Three letters of reference, preferably from supervisory personnel or other professional contacts.
4. A resume or "curriculum vita" with detailed explanation of previous and present employment responsibilities.
5. Submission of a written essay of between 500 to 1000 words dealing with professional development goals and objectives, as well as demonstrating a genuine intellectual capacity and motivation to pursue doctoral level work.
6. Satisfaction of outstanding foundation coursework identified in requirement one (1) above.

7. Submission of official undergraduate and graduate transcripts.
8. Submission of a valid test score from the Graduate Management Admissions Test (GMAT). To be valid, the test score must not be more than five years old at the date of submission to Nova unless the applicant has earned his or her master's degree within three years prior to applying to Nova. D.P.A. students may submit a valid test score from the Graduate Record Exam. Test scores are evaluated in relation to undergraduate and graduate grade point averages. As a general rule, mean doctoral students scores tend to be 500+ on the GMAT and 1100+ on the GRE; undergraduate averages are 3.0+ and graduate averages are 3.4+. These scores are only guidelines, and are evaluated in the context of students' professional attainments.

Students who lack any of the requirements for admission to a doctoral program may be granted, by the faculty, a conditional acceptance with the understanding that full acceptance is dependent on completion of all admission requirements within a specified period of time (generally 6 to 12 months). International students may be required to submit evidence of English language competency enabling them to pursue advanced graduate work.

International Students requiring a student I-20 visa may enroll in the doctoral program only on campus in Fort Lauderdale, Florida. In addition, they must be enrolled in two courses or seminars per term in order to maintain their status.

The Admissions Committee

The Admissions Committee for the doctoral program is comprised of senior faculty in the Friedt School of Business and Entrepreneurship. The Director of Student Development and support staff are charged with the responsibility of assembling each applicant's credentials for review by the committee. The Director of the Doctoral Programs officially notifies applicants of their admission status, as well as changes in status throughout their matriculation. Nova University is an equal educational opportunity institution.

Foundation Course Satisfaction

Those students who must complete program foundation courses as a condition for receiving degree candidacy status may enter their program of study on a conditional or provisional basis; however, they may not enroll in any doctoral course which has a specific knowledge prerequisite associated with any foundation course until such course(s) have been completed. Foundation courses, as well as any other outstanding requirements, must be satisfied prior to becoming eligible to take the comprehensive examination and advancement to degree candidacy status. Students are encouraged to complete outstanding foundation coursework during their first year in the program.

Options for completing any foundation course requirement include enrolling in a master's level course through Nova University or other accredited university or successful completion of proficiency examinations administered by Nova University. Nova is currently developing computer mediated tutorials in some of the foundation course areas. These may be used in preparation for proficiency examinations when they are available. Any foundation course taken through Nova University will appear on the student's transcript, although the grade will not be included in the student's cumulative doctoral grade point average. Satisfactory completion of foundation courses requires grades of "B" or better.

Acceptance Procedures

Students are admitted to the doctoral programs under the following classifications. First is full acceptance. This status is matriculant status and is awarded when all admissions requirements are satisfied. Second is provisional acceptance. This is given to students who have not yet satisfied all the admissions requirements but have given evidence that all criteria can be met.

Students will be notified in writing of the status under which they may enroll in classes. Upon completion of all requirements notification of full acceptance will be given in writing. Failure to meet any full admission requirements may result in suspension of the privilege to enroll in class at the discretion of the program director.

Active Status, Interrupted Studies, and Reinstatement

Students are considered actively engaged in graduate study if they are enrolled in one doctoral or foundation course, or enrolled in a workshop or seminar in a given term. (Students are considered active during a term in which they satisfy all requirements for a course in which they received a grade of "I".) Students are also considered active during the term in which they are preparing for their comprehensive examination providing they sit for the exam in that term. Finally, students registered for dissertation credits, for any computer mediated instruction or seminar, or for their advanced readings are considered to be actively enrolled under the same conditions as if they are enrolled in a regular course with monthly meetings.

Students who fail to register for and complete any regular course, seminar, workshop, advanced readings course, dissertation credits, comprehensive examination, computer mediated instruction, for two consecutive terms (one of which may have been spent satisfying an incomplete grade) are considered to be inactive. A student who is inactive for a total period of up to one year from the last term in which he or she was registered may be reactivated with no academic penalty. There is a \$50 Interrupted Studies fee which must accompany an official request for reactivation. A student who is inactive for more than one full year from the last term in which he or she was registered may petition for reinstatement. There is a \$100 Reinstatement fee which must accompany an official request for reinstatement. Students petitioning for reinstatement will be required to meet all program requirements in effect at the time of reinstatement which may or may not differ from requirement in effect at the time of initial matriculation. The University reserves the right not to reinstate any student who was on academic probation at the time he or she interrupted matriculation. Such students petitioning for reinstatement may be required to re-enroll in courses or seminars in which they earned a substandard grade, i.e., a grade less than "B".

International Students

International students must submit a TOEFL score of 550 or higher or show evidence of English language proficiency suitable for graduate study. The student visa (I-20) may be issued only upon completion of all admissions requirements. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. NOTE: International Students requiring a student visa (I-20) may enroll in the doctoral program only in Fort Lauderdale, Florida. International students may not enroll in field-based clusters. For more information regarding the procedures of obtaining a student visa, please contact the Office of Student Services or the Program Office.

Study Format

The study format is the same for all doctoral programs. The academic year is divided into three terms. Regular format courses are scheduled to meet for three full weekends--all day Saturday and Sunday--one weekend per month for three months. National Seminars meet for one full week and are scheduled three times per year. Students generally attend three regular courses and one national seminar per year to maintain their active status. There are a total of eight regular format classes, two national seminars, one Professional Studies Workshop in conjunction with attendance at a professional conference, one advanced readings course which is conducted as a directed independent study, a computer mediated seminar in research methods, the comprehensive exam and the dissertation. The program is designed to be completed in 36-42 months by students who do not interrupt their matriculation.

Attendance Policy

Since regular format courses meet one weekend per month for three months and seminars and workshops meet for intensive one week periods, attendance is mandatory at all scheduled sessions. Inasmuch as Nova has established a non-traditional format and delivery system for these professional doctoral programs, the expectation is that students will act responsibly and make every effort to attend all class sessions. Networking and peer interaction may be relied upon in the event that one of the six meeting days is missed. However, students are cautioned that they will jeopardize their grades in courses as well as their overall performance in the program should they consistently miss classes. Incompletes are given at the discretion of the professor in a course. Students must present cogent reasons in requesting an Incomplete.

Cluster Locations

One of the truly innovative aspects of the Nova University professional doctoral programs is the availability of the programs at regional locations throughout the United States. Each site is referred to as a "cluster" of students pursuing common educational goals. Each cluster has an administrative coordinator as well as an academic mentor. The administrative coordinator is responsible for logistics and local arrangements. The academic mentor is responsible for student counseling and frequently serve as members of student dissertation committees. Applicants should check with the Program Office for the regional location nearest to them.

Transfer Credits

The University will accept up to the equivalent of two courses at the doctoral level (with grades of not less than "B") from an accredited program of graduate study at another institution, provided the doctoral courses have not been applied toward another degree, and the course content is the equivalent of courses offered in this program, and the courses have been taken within the five year period prior to matriculation. Applications for approval of transfer credits must be made in writing to the program office, and students are advised to receive recognition for this work at the time of admission. Students may not transfer credits taken after the date of their first matriculation in any Nova doctoral program.

Grading and Academic Probation Policies

Students will receive progress reports following each term in which they register for classes. This report will indicate the current status of grades and earned semester hours for all courses completed and or attempted. The doctoral program office maintains an up-to-date progress report on each student.

Students are required to maintain a cumulative grade point average (GPA) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms. If probation is not removed at the end of two terms, the student may be suspended from the program. For veterans and other persons eligible for Veterans Administration (VA) benefits, failure to remove probation by the end of six months will result in the loss of eligibility for VA benefits. A student may petition for reinstatement in the program after a period of eight months, explaining the reasons why academic potential has changed. At that time the student will speak with an advisor and the reinstatement petition will be considered. Students readmitted after being dropped from the program for reasons of academic deficiency will be subject to all current program policies and degree requirements and may be required to retake courses in which substandard grades were earned in order to regain good academic standing, i.e., a 3.0 GPA. Retaking courses does not remove the previous course entry on the student's official transcript; the highest grade earned in the course will be computed as part of the GPA thus enabling students to improve their grade point averages.

Students who have reason to believe that there has been an error in assigning a grade in a course may formally protest and invoke the Grade Appeal Procedure. When submitting written work, students are required to sign a statement verifying the authenticity of authorship. As a general policy, students are permitted to retake any course, at their own expense, in which a grade of "C + " or lower has been earned whether or not they have been placed on academic probation as a result of such a grade.

Grading System

The grading system for the doctoral programs is as follows:

A	(4.0)	Excellent
B+	(3.5)	Very Good
B	(3.0)	Good
C+	(2.5)	Acceptable, but Weak
C	(2.0)	Poor
F	(0.0)	Failure

- I Incomplete--** Given when most but not all coursework has been completed. Must be requested from the instructor and requires completion of an Incomplete Grade Form which may be obtained from the program office.
- W Withdrawal--** Given after the second class-weekend at the request of the student for any reason or by the instructor when outstanding work is not submitted by the student and the student has not requested an Incomplete.

Incomplete Grade Make Up

Students who receive a course grade of "I" have one term or four months in which to make up the Incomplete course work. There is a charge of twenty-five dollars (\$25) to process the grade change from an "I" to the grade earned. This charge will be posted automatically to the student's financial records in the Comptroller's Office. At the end of the term following the receiving of a grade of "I", the "I" is recorded on the student's transcript as an "IW" (Incomplete Withdrawal). Credit for the course may be earned only by retaking the course at full tuition charge.

Grade Appeal Procedure

The grade appeal procedure for students is itemized below and should be followed in all instances, making sure each step is fully exhausted before going to the next step.

- Step 1: The professor should be contacted to discuss the grade disparity. (The problem should be resolved at this level if at all possible.)
- Step 2: The student must make appeal in writing to the professor noting specific objections to the grade received. The professor must respond in writing giving justification for the grade given. Copies of both communications should be forwarded to the Program Director.
- Step 3: An appeal committee will be appointed to mediate the dispute. The committee will review both written and oral arguments in the case. The committee consists of:
 - one administrative officer of the program,
 - one faculty member who teaches in the program, and
 - one student who is currently enrolled in the program.
- Step 4: The student and professor will be informed of the committee's decision and barring no written objections by either party, the recommendation of the committee will be accepted.
- Step 5: If written objections are received within ten days, the matter will be referred to the dean for review and resolution.

All non-grade student grievances must be made in writing to the Director of Doctoral Programs.



Student Costs*

Application Fee	\$ 30
Registration Fee (per term)	\$ 25
Late Registration Fee	\$ 50
Incomplete Grade Change Fee	\$ 25
Interrupted Studies Fee	\$ 50
Reinstatement Fee	\$100
Graduation Fee (excluding cap and gown)	\$ 30
Tuition: Doctoral (per credit hour)	\$275
Tuition: Master's Level Prerequisites (per credit hour) ..	\$195
Seminar/Workshop Fees (in addition to tuition)	
Business and Public Policy Seminar	\$125
Strategy, Planning and Policy Seminar	\$ 75
Professional Studies Workshop	\$ 50
Computer Usage (per hour on line)	\$ 10

**Tuition and fees are subject to change without notice.*

In order to qualify and remain eligible for financial aid, students must be: accepted for admission into a University program; eligible for continued enrollment; a United States citizen, national or permanent resident; and making satisfactory academic progress toward a stated educational objective in accordance with the University's policy on satisfactory progress for financial aid recipients.

For information on sources of aid and for application forms, please contact: Nova University

Office of Student Financial Planning and Resources
3301 College Avenue, Parker Building, Room 348
Ft. Lauderdale, Florida 33314
(305) 475-7410

Dade County: (305) 940-6447, Ext. 7410

Wats: 1-800-541-6682, Ext. 7410

VA BENEFITS

The programs at Nova University offered through the Friedt School of Business and Entrepreneurship are approved for veterans training through the State of Florida Department of Education, State Approving Agency for Veterans Training. Students using veterans benefits must contact the Nova University VA representative in the Office of the Registrar.

Veterans Administration Requirements

Satisfactory Progress: Students receiving veterans' benefits are required to maintain satisfactory progress at all times while they are enrolled at Nova University. The VA will terminate the benefits of any veteran who fails to maintain satisfactory work as determined by the program in which the student is enrolled. The Nova University VA representative has a duty to report to the Veterans Administration unsatisfactory progress of any student receiving veterans' educational benefits.

In this regard it is the responsibility of the student to report to the VA representative any or all changes in his or her enrollment status, as those changes may affect the receipt and/or amount of benefits. It must be noted that if a student receives and accepts benefits to which he or she is not entitled, that person may be subject to liability for repayment in addition to possible criminal penalties.

Non-Punitive Grades: The law prohibits the payment of veterans' benefits for a course from which a student withdraws, receives an incomplete grade (see below), or completes but receives a grade for the course which is not used in computing requirements for graduation. At Nova University these grades include: "I"-Incomplete, "NG"-No Grade, "AU"-Audit, "IW"-Incomplete Withdrawal, "W"-Withdrawal. If a student receives one or more of these grades, the Veterans Administration Regional Office in St. Petersburg, Florida, will be notified; and the student will not be paid for those courses, or if already paid, the student will be required to make repayment to the Veterans Administration.

If a student receives an "I" grade, it will not be reported immediately to the Veterans Administration Regional Office in St. Petersburg, Florida. In keeping with Nova University policy, the student will have a prescribed time within which the "I" must be removed and a satisfactory grade entered in its place to receive credit. The student should consult the program catalog to determine the specific amount of time allowed to make up an "I" grade. If the "I" is not removed within that time, the grade will be reported to the Veterans Administration Regional Office in St. Petersburg, Florida, with the possible consequences described above.

Veterans' Course Withdrawal (Drop/Add): Each time a veteran withdraws from or adds a course he or she must notify the Nova University VA representative. Changing the number of credits will, in many cases, affect a student's rate of pay. In order to avoid an overpayment (which will have to be repaid), it is in the student's best interest to make proper notification.

Attendance: Any student attending Nova University while receiving veterans' benefits is required to attend classes regularly. In the event a student is administratively withdrawn from a program because of poor attendance, the Veterans Administration Regional Office in St. Petersburg, Florida, will be notified and the student's benefits will be terminated. In addition, the student will be liable for any overpayment as a result of unsatisfactory attendance.

Transcripts/Credit for Prior Training: The Veterans Administration requires Nova University to evaluate a student's prior credit received at other institutions in order to determine if transfer credit will be given. In this regard, it is in the student's best interest to promptly provide the program office with ALL transcripts of work previously completed. This will ensure that prior credit is evaluated quickly. This will avoid delay in processing veterans' benefits.

Withdrawal and Refunds Students may withdraw from courses at any time prior to the last class-weekend and may request a tuition refund via a formal written request up until the second class-weekend or prior to the commencement of a seminar or workshop. Refunds will be made solely at the option of the University, based on the legitimacy of the reason for withdrawal. When granted, refunds will be for the total tuition adjusted as follows; 100% anytime prior to the start of a course and up to two weeks prior to a seminar or workshop; 75% prior to the second class-weekend and within two weeks prior to the commencement of a seminar or workshop; 0% after the commencement of the second class-weekend and the commencement of a seminar or workshop. Registration fees and seminar and workshop fees are nonrefundable.

Library Resources

Nova University recognizes the importance of adequate library facilities for graduate students interested in pursuing research. As such, a short summary of our services is in order. Nova maintains four separate libraries on campus. These are small, but growing in acquisitions each year. The separation of library facilities is by functional utility and allows concentrations which students will find quite useful.

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

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

The OCLC system is available. Students in field-based clusters will be provided information regarding libraries available to them in their location by the program office.

Graduation Requirements

In order to be eligible for graduation, the student must fulfill the following requirements:

1. completion of all admission requirements,
2. satisfaction of all prerequisite courses,
3. maintenance of a minimum 3.0 grade point average (including prerequisite courses),
4. completion of all required coursework, seminars and workshops,
5. successful completion of comprehensive examinations,
6. satisfaction of program publication requirement,
7. completion and successful defense of doctoral dissertation.

Time Limit

There is no specific number of years within which all degree requirements must be met in order to qualify for the doctoral degree. However, students are cautioned that they must maintain their active status in the program by taking courses and participating in program activities. Students who are inactive for more than one year must follow the process for Reinstatement in the program. Reinstated students who require more than six years from their initial matriculation may be required to retake coursework that is more than six years old as a condition of their reinstatement to the program. All reinstated students will be subject to the specific course and degree requirements in effect at the time of their reinstatement to the program, as well as any specific requirements imposed as a condition for reinstatement. In practice, reinstatement is a readmission to the program as it is currently constituted. The six year period of validity of coursework is applicable also to transfer credits at the time of admission to the program. Once accepted, transfer credits will AGE in the same fashion as credits taken at Nova dating from acceptance by Nova and placement on the student's transcript. Active duty military personnel required to interrupt their studies to undertake overseas assignments will be exempt from this policy. They will be required to produce appropriate evidence supporting this waiver of policy.

Counseling

All required paperwork for admission to the doctoral programs and the registration for courses, seminars and workshops, comprehensive exams, and dissertation components may be processed either in person or through the mail. Students in field-based clusters will be able to receive counseling through an on-site administrative coordinator, 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. Through the use of telecommunications faculty and administrators remain in constant contact with students. Additional counseling is available during national seminars and workshops at which campus-based faculty and administrators are present.

Credential File Service

Nova operates a placement office for Nova graduates. In order to utilize the placement service, students must submit an updated resume to the department upon graduation. This service is available to its graduates as a lifelong benefit of Nova University. The placement office also requires the completion of separate paperwork, in order to become a member of the National Alumni Association. For further information, contact the Association at Nova.

Individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program.

Faculty

The full-time faculty of the Friedt School of Business and Entrepreneurship is augmented by outstanding national lecturers. Their qualifications in teaching, research, publications, and consulting fields of management are the best available. The core of full-time faculty is based on the Ft. Lauderdale campus. Many of our faculty have worked with the school's programs since they were begun several years ago, providing experience and continuity to the programs. Those interested in knowing about the faculty may contact the department; resumes for each faculty member are available in the program.

Procedures for Resolving Allegations of Misconduct

The procedure for the disposition of allegations of misconduct follows:

- Step 1: Allegations must be made in writing to the Program Director by a cluster coordinator, faculty member, or student. All pertinent factors, witnesses, events, and evidence should be included in the allegations. The person bringing the allegations should use the best judgment in gathering evidence at the time of the apparent misconduct.
- Step 2: If the allegations constitute "probable cause" to proceed, the Program Director will notify the accused in writing that an inquiry will be undertaken.

Step 3: An investigator will assemble all pertinent documentary evidence and statements from witnesses. This will include, if possible, a written statement from the accused in response to the allegations. The investigator will consider all the evidence and recommend action to the Program Director, citing the pertinent evidence. Where misconduct is indicated beyond reasonable doubt, the penalties may be admonition, suspension, or expulsion.

Step 4: A report of the investigation will be provided to the accused. The accused may acquiesce in the recommendation, or he/she may submit a written response to the Program Director for the contesting the recommendation and asking for a hearing. Failure of the accused person to respond within 20 days shall be construed as acquiescence in the report of the investigation. If a hearing is requested, the Program Director may appoint a committee consisting of faculty and program participants or program graduates. Following the response of the accused and the report of the hearing committee, the Administrative Director, in consultation with the dean, will decide on the action to be taken.

Misconduct may include the following types of activities:

1. plagiarism,
2. collaboration on examinations or assignments expected to be individual work,
3. use of any source to prepare program work without specific attribution (as a general rule, analysis is to be the participant's own work; data may be used which is collected with the help of others if properly acknowledged),
4. cheating (giving or receiving help during examinations or transmitting examination questions to other participants or falsifying any records including assessments and admissions materials),
5. behavior which is flagrantly disruptive to the effective operation of the program,
6. behavior which is clearly unprofessional, unethical, or reflects adversely on the Nova program or the professional community,
7. behavior which violates the general understanding of the proper conduct for graduate students.

Calendar 1988

	SEQUENCE I	SEQUENCE II
FALL	September 17-18 October 8-9 November 5-6	September 24-25 October 22-23 November 18-19

Calendar 1989

	SEQUENCE I	SEQUENCE II
WINTER	January 14-15 February 11-12 March 11-12	January 28-29 February 25-26 March 18-19
SUMMER	May 13-14 June 10-11 July 8-9	May 20-21 June 17-18 July 15-16
FALL	September 9-10 October 14-15 November 11-12	September 23-24 October 21-22 November 18-19

DOCTORAL PROGRAMS COURSE DESCRIPTIONS

CSA 6010 Administrative Theory and Practice (4 credits)

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 Organization Behavior and Personnel Management (4 credits)

The course examines the responsibilities of human resource management and the skills of applied management practices in the organization. Topics to be covered include: role of HRM in organization management prerogatives and employee rights, employee development, selection and reward systems, HRM policy organization change, managerial competence, applied management skills, productivity and current issues. Trends in HRM will be addressed as will the appropriate response to them. Cases and experiential exercises will enhance the transfer of learning. **Prerequisite:** Management/Organizational Theory.

CSA 6030 Information and Decision Sciences (4 credits)

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, and automated financial modeling and planning methods; and managerial issues of organizing Information Systems and telecommunication networks (Info Centers, Local Area Networks, etc.). **Prerequisites:** Computer Literacy, Graduate Quantitative Methods. Students are advised to complete CSA 6071 cm1 before this course.

CSA 6040 Economic Analysis (4 credits)

This course is designed to provide medium- and high-level administrators with the tools to apply economic theory to both public and business decision-making as well as resource allocation. It explores alternative approaches to determining rational behavior of the firm, focusing on revenue and cost estimation, market structures, and equilibrium analysis. It also deals with the components and determination of aggregate demand, fluctuations in the level of economic activity reflected in unemployment and inflation, and implementation of both monetary and fiscal policies.

Six major areas can be identified in the course: 1) consumer demand, production, and cost schedules, 2) market structures and analysis of inputs, 3) national income determination, 4) business cycles, 5) economic policies, and 6) the Phillips curve, growth, and other issues. **Prerequisite:** Graduate Level Economics.

CSA 6050 Operations Management (4 credits)

Operations management covers both manufacturing and service industries and it deals with a multitude of activities which are 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 operations management function to provide acceptable service to clients and customers provides the underlying theme for case analysis and discussion.

Prerequisite: Graduate level Quantitative Methods.

CSA 6060 Business and Public Policy Seminar (4 credits)

This course is designed to increase understanding of dynamic, and multi-faceted 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. Federal Government and the economy, the roles and impact of state and local governments, foreign governments and international organizations will also be reviewed. Similarly, the "politics" of intra-company, intra-industry and inter-industry relationships will be analyzed. The approach will involve a wide variety of disciplines, e.g. business administration, public administration, economics, political science, law sociology.

The seminar will have a three-part focus: 1) the political setting, 2) an overview of current policy issues of interest to business and government, and 3) a detailed analysis of a particular issue. Classroom discussion will provide an overview. Students will then have an opportunity to meet with individuals who represent the various entities which take part in the business-government decision-making process who will review the issue from their perspective.

The outcome of the course will be an applied model which students should be able to use in the analysis of other policy issues. This seminar is delivered in Washington, D.C.

CSA 6071 Seminar in Research Methods (Computer Mediated) (4 credits)

This course is intended to provide the student with skills and resources to facilitate the dissertation process. It is computer mediated and consists of four parts, each part intended to provide the student with a dissertation support skill. These parts involve:

- (a) computer literacy including both facility on a micro computer of the student's own choice and in the use of UNIX on the Nova University campus-based computer.
- (b) UNIX-based word processing and writing skills using the main frame computer, a micro computer, the UNIX text editing capacity and writers workbench, skills in preparing a review of the literature.
- (c) research design.
- (d) research skills including experience with SPSSX.

CSA 6080 Professional Studies Workshop (2 credits)

A required two credit workshop held every year in the Spring at the American Society for Public Administration (ASPA) annual meeting for D.P.A. students and for D.Sc./H.R.M. students in the Spring at the American Society for Training and Development annual meeting (ASTD) and in August at the site of the annual Academy of Management meeting for DBA students. While Nova's programs are in no way associated with ASPA, ASTD, or the Academy, it is felt that student familiarization with and participation in these professional group meetings will enhance the total educational experience. Students are required to attend Nova sessions in addition to sessions of the Professional group.

CSA 6110 International Business and Finance (4 credits)

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 to individual firms and to the nation's interest. New theories of international trade will be discussed. Special attention will be given to foreign economic policy, tariff and non-tariff barriers, the transfer of international payments, the balance of payments, exchange rates and "hedging," and the contemporary international monetary system. The developing third-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.

Prerequisites: Graduate level Accounting/Finance, Economics and Quantitative Methods.

CSA 6120 Marketing Management and Research (4 credits)

This course is designed to help DBA Candidates extend their understanding of the total marketing function within an organization by learning to diagnose, analyze and solve (capitalize on) marketing problems (opportunities). Particular emphasis is placed on models, research methodologies and techniques applicable for the strategic and tactical decisions in the field of marketing. **Prerequisite:** Graduate Marketing, Quantitative Methods.

CSA 6130 Financial Analysis, Management, and Control (4 credits)

An examination of the field of finance with emphasis given to Financial Analysis, Management and Control. Topics to be offered include: The Theory and Practice of Finance, including 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 analysis, and problems. This course focuses on: 1) the foundation of finance, valuation of financial market instruments; time value of money, financial ratio analysis; forecasting, 2) management of liquidity and current assets; working-capital, cash and marketable securities, accounts receivable, inventories; short and intermediate-term financing; leasing, 3) capital investment; capital budgeting methods. Evaluation of investments; required returns for companies, divisions and acquisitions, 4) theory of capital structure; dividend policy, valuation and payout, 5) long-term financing; equity capital, long-term debt; inflation and financial market returns, and 6) mergers and acquisitions; International finance; failures and reorganizations.

CSA 6140 Strategy, Policy, and Planning (4 credits)

This is the capstone course in the doctorate program. Its main objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing businesses and not-for-profit organizations. In this course, the interacting and diverse interests of stockholders, key executives, customers, buyers, and other interested parties will be examined. Substantial attention is also focused on the formulation on strategies and policies for reaching these goals and objectives and on the design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies. **Prerequisite:** Completion of all other coursework and passing of Part I of Comprehensive Exam.

CSA 6150 Readings in Business Administration (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with an academic advisor in developing a bibliography of readings which support an indepth examination of a management area of student interest as background for the dissertation.

CSA 6210 Ideology and Strategy of Administration (4 credits)

This is the capstone course in the doctorate in public administration program. Its main objective is to share together the knowledge gained from the various functional area courses.

The purpose of this course is to consider the ideas, interests, and institutions which affect the complex process through which policy is determined, specific decisions are made, and action is taken, and to present approaches through which the policy maker can implement these decisions in the organization. **Prerequisite:** Completion of all coursework and passing of Part I of Comprehensive Exam.

CSA 6220 Comparative Administrative Systems (4 credits)

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 West Germany. Sessions 1 and 2 consider the local, regional, and national systems of governance of selected countries such as the United Kingdom, France, and West Germany. Sessions 3 and 4 consider the complex system of interaction and dependency created by the dispersion of governmental authority among many agencies, levels of government and jurisdictions, and to the history, contemporary conditions and future of Federal, state and local relations. A mix of disciplines is involved: history, political science, public administration, public finance and law. Since the bulk of domestic governmental functions are not administered (though many are aided) by the National Government, an integrated perspective is crucial to a clear understanding of the special characteristics of American public administration. Sessions 5 and 6 study the needs and underlying political problems of metropolitan complexes.

CSA 6230 Public Budgeting and Finance (4 credits)

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. Coverage of such a broad field of study necessitates thorough student preparation and selective discussion of assigned material. Cases are used to augment text readings where possible.

CSA 6240 Constitutional/Administrative Law and Ethics (4 credits)

This course reviews the normative and legal framework of public administration in the United States. Sessions 1 and 2 review the 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 are studied. Sessions 3 and 4 study the legal concepts employed by administrators. 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 relationships between the administrative and judicial processes are studied. Sessions 5 and 6 analyze some of the conflicting demands on public managers: sense of personal responsibility for actions versus obligations to hierarchical supervisors, peers, subordinates, and the system; bureaucratic directives versus the formal policy mandates upon which such directives are putatively based; personal and subjective standards for conducting the public's business versus various external norms, e.g. legal, political, and cultural; obligations imposed by the professional world of the bureaucracy versus senses of fairness, duty and responsibility suggested by the external, non-governmental world of religious, cultural, avocational associations and of the pressure of other media seeking to share public values.

CSA 6250 Readings in Public Administration (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with an academic advisor in developing a bibliography of readings which support an indepth examination of a management area of student interest as background for the dissertation.

CSA 6310 Strategic Human Resource Management and Change (4 credits)

This course examines the roles and relationships between strategic planning and change in organizations relative to the human resource function. Scanning the internal and external environments to plan and shape alternative HR strategies will be explored. Emphasis will be placed upon strategies and techniques for the planning, implementation and evaluation of change. Model-building and futuring will be examined in light of practical approaches to individual organizations.

CSA 6315 Strategic Programming in Human Resource Management (4 credits)

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 which 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.

CSA 6325 Employee Relations and Services (4 credits)

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.

CSA 6330 Performance and Reward Systems (4 credits)

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.

CSA 6370 Readings in Human Resource Management (4 credits)

This course allows students to do concentrated reading of material related to the topic of their dissertation. The course content will be individualized for each student and determined by the instructor.

CSA 6410 International Management (4 credits)

This course is an examination of the general field of administration with emphasis on the role of 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: Graduate Management/Organizational Theory.

CSA 6420 International Marketing (4 credits)

This course is designed to develop an understanding of the problems of 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, the market mix. **Prerequisite:** Graduate Marketing Course and Quantitative Methods.

CSA 6430 International Finance and Banking (4 credits)

A study of the international financial management and banking functions examines the environment for international finance and banking, balance of payments, foreign exchange, and inherent dimensions of political risk. Unique aspects of international financial management are emphasized as related to cash management, capital budgeting, and cost of capital.

International banking and financial markets are discussed.

Prerequisite: Graduate Accounting/Finance and Economics.

CSA 6450 Comparative Government and Economic Systems (4 credits)

An in-depth review and analysis of the political and socioeconomic environments of major societies which may have impact upon the world scene, as viewed today. Comparative government seeks to compare and contrast the institutional environments of these societies as the basis of conducting international trade and advancing economic development and mutual cooperation.

CSA 6470 International Legal Framework (4 credits)

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: 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 U.N. era, 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 6610 Human Resource Development System Design and Evaluation (4 credits)

This course will address the strategy and techniques of designing, developing, analyzing, and evaluating a closed-loop organization learning system. Applying systems concepts to human resource development, students will design at least one organizational training course built upon course concepts and participate in the analysis of several such courses.

CSA 6620 Advanced Human Resource Development Methodologies (4 credits)

This course will focus on advanced skills that are needed by human resource development practitioners to succeed at performing their multiple roles. Students will learn the theory of and practice special areas in adult learning and teaching such as developing content based on learning style, super learning, facilitating self-direction in learning, telecommunications, and consulting skills.

CSA 6630 Current Issues in Human Resource Development (4 credits)

The current literature in training and development will serve as the driving force for student learning in this course. Students will read and analyze to determine applicability of issues to their own working environment. This may include such content as cost-benefit analysis, the professionalization of training, the use of computers and telecommunications technology, and the politics of training.

CSA 6650 Readings in Human Resource Development (4 credits)

This course is designed to prepare students for the literature review component of the dissertation. The student works on an independent basis with an academic advisor and does concentrated reading of material related to the topic of their dissertation. The course content is individualized for each student and determined by the instructor.



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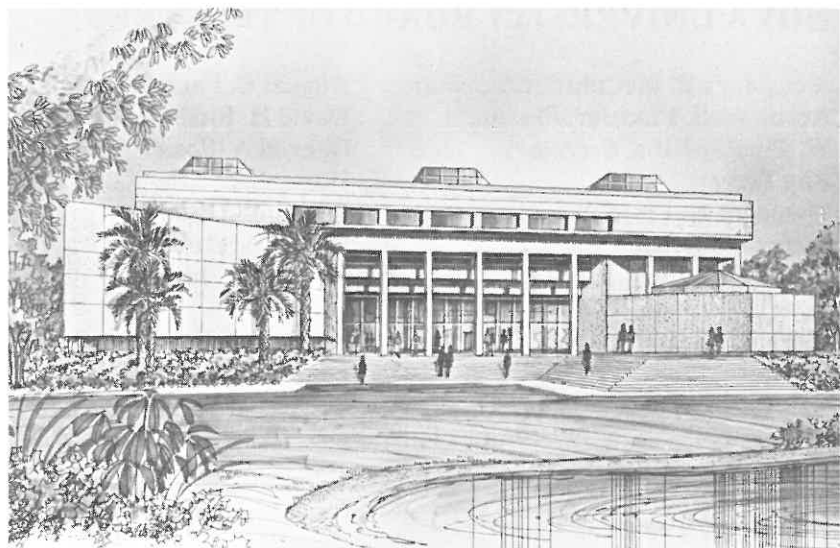
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About Nova University

NOVA UNIVERSITY is an independent, nonsectarian, nonprofit, university chartered by the State of Florida in 1964. It is located on a 200-acre main campus west of Fort Lauderdale at 3301 College Avenue, with additional locations in downtown Fort Lauderdale and Coral Springs and at Port Everglades. Its nine centers of study offer campus-based undergraduate and graduate programs leading to degrees in education, law, the behavioral sciences, computer sciences, and business and public administration. As an acknowledged leader in field-based postsecondary education, Nova offers programs of study leading to the bachelor's, master's and doctoral degrees in education, in business and public administration, and in the behavioral, social, and computer sciences.

The University School, a demonstration school, serves children from preschool through high school. In addition, nondegree, continuing education and certificate programs are offered by the University.

From the beginning, the University has distinguished itself by its innovative outlook, its unique programs that provide both traditional and nontraditional choices in educational programs, and its research in many fields aimed at solving the problems of immediate concern to mankind.

The provisions set forth in this catalog are not to be regarded as an irrevocable contract between the student and Nova University. The regulations and requirements herein, including tuition and fees, are necessarily subject to change without notice at any time at the discretion of the administration. The University further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon the discovery of the fraud, and the student is not entitled to any credit for work which he may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition and fees. The balance due Nova University will be considered receivable and will be collected.

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

Any Nova University student has the right to inspect and review his/her educational record. The policy of the University is not to disclose personally identifiable information contained in a student's educational record without prior written consent from the student, except: to University officials, to officials of another school in which the student seeks enrollment, to authorized representatives of federal or state agencies, to accrediting organizations, to parents of dependent students, under judicial order, to parties in a health or safety emergency, or when verifying graduation with a particular degree.

A student also has the right to petition Nova University to amend or correct any part of his/her educational record which he/she believes to be inaccurate, misleading, or in violation of the privacy or other rights of students. If the University decides it will not amend or correct a student's record, the student has a right to a hearing to present evidence that the record is inaccurate, misleading, or in violation of the privacy or other rights of students.

If these rights are violated, a student may file a complaint with the Department of Education. A student may obtain a copy of the Educational Privacy Act policy by requesting it in writing from the Office of the Registrar, Nova University, Parker Building, 3301 College Avenue, Fort Lauderdale, Florida 33314. A schedule of fees and a listing of the types and locations of educational records is contained in this policy.

Nova University does not discriminate on the basis of handicap, sex, race, religion, national or ethnic origin in admission, access, or employment for any of its programs and activities. The University Registrar and Director of Human Resources have been designated as student and employee coordinators, respectively, to assure compliance with the provisions of the applicable laws and regulations relative to nondiscrimination. Nova University programs are approved by the coordinator for Veterans Approval, State of Florida, Department of Education, for veterans' educational benefits.

The school is authorized under Federal Law to enroll nonimmigrant alien students.

The Nova University general policies on Student Relations are on file in the office of the registrar.