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School of Business and Entrepreneurship 1993-94 Catalog

Nova University

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School of Business and Entrepreneurship

SB&E

1993-94

Catalog



 **NOVA** UNIVERSITY

School of Business and Entrepreneurship

1993-94 Catalog

Published September, 1993

Policies and programs set forth herein become effective September, 1993. 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.

The University recognizes that 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. All program/center catalogs, bulletins, and handbooks must carry this information.

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, sex, age, nondisqualifying handicap, religion or creed, or national or ethnic origin.



Nova University has distinguished itself as an innovative, student-oriented private institution. The University's growth in just over a quarter-century has been remarkable, and equally impressive are its ambitious plans for expansion of both its academic programs and physical plant.

Several new construction projects on the main campus in Fort Lauderdale have recently been completed, including the Law Center's Leo Goodwin, Sr., Hall; a new dormitory; a state-of-the-art science laboratory; a central

services building; and additions to the student center, the University School, and the Ralph J. Baudhuin Oral School. Nova has an exciting new "look"—in keeping with a progressive institution conscious of its commitment to future generations and its role in society.

At a time when many universities and colleges are experiencing funding constraints and cutbacks, it is heartening to know that Nova is prospering and looking to the future. Among the reasons for this growth is Nova's adherence to its mission of educating professionals in an ethical manner, while placing the student at the center of the educational process.

With an outstanding faculty, new facilities, and dedicated trustees and administrators, Nova is well positioned to continue its expansion into the 21st century.

Stephen Feldman, Ph.D.
President
Nova University



The School of Business and Entrepreneurship is dedicated to the fundamental principles of the free enterprise system and the advancement of the public service sector in the American and international communities. The mission of the School is to enhance organizational effectiveness through individual growth and development. The faculty and professional staff firmly believe that well-educated and trained personnel have positive self images, which leads to improved productivity for their organizations. The programs of the School are focused to accomplish this goal. The School of Business and Entrepreneurship emphasizes creativity, innovation, and productivity in human enterprise. The educational philosophy of the School projects an activist, interventionist strategy in the delivery of and designs of its programs in pursuance of this educational philosophy.

Neuman F. Pollack, Ph.D.
Dean, School of Business and
Entrepreneurship

Mission Statement

Nova University provides educational programs of distinction from pre-kindergarten through the doctoral level at times and in locations convenient to students, prepares students for leadership roles in business and the professions, encourages research and community service, and fosters an atmosphere of creativity and innovation utilizing technology where appropriate.

Approved by the Board of Trustees, June 22, 1992.



CALIFORNIA DISCLOSURE

"Any questions or problems concerning this institution which have not been satisfactorily answered or resolved by the institution should be directed to the Superintendent of Public Instruction, State Department of Education, Sacramento, California 94244-2720."

Amendment to refund policy:

In keeping with CAC Section 18805 requiring a three (3) day cooling off period, Nova University will void a student's enrollment commitment and return any monies paid the University provided the student notifies the University in writing of intent to withdraw ten (10) days after signing an admissions application.

INDIANA DISCLOSURE

**"This institution is regulated by:
The Indiana Commission on Proprietary Education
302 West Washington Street, Room 201
Indianapolis, Indiana 46204."**

In-State Toll-Free Number (800) 227-5695 or (317) 232-1320

SOUTH CAROLINA DISCLOSURE

Admission Requirements

In addition to the admission procedures specified in the catalog, the following requirement must be noted:

All applicants for the South Carolina clusters must provide a current Graduate Management Admission Test (GMAT) score as part of the admission selection process.

**Licensed by the Commission on Higher Education, 1333 Main Street, Suite 200, Columbia, South Carolina 29201.
Telephone (803) 253-6260.**

NOVA UNIVERSITY FACILITIES FOR FIELD-BASED PROGRAMS IN WASHINGTON STATE

Nova University leases classroom facilities in accordance with local health, fire, and safety standards. All facilities are selected on the basis they are conducive to learning.

The University attempts to rent classrooms on local college campuses before using other facilities.

Nova University is authorized by the Washington Higher Education Coordinating Board and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree Authorization Act. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the board office.

STATE OF WASHINGTON NOVA UNIVERSITY STUDENT CANCELLATION AND REFUND POLICY IN ACCORDANCE WITH WAS 250-61-110

1. The application fee not exceeding \$50.00 is non-refundable and exempt from the following refund schedule.
2. A non-successful applicant shall be entitled to a refund of all money paid, less the above application fee.
3. A successful applicant who chooses to withdraw from the academic term may recover a percentage of his/her tuition and fees by submitting a written request of withdrawal. Refunds will be made according to the following schedule:
 - (a) Within six business days after signing the enrollment agreement or making an initial payment, but before the first day of instruction, the student will receive 100% of tuition fees.
 - (b) Counting the first day of class and continuing through the 29th day of the term, a successful applicant will receive 75% refund if written notification of withdrawal is received within this time period.

- (c) After the 29th day of the term, no tuition or fees pertaining to that term will be refunded. However, any monies paid for future terms will be refunded in full.
 - (d) A student who is terminated by action of Nova University will receive a refund with the accordance of the above policy based on the date the action is taken.
4. If a student, without notice to the University, fails to attend classes for a period of thirty (30) calendar days during which classes are in session, the University reserves the right to notify the student in writing that his/her enrollment has been terminated effective the 30th calendar day. Such student may receive tuition and fees according to the University's published refund policy.
 5. In the event the University acts in such a way as to effectively reduce the ratio of instruction to course cost, such as severely reducing class time or course content, or terminating the course, the student may request and receive a pro-rated refund.
 6. Refunds will be made within thirty (30) days after written notice of termination or cancellation.

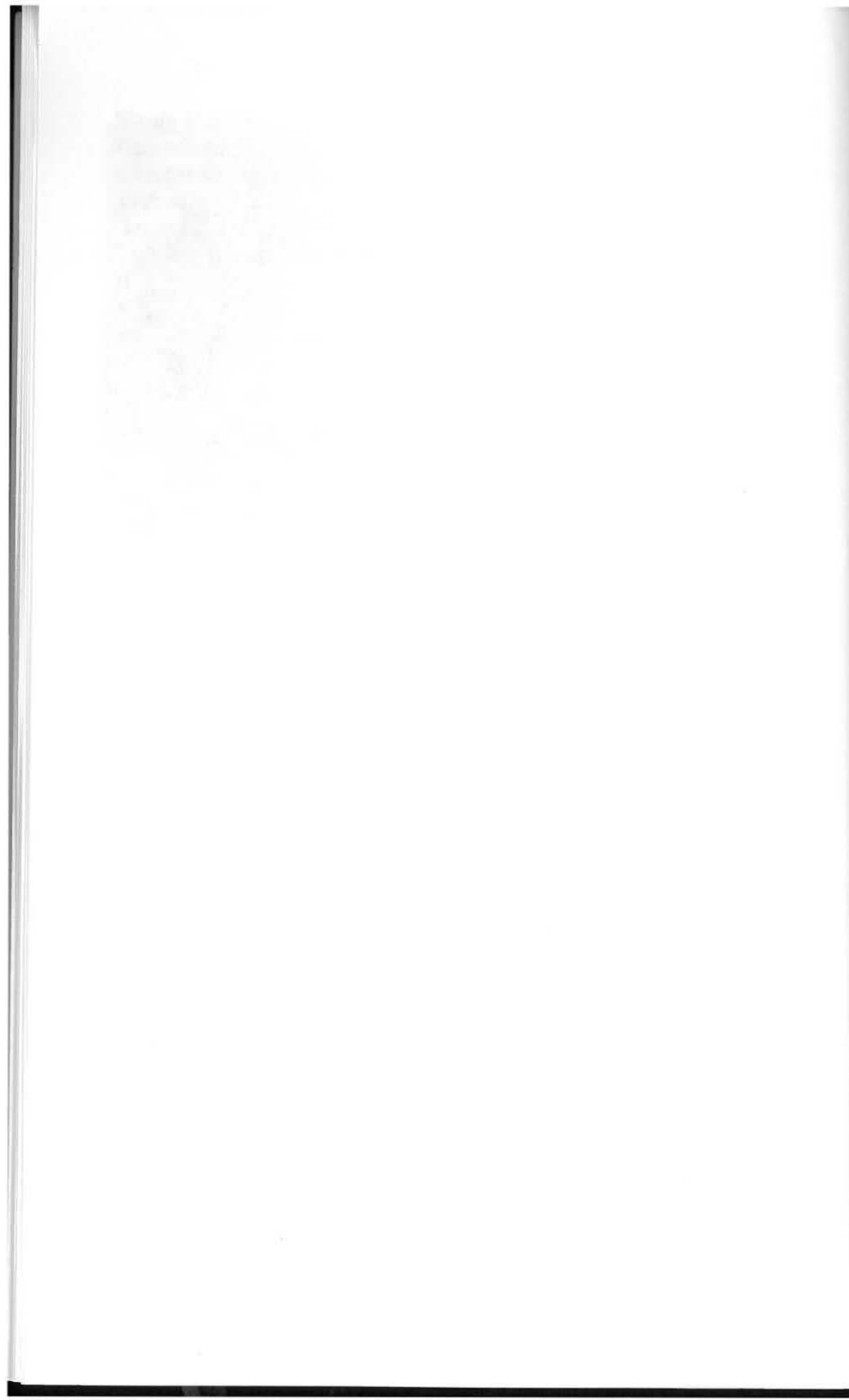
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The School of Business and Entrepreneurship

The School of Business and Entrepreneurship houses major centers, institutes, and programs dealing with business and public administration. The concepts of entrepreneurship, innovation, and creativity dominate the curriculum of programs in accounting, business administration, health services and human services administration, international business, and public management offered by the School. Degree programs of the School are at the master's and doctoral level. Nondegree programs in the various divisions, centers, and institutes enable the School to impact 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 School's offerings.

The Center for Entrepreneurship has been created to initiate activities and programs directed at venture initiation, institutional renewal, and creativity in business design and operation. The 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.

Already operational is the free-standing Enterprise Ambassador Program for high school juniors. This is a mentorship program inspired by entrepreneur R. David Thomas, founder and chairman of Wendy's Old Fashioned Hamburgers. The program involves the participation of public and private schools, area chambers of commerce, and business executives who serve as mentors annually to 35 high school juniors.

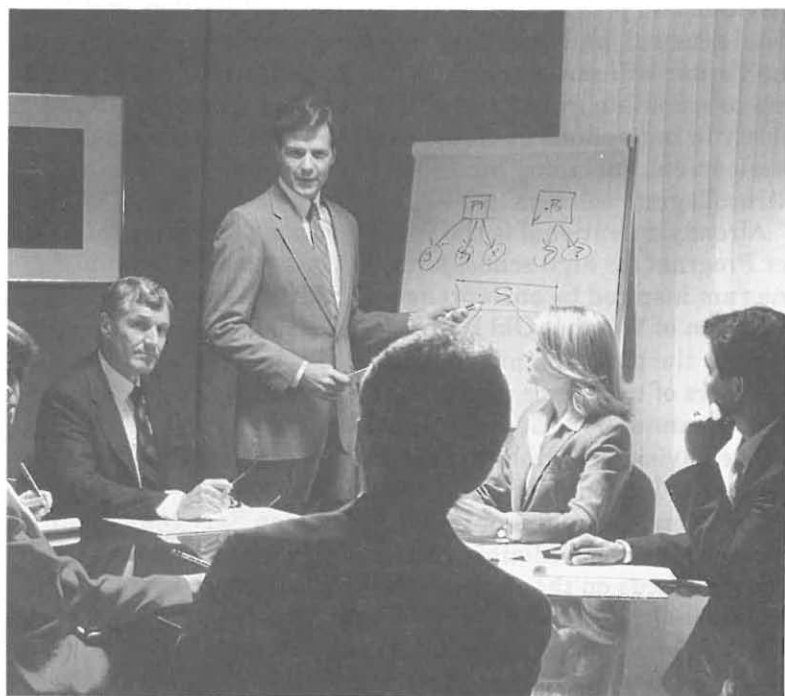
The Division of Public and Social Services Administration houses the Institute for Health Services Administration, the Institute on Aging, and programs in Human Services Administration and Public Administration. Degree and nondegree activities focus on the needs of the public and not-for-profit sector professionals, particularly those in the broad-based "safety net" arena. While most of the students enrolled in degree programs in this division are mid-career professionals, the division does

enroll preprofessionals and manages an intern program for them to provide some in-field practical experience to their academic studies.

The Division will administer two new program specializations in cooperation with the Nova University Oceanographic Center. These are the Master of Public Administration in Coastal Zone Management and the Master of Public Administration in Environmental Resource Management.

The Institute for International Trade and Development has as its mission the promotion and enhancement of the effectiveness of American small- and medium-sized business in international trade. This mission is accomplished through a series of noncredit seminar offerings. The Master of International Business Administration program is managed by this Institute and provides the foundation for many of the noncredit offerings. A unique feature of the degree program is a capstone trade mission course with an optional overseas trade mission component.

The School's Master of Accounting program offers a number of distinct career options in meeting the needs of accounting



professionals: public accounting, tax accounting, managerial accounting, financial planning, and computer applications in accounting. The accounting program meets the requirements of eligibility for sitting for the CPA, CMA, and CFP exams.

Students enrolled in Nova University's Shepard Broad Law Center may earn their master's degree in any of the program offerings of the School of Business and Entrepreneurship. The Joint J.D./Master's Program at Nova University is unique in that students may earn both degrees during a three-year period since they enroll in Business School courses on weekends during their second and third years in the Law School. Students must meet all admissions requirements of the Law School prior to being admitted into the Joint J.D./Master's Program. Interested applicants should consult the Law School for details on admission to the Law School prior to applying to the Business School.

The School of Business and Entrepreneurship'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 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 School has initiated a full-time, campus-based M.B.A. Program. The master's degree programs of the School of Business and Entrepreneurship 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 Management of Quality and Technology (M.M.Q.T.)
- Master of Science in Health Services Administration (M.S./HSA)
- Master of Science in Human Resource Management (M.S./HRM)
- Master of Science in Human Services (M.S./HS)

The structure and format of the master's programs permit students to concentrate their studies in a number of major areas depending upon their interest, background, and organizational needs. Areas of concentration or specialization include accounting, banking, real estate management, quality and technology management, health systems management, human resource management, human services, international business, public management, and sales and marketing management.

The School's 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 real time. Students in the D.B.A. program may elect a career option in addition to the classical management curriculum of the program. These career options are in the fields of accounting, human resource management, 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 weeklong sessions as well as weekend classes monthly.

All of the programs offered by the Business School are available on the 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 20 to 30 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 a "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 Business School currently operates open and sponsored clusters at the master's level in more than 25 locations and at the doctoral level in more than 15 locations throughout Florida and the United States and internationally. All field-based clusters meet the same stringent accreditation requirements as on-campus programs. In addition, all clusters outside 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 School of Business and Entrepreneurship 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, reevaluation of course content and learning resources by professionals with both academic and practitioner experience 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

Nova University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) to award bachelor's, master's, educational specialist, and doctoral degrees.

Memberships

Nova University is 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 School, is a member of the American Assembly of Collegiate Schools of Business (AACSB), the Association of Collegiate Business Schools and Programs (ACBSP), 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 are made up predominantly of NMA members.

Library Resources

The Albert and Birdie Einstein Library houses the University's major collection of books and journals in the humanities and sciences. Its more than 70,000 volumes can be searched through the library's computer catalog. Additionally, more than 29 specialized indexes in CD-ROM format are available, as is dial-up access to the on-line catalog. The Einstein Library is equipped to perform on-line literature searches using DIALOG information databases, and reference librarians will assist students in structuring searches.

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

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

The Electronic Library can access TELNET, a national and international network of libraries for direct student use.

Off-Campus Library Services

Off-Campus Library Services (OCLS) is a department of Nova University Libraries that provides off-campus students with most of the library services available on campus. Students may order books, request articles, search catalogs and indexes, and even talk directly with a reference librarian. The OCLS office can be used by any Nova student via personal computer and modem. To contact OCLS, call (800) 541-6682, Ext. 7050 or 7508 or FAX (305) 476-4760. If you do not have an account to access the UNIX system, contact the program office UNIX coordinator at (305) 475-7686 or (800) 672-7223, Ext. 7686.

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

The library houses the entire microfiche collection of ERIC, or the Educational Resources Information Center, now at more than 300,000 documents and growing at the rate of 1,200 per month. Using widely available printed indexes or computer searches, students can identify needed documents and obtain them free from OCLS.

In addition to ERIC, the library has computer access to more than 350 other databases, including many business ones, such as Harvard Business Review and ABI-Inform. With access to more than 200 million records via computer files, it searches for journal articles, books, dissertations, research reports, government publications, and other print and nonprint materials needed for dissertations and research projects.



The Center for Entrepreneurship

The Center for Entrepreneurship in the School of Business and Entrepreneurship provides opportunities for people at all stages of their professional development to learn about fundamentals of the free enterprise system and acquire the skills necessary to participate successfully in the free enterprise system. The Center for Entrepreneurship operates under the philosophy that one learns by doing. The Center's programs rely upon input and direction by seasoned entrepreneurs. Students are exposed to and work with great American entrepreneurs, such as R. David Thomas—the founder of Wendy's—who inspired and actively supports the **Enterprise Ambassador Program**, and Elliot Gant—the founder of Gant Shirts—who heads the **Entrepreneur in Residence Program**. Through the Center for Entrepreneurship, the School of Business and Entrepreneurship also showcases the careers of great entrepreneurs by inducting outstanding entrepreneurs into the **Entrepreneur Hall of**

Fame. Recent inductees have included R. David Thomas (Wendy's), H. Wayne Huizenga (Blockbuster Entertainment), and Shepard Broad (American Savings & Loan).

The major components of the Center for Entrepreneurship include the following programs.

Enterprise Ambassador Program

This is a partnership program between business and educational communities in Broward County, Florida. This program is designed to educate high school juniors about America's free enterprise system. The program philosophy is captured in this statement by R. David Thomas: "We must teach the youth about the free enterprise system so they will understand its value and want to protect it for future generations." The program serves as a transition between the real world and school. It is designed for students who want a head start in business and seek the insight that will give them a competitive edge.

Small Business Institute:

This program is designed to assist the entrepreneur to meet the challenges of a highly competitive marketplace. Participants have the opportunity to interact with industry and academic experts who will share proven strategies in small business management. This is a vital educational program for anyone who is planning on, or who has recently embarked upon, an entrepreneurial endeavor. The courses are specifically designed to provide a general overview of business processes and operations, the interrelationship of business functions, and the principles of management that lead to an efficient and successful business organization.

Entrepreneur in Residence Program

This program provides retired and semi-retired entrepreneurs the opportunity to help people at various stages of their careers develop their own entrepreneurial instincts. A unique feature of the Entrepreneur in Residence Program is a video tape series of "Conversations with Entrepreneurs" in which they discuss their successes, as well as challenges they confronted as they created and nurtured their business.

Entrepreneurs in Residence serve as counselors and mentors to high school students in the Enterprise Ambassador Program. They also participate in topical discussions of business strategy and operations with full-time Master of Business Administration students as part of their internship component. As part of the Center for Entrepreneurship, Entrepreneurs in Residence also play a key role in the Small Business Institute, which is designed to assist individuals to enter the ranks of the small business owners or improve the operations of their existing small businesses.



The Master's Division

The educational emphasis of the master's division of the School of Business and Entrepreneurship is on general management skills and technologies designed to meet the professional needs of a broad range of profiles from entry-level students who have little or no work experience to middle- and upper-level management personnel. Specialized programs, such as the Master of Accounting, Master of Science in Health Service Administration, and the Master of Science in Human Services, tend to be oriented to specific field skills within the disciplines of accounting, health services, and social work, respectively, rather than management per se. A major concern of the management programs is with 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, including financial services management, real estate development, and management of quality and technology.

The master's programs serve more than 1,200 students in on-campus and field-based cluster locations throughout Florida and the United States, in Canada, in the Far East, 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 values as a result of advanced management (and skills) education.

MASTER OF BUSINESS ADMINISTRATION

Full-Time Program

Program Objectives

The Nova University Master of Business Administration (M.B.A.) Full-Time, Campus-based Program is an innovative program featuring learning and delivery systems designed for students with an undergraduate degree who have little or no work experience, as well as the individuals returning to the business world after an extended absence, who wish to develop

their management effectiveness. The program curriculum consists of 12 3-credit-hour courses, a 1-credit-hour Contemporary Issues Forum; then the student has a choice of a 4-credit-hour Internship Program or a master's thesis course. In some cases, the student may qualify to meet this 4-credit-hour requirement by attending a Productivity Improvement Program. Academic initiatives in the Nova University graduate management programs are designed for increased academic growth, analytical proficiency, and professional development for the full-time student.

Program Philosophy

The Master of Business Administration (Full-Time) Program emphasizes an activist, interventionist mission to serve the professional, developmental, and education needs of a broad segment of 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 ensure 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	Organization 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 5194	Total Quality Management
GMP 5070	Marketing Management
GMP 5080	Financial Management
GMP 5197	Entrepreneurship
GMP 5090	Business Policy
GMP 5198	Current Issues Forum
GMP 5108	Internship Program
or	
GMP 5101	Master's Thesis

Specializations Available

Master of Business Administration (Full-Time) students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that three additional courses 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. The specializations currently available to full-time M.B.A. students include accounting, financial service management, human resource management, international business, public management, quality and technology, real estate development, and sales and marketing management.

Program Format

The program format consists of four terms per year, commencing in October, January, April, and July. Students may enter the program in either October or January. Students may choose to enroll in some classes scheduled on weekends. The weekend classes will include adult, post-entry professional students who are pursuing graduate degrees on a part-time basis.

The integration of both pre- and post-entry professional students in some classes will greatly enhance the understanding of the practical aspects of business and management courses. Full-time M.B.A. students will also be required to fulfill an internship requirement during the course of study in order to gain further insight into the practical nature of business or undertake a major master's research project at the end of their program to earn the required four credits.

Length of Program

While students will be able to complete their entire program in one calendar year, they are not required to do so. Full-time M.B.A. students must meet all academic prerequisites for their M.B.A. degree and, if selected, fulfill the internship requirement (four credits total—one credit per term for at least four terms, or two credits per term for two terms). Those students who elect to undertake the major master's research project are required to declare the project topic during the final term of the M.B.A. program. The final research project will be due no later than six months after all course requirements have been satisfied.

Internships

Each internship credit hour requires a minimum of 60 hours of field work, periodic group seminars, and a written project. Therefore, a completed Internship Program consists of 240 hours of field work.

Advising—Full-Time M.B.A. Program

Full-Time MBA students should seek advising from the Master's Program Office.

MASTER OF BUSINESS ADMINISTRATION

Weekend Program

Program Objectives

The Nova University Master of Business Administration (M.B.A.) 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 consists of 12 3-credit-hour courses, a 1-credit seminar series and then the student has a choice of a 4-credit-hour capstone workshop or a master's thesis course. Academic initiatives in the Nova University graduate management programs are designed for increased academic growth, analytical proficiency, and professional development of the adult student.

Program Philosophy

The Master of Business Administration program emphasizes an activist, interventionist mission to serve the professional, developmental, and education needs of a broad segment of 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

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GMP 5015	Management Ethics
GMP 5020	Organization 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 5194	Total Quality Management
GMP 5070	Marketing Management
GMP 5080	Financial Management
GMP 5197	Entrepreneurship
GMP 5090	Business Policy
GMP 5198	Current Issues Forum
GMP 5100	Master's Project or
GMP 5102	Productivity Improvement Workshop

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 additional courses 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, public management, and sales and marketing management.

M.B.A. Specializations

M.B.A. WITH A FINANCIAL SERVICES MANAGEMENT SPECIALITY

Program Objectives

The program is designed for middle and upper management professionals employed in the financial services management field. It blends theoretical business management disciplines with professional and "cutting edge" industry subjects in a format specifically tailored to enhance the learning needs of professionals in banking, savings and loan, credit union, financial management, and investment firms.

Core Curriculum

- | | |
|------|--|
| 5012 | Management: Theory and Application (3 Cr.) |
| 5020 | Organization Behavior and Development (3 Cr.) |
| 5030 | Human Resource Management (3 Cr.) |
| 5040 | Quantitative Methods in Management (3 Cr.) |
| 5050 | Managerial Economics for Decision Making (3 Cr.) |
| 5060 | Managerial Accounting (3 Cr.) |
| 5080 | Managerial Finance (3 Cr.) |
| 5090 | Business Policy (3 Cr.) |
| 5102 | Productivity Improvement Workshop (4 Cr.) |
| 5198 | Contemporary Issues Forum (1 Cr.) |

Specialty Curriculum

- | | |
|------|---|
| 5065 | Financial Markets and Institutions (3 Cr.) |
| 5830 | Retail Financial Services Management (3 Cr.) |
| 5851 | Commercial Lending and Administration (3 Cr.) |
| 5023 | Business Credit Analysis (3 Cr.) |
| 5075 | Securities Investment Analysis (3 Cr.) |

Total Credit Hours - 44 Cr.

M.B.A. WITH A REAL ESTATE DEVELOPMENT SPECIALTY

Program Objective

The objective of the program is to provide professionals with a full range of commercial development aspects of real estate. The program covers an array of topics including market analysis and site selection, urban infrastructure, environmental issues, construction technology, and real estate construction lending, as well as other specializations.

Core Curriculum

5012	Management: Theory and Application (3 Cr.)
5020	Organization Behavior and Development (3 Cr.)
5030	Human Resource Management (3 Cr.)
5040	Quantitative Methods in Management (3 Cr.)
5050	Managerial Economics for Decision Making (3 Cr.)
5060	Managerial Accounting (3 Cr.)
5080	Financial Management (3 Cr.) (3 Cr.)
5090	Business Policy (3 Cr.)
5102	Productivity Improvement Workshop (4 Cr.)
5198	Contemporary Issues Forum (1 Cr.)

Specialty Curriculum

5872	Market Analysis and Site Selection (3 Cr.)
5884	Urban Infrastructure and Environmental Issues (3 Cr.)
5882	Construction Technology and the Building Development Process (3 Cr.)
5870	Real Estate Construction Lending (3 Cr.)
5886	Real Estate Regulation (3 Cr.)

Total Credit Hours - 44 Cr.

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives

The Nova University Master of International Business Administration (M.I.B.A.) program, ranked as one of the top 20 international business graduate programs in the country,* is a progressive and dynamic program designed for working professionals and preservice students who wish to enhance their understanding of international business. The curriculum provides a comprehensive treatment of the major areas of concentration in international business and examines the major contemporary issues, concerns, and developments affecting global trade.

Program Philosophy

The Master of International Business Administration is designed to assist business managers meet the challenge of functioning in the evolving global marketplace. The curriculum reflects the need for increased understanding and a clear perspective in coping with the complexity of the international business environment. It emphasizes the interrelationship and interaction of nations and firms, examining the major forces affecting executive decision making and strategy formulation. In doing so, it seeks to provide analysis and integration of major factors including geographic, political, economic, and social considerations.

Complementary to developing relevant perspective, the program affords consideration of operational matters. The coverage of functional activities relating to aspects of transnational and multinational business is designed to provide necessary knowledge for implementation and execution of plans. Topics chosen from the areas of management and control, finance, marketing, and logistics provide appropriate skills.

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

The Master of International Business Administration curriculum differs significantly from that of the Master of Business Administration (M.B.A.) program. The focus of the M.B.A.

**Source: The Official GRE/CGS Directory of Graduate Programs 1990 and 1991.*

program is on the role of the individual in the organizational management process. It focuses on approaches to enhancing the organizational effectiveness and productivity of managerial and nonmanagerial personnel. In general the M.B.A. program emphasizes a micro-interaction perspective of the individual in the firm.

In contrast, the M.I.B.A. program examines the role of firms in the global marketplace with emphasis placed on the interaction of firms in this environment. The program examines in detail the major global events affecting executive and managerial decision making. The M.I.B.A. students pursue a fixed curriculum, without electives, building an integrated body of knowledge. Students interested in the operational management of the firm are encouraged to enroll in the M.B.A. program with a specialization in international business. Persons interested in careers in international business and trade are encouraged to enroll in the M.I.B.A. program.

The Curriculum

In order to ensure adequate sequencing and needed prior knowledge requirements, students may enroll in courses—within the same grouping—in any order. The school typically schedules the courses on a rotational basis.

Course Title

GMP 5052	Macroeconomics
GMP 5053	Comparative Economics
GMP 5540	Comparative International Management
GMP 5611	International Legal Environment

Group II Courses

GMP 5165	International Accounting
GMP 5541	International Economics
GMP 5575	International Marketing
GMP 5590	International Operations & Management, Part I

Group III

GMP 5055	International Operations & Management, Part II
GMP 5577	Import/Export Management
GMP 5585	International Business Environment - Global View
GMP 5621	International Banking & Investment

- GMP 5198 Contemporary Issues Forum - may be commenced by the student at any time during the program Capstone Courses. (One only required).
- GMP 5102 Productivity Improvement Work Shop. All required course work must be completed prior to enrollment.
- GMP 5108 Internship Program
- GMP 5110 Field Experience.

Students are permitted to enroll in either GMP 5108 or GMP 5110 at any time after completing all required courses in groups I and II.

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

Program Objectives

The Nova University Master of Science in Human Resource Management (M.S./HRM) 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. Students complete their degrees by writing a four-credit-bearing intervention research project or by participating in a weeklong workshop dealing with productivity improvement skills and techniques.

Program Philosophy

The Master of Science in Human Resource Management program 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 ensure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

MS/HRM Curriculum Profile

- GMP 5012 Management: Theory and Applciation
- GMP 5040 Quantitative Methods
- GMP 5194 Total Quality Management
- GMP 5198 Contemporary Issues Forum
- GMP 5240 Advanced Organizational Development
- GMP 5260 Labor Relations
- GMP 5300 Career Development
- GMP 5320 Managerial Communication
- GMP 5360 Human Resource Development
- GMP 5365 Seminar in Hiring & Developing Employees
- GMP 5375 Organization Health & Reward Systems
- GMP 5380 Special Topics in Human Resource Management
- GMP 5385 Organization Consultation
- GMP 5100 Master's Project OR
- GMP 5102 Productivity Improvement Workshop



MASTER OF SCIENCE— MANAGEMENT OF QUALITY AND TECHNOLOGY

Program Objectives

The Master of Science in Management of Quality and Technology is designed to meet the expectations of managers and professionals who are concerned with an integration of business, management, and technology with the desired outcome to convert technology to a competitive edge. In addition to ongoing effective management skills, this program is intended to introduce (1) better quantitative methods of measurement, (2) effective methods of productivity improvement, (3) more efficient service quality process simplification, (4) a substantial immersion of Total Quality Management, and (5) a more efficient utilization of information.

Program Philosophy

In the 1990s, managers and professionals must deal head on with information and technology processes as they relate to maintaining high standards of work flows and processes, quality control, production planning, and managing technology within the work environment. Nova University feels that a new generation of managers and professionals who can understand and master the knowledge and skills of the MMQT degree program, will be viewed as a competitive imperative in virtually all firms, from electronics to computers, banking to retail, and hospitals to manufacturing. The MMQT is designed to address the needs of an array of managers and professionals from the Head Nurse to the Production Supervisor, from the Bank Manager to the Accounting Manager—anyone who has accountability for an effective business/work process.

Core Curriculum

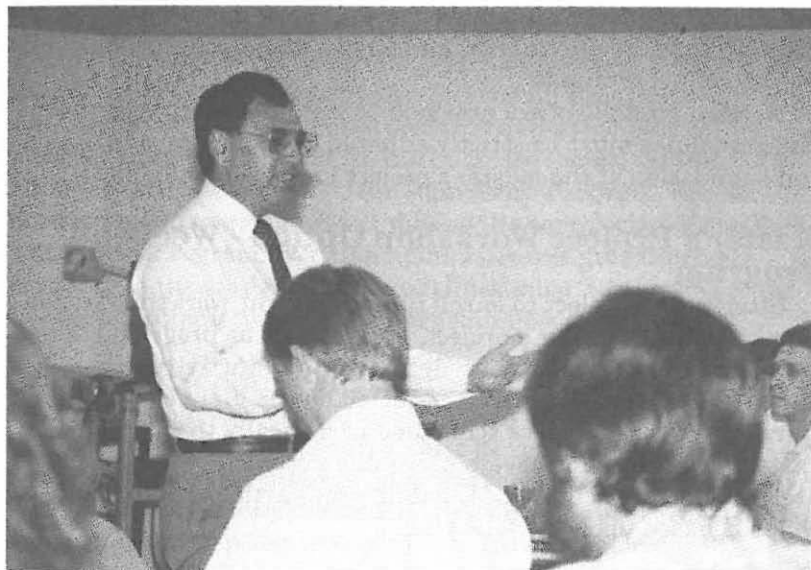
- 5012 Management: Theory and Application (3 Cr.)
- 5015 Management Ethics (3 Cr.)
- 5020 Organization Behavior and Development (3 Cr.)
- 5030 Human Resource Management (3 Cr.)
- 5040 Quantitative Methods in Management (3 Cr.)
- 5050 Managerial Economics (3 Cr.)
- 5194 Total Quality Management (3 Cr.)
- 5070 Marketing Management (3 Cr.)

- 5102 Productivity Improvement Workshop (4 Cr.)
5198 Contemporary Issues Forum (1 Cr.)

Speciality Curriculum

- 5183 Statistical Process Control (3 Cr.)
5186 Advanced Quality Control (3 Cr.)
5187 Advanced Operations Strategy (3 Cr.)
5181 Information Technology Management (3 Cr.)
5189 Performance and Quality Measurements (3 Cr.)

Total Credit Hours - 44 Cr.



GENERAL INFORMATION ON MASTER'S PROGRAMS

Master's Programs Curriculum Overview

Curriculums in the various master's programs offered by the School are designed to meet the educational and professional development needs of post-job-entry, career-oriented adults as well as full-time day students. The capstone of several programs 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 later section of this catalog.

Courses Offerings

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

Master's Project - Weekend Program

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.

Students will be permitted to sign up for GMP 5100 only after they have completed all required 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 - Weekend Program

Students may elect to enroll in a four-credit workshop in lieu of submitting a master's project. Currently, the program offers only one such workshop that deals with productivity improvement. The workshops are conducted on the main campus only. Currently workshops are scheduled periodically throughout 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.

Master's Thesis Project—Full-Time MBA Program

Full-Time students with no work experience may elect to write a four-credit Master's Thesis Project at the conclusion of the required program of study, in lieu of participating in an Internship Program. The thesis requires the student to register for GMP 5101, which carries four (4) credit hours. Students will be permitted to register for GMP 5101 only after they have completed required coursework, have satisfied all other program requirements, and have a cumulative point average of 3.0 or higher.

Written guidelines are provided to the student upon request. The guidelines must be strictly adhered to for the proper completion and submission of the Master's Thesis project to the Master's Program Office. The student has a total of six (6) months to complete the Master's Thesis Project.

Internship Program—Full-Time MBA Program

Full-Time students (with no work experience) may choose to complete a four (4) credit formal Internship Program in lieu of the Master's Thesis Project. The Internship Program offers the opportunity to apply business concepts and principles, which have been learned in class, to the business sector. Student participation in GMP 5108, the Internship Program, can be pursued as an ongoing project during the completion of the Full-Time MBA Program. Written administrative guidelines are provided to the student. The guidelines must be adhered to for the proper completion of the Internship Program.

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 a least once every other term of instruction. For example, a required course offered Term I will also be offered Term 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 School are listed below. Degree-specific requirements follow this general listing.

The 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 transcripts of all such work.
4. Provide a 500- to 1,000-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 \$40 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 provisional students.

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 by the admissions committee to retake the GMAT or GRE. 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 an official 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 preadmission 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.I.B.A.	—	GMAT
M.P.A.	—	GMAT or GRE
M.S./HRM	—	GMAT or GRE
M.S./HSA	—	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, macroeconomics, principles of marketing, principles of finance, and business statistics
M.I.B.A.—	financial accounting, macroeconomics, principles of finance, principles of management, and business communications
M.P.A.—	American government, macroeconomics, public budgeting/accounting, and business statistics

- M.S./HRM— organizational behavior (psychology or principles of management), macroeconomics, and business statistics
- M.S./HSA— financial accounting, principles of finance, psychology, computer literacy, and statistics
- 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./HS— organizational behavior or psychology

Additional Requirements

All international students and students with undergraduate grade point averages 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 administrators 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 School or the Program Director for master's programs reviews and signs all admissions and change of status decisions. Nova University is an equal education 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 that 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 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; and 3) they may successfully complete a proficiency examination administered by the 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 courses 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 provisional 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 special student acceptance. This status is reserved for nondegree-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 admission 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 two to four terms (6 to 12 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 submit their application for reinstatement with the reinstatement fee, which is nonrefundable and which does not guarantee reinstatement. Denials of reinstatement occur primarily in cases where the student left the program while on academic probation and where the administration believes that the student will not be able to overcome his or her academic deficiencies.

International Students

International students who intend to reside in the United States and who are required to obtain an I-20 **must** be full-time degree-seeking students and **must** attend the main campus in Fort Lauderdale, Florida. For further information contact the International Student Advisor, Nova University, 3301 College Avenue, Fort Lauderdale, Florida 33314, or telephone (305) 370-5695 or call toll free: (800) 541-6682, Ext. 5695.

Study Format

The school calendar operates year round, and the average student enrolls for two courses a term, which runs for three months. Classes are scheduled approximately every second or

third weekend during a term for five weekends of classes. There are two sessions scheduled each class weekend. Most courses represent three semester hours of graduate credit. Thus, the student is able to complete 24 credits of study a year by attending four terms, and the average student is able to satisfy all course requirements in about one and a half to two years. A master's project or workshop may be completed in one additional term.

NOTE: Full-Time students see page 13.

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 6 semester credits or 10 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. Credits earned at Nova University are transferable only at the discretion of the receiving school.

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 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 an adviser and the reinstatement petition will be considered. Students who have a 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 program 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
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 \$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 receipt 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 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 10 days, the matter will be referred to the Dean of the School for review and resolution.

All nongrade student grievances must be made in writing to the Dean.

Student Costs*

Application Fee (nonrefundable)	\$ 40
Registration Fee (per term)	\$ 20
Reinstatement Fee	\$ 50
Graduation Fee (excluding cap and gown)	\$ 50
Incomplete Grade Fee	\$ 20
Interrupted Studies Fee	\$ 25
First Late Registration Fee	\$ 15
Second Late Registration Fee	\$ 50
Student Activity Fee (per term on-campus students only)	\$ 10
Prerequisite Challenge Exams	\$ 50
Tuition: Graduate (per credit)	\$ 325
Tuition: Program Foundation Courses	\$ 250

**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 anytime payment is received by the school after the closing date for regular registration. The Interrupted Studies Fee is charged to students who do not register for coursework for two terms 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 educational 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 Aid
3301 College Avenue, Parker Building,
Fort Lauderdale, Florida 33314
(305) 475-7410
Dade County: (305) 940-6447, Ext. 7410
Toll-free: (800) 541-6682, Ext. 7410

VA Benefits

All programs described in this catalog are approved for the training of veterans and other eligible persons by the Bureau of State Approval for Veteran's Training, Florida Department of Veteran's Affairs. Eligible veterans and veterans dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314 or telephone (305) 370-5685 or call toll free (800) 541-6682, Ext. 5685.

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.

Nonpunitive 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 that is not used in computing requirements for graduation. At Nova University, these grades include: I-Incomplete, NG-No Grade, AU-Audit, IW-Incomplete Withdrawal, and W-Withdrawal. If a student receives one or more of these grades and veterans' benefits have already been 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 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 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 promptly to 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 to 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; 50% after the commencement of the second class-weekend; and 0% after the third weekend or the commencement of a seminar or workshop. Registration fees and seminar and workshop fees are nonrefundable. In addition, Florida law provides that students have three working days from the date of signing an enrollment contract or financial agreement with the University to request a cancellation of the contract in writing and receive a full refund of any tuition and registration fees paid. Further a student shall receive a full refund of tuition and registration fees paid by the student prior to the commencement of instruction if the student submits a written request to the institution within three working days of the payment.

Housing

Located on the main campus is the Davie Living Complex. Three buildings of 90 one- and two-bedroom unfurnished apartments are available for graduate and married students. In addition, there is a five-story building of 90 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 are 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 more detail.

Family Tuition Plan

The department offers special tuition consideration when two or more members of the immediate family are enrolled in any of the programs at the master's level in the School. A 50% discount is applied to the registration with the lowest number of classes.

This does not apply to students receiving corporate tuition reimbursement. We reserve the right to require proof of financial support.



Graduation Requirements

In order to be eligible for graduation, the students 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;
4. Completion of all required coursework;
5. Completion of thirteen (13) courses for thirty-seven (37) 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 for 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 this service, graduates can request additional information and the required application material from Credentials, Nova University Alumni Office, 3301 College Avenue, Fort Lauderdale, Florida 33314.

Faculty

The full-time faculty of the 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 Fort 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 program. Those interested in knowing about the faculty may contact the department; resumes for all faculty members are available in the program office.

Advising*

All required paperwork for admission to the master's programs may be processed through the mail. Advising is strongly recommended but not mandatory. During the advising process, prospective students will be told which requirements for acceptance are lacking, and a tentative schedule for the entire program will be prepared. Thereafter, registration for each new term is routine and may be submitted through the mail. As long as there are no changes in the original proposed schedule, it will not be necessary to see an adviser, but one will be available. An adviser can be seen anytime by scheduled appointment. During the registration period for each term, advisers 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. An adviser must be seen if courses are taken in a sequence different from the required one.

*Full-Time students see page 14.

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 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 that are collected with the help of others, if properly acknowledged)
4. Cheating (giving or receiving help during examinations, 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 or unethical or that reflects adversely on the Nova program or the professional community
7. Behavior that violates the general understanding of the proper conduct for graduate students.

Calendar 1994

TERM I	SEQUENCE I	SEQUENCE II
Session 1	Jan. 7, 8	Jan. 14, 15
Session 2	Jan. 21, 22	Jan. 28, 29
Session 3	Feb. 11, 12	Feb. 18, 19
Session 4	Feb. 25, 26	March 4, 5
Session 5	March 11, 12	March 18, 19

TERM II

Session 1	Apr. 8, 9	Apr. 15, 16
Session 2	Apr. 22, 23	Apr. 29, 30
Session 3	May 6, 7	May 13, 14
Session 4	May 20, 21	June 3, 4
Session 5	June 10, 11	June 17, 18

TERM III

Session 1	July 8, 9	July 15, 16
Session 2	July 22, 23	July 29, 30
Session 3	Aug. 5, 6	Aug. 12, 13
Session 4	Aug. 19, 20	Aug. 26, 27
Session 5	Sep. 9, 10	Sep. 16, 17

TERM IV

Session 1	Oct. 7, 8	Oct. 14, 15
Session 2	Oct. 21, 22	Oct. 28, 29
Session 3	Nov. 4, 5	Nov. 11, 12
Session 4	Nov. 18, 19	Dec. 2, 3
Session 5	Dec. 9, 10	Dec. 16, 17

Calendar 1995

TERM I	SEQUENCE I	SEQUENCE II
Session 1	Jan. 6, 7	Jan. 13, 14
Session 2	Jan. 20, 21	Jan. 27, 28
Session 3	Feb. 10, 11	Feb. 17, 18
Session 4	Feb. 24, 25	March 3, 4
Session 5	March 10, 11	March 17, 18
TERM II		
Session 1	Apr. 7, 8	Apr. 21, 22
Session 2	Apr. 28, 29	May 5, 6
Session 3	May 12, 13	May 19, 20
Session 4	June 2, 3	June 9, 10
Session 5	June 16, 17	June 23, 24
TERM III		
Session 1	July 7, 8	July 14, 15
Session 2	July 21, 22	July 28, 29
Session 3	Aug. 11, 12	Aug. 18, 19
Session 4	Aug. 25, 26	Sep. 8, 9
Session 5	Sep. 15, 16	Sep. 22, 23
TERM IV		
Session 1	Oct. 6, 7	Oct. 13, 14
Session 2	Oct. 20, 21	Oct. 27, 28
Session 3	Nov. 3, 4	Nov. 10, 11
Session 4	Nov. 17, 18	Dec. 1, 2
Session 5	Dec. 8, 9	Dec. 15, 16

THE MASTER OF ACCOUNTING PROGRAM

The Nova University Master of Accounting Program is designed for professionals working in the various areas within the discipline of accounting. The program recognizes that, at this time, there is a strong trend toward specialization. Accordingly, required courses are kept to a minimum and concentrations are available.

The concentrations of Public Accounting, Tax Accounting, and Managerial Accounting consist of four electives and eight required courses. Students in the concentration of Financial Planning will, however, select six of the eight required courses and the six courses from the Financial Planning concentration.

There is also a Special Purpose concentration that allows the student to select, in addition to the required courses, any four accounting electives that will enhance her or his interests and/or career.

Students may select one or two non-accounting master's level electives with the prior permission of the director of the Master of Accounting Program.

The Curriculum

The Master of Accounting Program advises all main campus students to register for their elective courses after they have completed their required courses. However, at off-campus clusters, students should start with those courses currently being offered. Generally, a complete curriculum profile is announced at least one year in advance, showing the intended rotation of all courses.

REQUIRED COURSES

Credits

GMP 5711	Accounting Theory I	3
GMP 5712	Accounting Theory II	3
GMP 5725	Financial Statement Analysis	3
GMP 5731	Accounting Information and Control Systems	3
GMP 5733	Advanced Managerial Accounting	3
GMP 5756	International Accounting	3
GMP 5761	Taxation of Individuals	3
GMP 5762	Taxation of Corporations and Partnerships	3
GMP 5198	Contemporary Issues Forum	1
	Elective Courses - Concentrations	12
Total	37

ELECTIVE COURSES--

PUBLIC ACCOUNTING CONCENTRATION

GMP 5715	Auditing	3
GMP 5716	Governmental Auditing	3
GMP 5717	Auditing for Fraud	3
GMP 5746	Evaluation of Accounting Software	3
GMP 5751	EDP Auditing	3
GMP 5753	Fund Accounting	3
GMP 5768	Taxation: Advanced Topics	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**

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
GMP 5793	Tax Planning and Management	3

**ELECTIVE COURSES--
MANAGERIAL ACCOUNTING CONCENTRATION**

GMP 5735	Controllorship	3
GMP 5736	Internal Auditing/SEC Accounting	3
GMP 5737	Budgeting and Profit Control	3
GMP 5746	Evaluation of Accounting Software	3
GMP 5751	EDP Auditing	3
GMP 5753	Fund Accounting	3
GMP 5768	Taxation: Advanced Topics	3

**ELECTIVE COURSES--
FINANCIAL PLANNING CONCENTRATION**

GMP 5790	Introduction to Financial Planning	3
GMP 5791	Risk Management	3
GMP 5792	Investments	3
GMP 5793	Tax Planning and Management	3
GMP 5794	Retirement Planning and Employee Benefits	3
GMP 5795	Estate Planning	3

**ELECTIVE COURSES--
SPECIAL PURPOSE CONCENTRATION**

Any four of the above courses	12
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Program Objectives

- 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 entry-level 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 a master's of business administration program.
- 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, or corporate, or 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 the technical and other skills that successful accountants need and use as preparers of financial reports and as decision makers.

Program Schedule

- The program utilizes the nontraditional weekend format with class meetings on Friday evenings and Saturdays.
- Classes are scheduled in 13-week terms, with each course meeting every second or third weekend.
- Students frequently enroll in two courses per term. 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 terms of instruction scheduled each year.

Video/Computer Study

For those students who need one or more of the prerequisite courses (see Program Admission Requirements-number 2) and the course or courses are not being offered at their cluster location, it is now possible to take each of the required courses using a combination of home study (with specially prepared video tapes) and computer instruction. The computer instruction, for which access to a computer and a modem is needed, will take place on our normal weekend schedule.

In addition to prerequisite courses, certain elective courses are available through the Video/Computer Study Cluster. Please see current Class Schedule for appropriate semesters and times.

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 indepth 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 successfully 36 credit hours of study. The curriculum contains a common core of eight required courses. Four additional courses are selected from accounting electives offered by the program, enabling a student to focus his or her study on 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.

Advising

Program and career advisers are available through the School of Business and Entrepreneurship. Please call (305) 476-1947 or toll free (800) 672-7223, Ext. 1947, for an appointment or further information about the Master of Accounting program.

Program Admission Requirements

Applicants must have or provide:

1. 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. A DOS-operated computer with a modem.
4. Satisfactory performance on the Graduate Management Admissions Test (GMAT)
5. A 500- to 1,000-word essay explaining their professional experience and/or goals and how it is believed the degree program being applied for will contribute to personal and professional development
6. Three letters of recommendation
7. A basic understanding of elementary statistics, data processing, and mathematics
8. A completed application form accompanied by a \$40 nonrefundable application fee

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 coursework. Application for transfer credit must be made at the time of admission 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.

Class Cancellations

Classes with insufficient enrollments are subject to cancellation.

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 or 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.
- Have 13 courses (39 semester hours) in general business. These must include 7 courses (21 semester hours) at the upper division level.

Nova advisers 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 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
2610 NW 43rd Street, Suite 1A
Gainesville, Florida 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 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 have two continuous years of professional experience in management accounting. The experience requirement may be completed prior to or within seven years of 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 Management Accountants
10 Paragon Drive
Montvale, New Jersey 07645-1759
(201) 573-6300

The CFP Program

CFP and Certified Financial Planner are certification marks of the International Board of Standards and Practices for Certified Financial Planners (IBCFP). Nova University's program meets the standards promulgated by the IBCFP and students enrolled in the financial planning courses will be allowed to sit for the CFP examinations.

The right to use the marks CFP and Certified Financial Planner is granted by the IBCFP to those persons who have met its rigorous educational standards, passed the IBCFP Certified Financial Planner Examinations, satisfied a work experience requirement, and agreed to the IBCFP Code of Ethics. Only persons registered with the IBCFP are permitted to sit for CFP examinations. CFP certificates are issued only by the IBCFP.

CFP Requirements

The International Board of Standards and Practices for Certified Financial Planners (IBCFP) certification requirements can be summarized under the following headings:

- **Education**

A candidate must enroll in a college or university that has registered its financial planning program with the IBCFP.

- **Examination**

The CFP examination is composed of six separate parts. Currently, CFP candidates take one or two parts of the examination at one sitting after they have completed the appropriate coursework. To become a CFP, a candidate must pass all six parts of the examination.

- **Experience**

Before the candidate can obtain certification, he or she must have at least three years' full-time (or equivalent part-time) relevant work experience in situations that require the active use of knowledge, skills, and abilities taught in the financial planning concentration. The experience requirement for those who complete the Master of Accounting Program concentration in financial planning is reduced to one year.

- **Ethics**

CFP candidates must agree to uphold the IBCFP Code of Ethics and affirm this by signing the IBCFP Declaration. Candidates are also required to disclose any investigations or legal proceedings related to their professional or business conduct.

All inquiries regarding the CFP program should be addressed to:

International Board of Standards and Practices
for Certified Financial Planners (IBCFP)
1660 Lincoln Street, Suite 3050
Denver, Colorado 80264
(303) 830-7543

Division of Public and Social Services Administration

THE INSTITUTE FOR HEALTH SERVICES ADMINISTRATION

The Institute for Health Services Administration provides degree and nondegree 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 weeklong workshop, dealing with productivity improvement, on the main campus. An internship is also available.

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 13-week terms. Classes for each course meet every second or third weekend. Students generally enroll in two courses per term. 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 or 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 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 Development
GMP 5430	Health Administration and Management
GMP 5435	Health Care and the Law
GMP 5471	Planning, Budgeting, and Control in Healthcare
GMP 5445	Health Research and Evaluation
GMP 5951	Microcomputer Applications in Healthcare Administration
GMP 5447	Marketing in Healthcare Organizations
GMP 5081	Health Care Finance
GMP 5091	Strategic Management of Health Care Organizations
GMP 5198	Current Issues Forum
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 41 specified credit hours of study. A master's project or capstone workshop dealing with productivity improvement is included in the 41 credits. A student without any health service experience enrolls in an internship.

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, and the seven remaining courses emphasizing various aspects of public policy making. 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 weeklong workshop dealing with productivity improvement skills and techniques, or by serving as an intern in a government agency.

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 and finance; 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

To ensure 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	Organization Behavior and Development
GMP 5905	Microcomputer Applications in Business
GMP 5030	Human Resource Management
GMP 5040	Quantitative Methods in Management
GMP 5050	Managerial Economics for Decision Making
GMP 5082	Public Administration Theory and Practice
GMP 5460	Administrative Law
GMP 5470	Planning, Budgeting, and Control
GMP 5480	Public Policy Analysis and Procedure
GMP 5495	Leadership in Public Administration
GMP 5198	Current Issues Forum
GMP 5100	Master's Project or
GMP 5109	Internship

MASTER OF SCIENCE IN HUMAN SERVICES

Program Objectives

The master of science in human services program is a professional degree program designed to provide education 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. 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 systems. Course work provides the student with theoretical knowledge and a practical skill base in casework, the human services delivery system, community interaction, management, and various specialty areas.

Program Philosophy

The master of science in human services program emphasizes an activist, interventionist mission to serve the professional development and educational needs of a broad segment of the public and private sector institutions. 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 the organizational effectiveness and quality of managerial and pre-managerial personnel.

Program Schedule

The program utilizes the nontraditional weekend format with classes meeting on Friday evenings and Saturdays, both on campus and at locations convenient to the student's home. Classes are scheduled in thirteen-week terms, with each course meeting every second or third weekend (five weekends per term). Students generally enroll in two courses per term. The entire degree program may be completed in as few as 21 months. The program can be delivered on location to a minimum of twenty-five students. The master's project or internship can be started any time after six courses are completed in the program, not including any transfer-in credit.

Faculty

All human services courses are conducted by professors with advanced academic qualifications as well as extensive practical experience in human services management. A national core adjunct faculty augments Nova's full-time professional staff. The diverse backgrounds and years of experience of the faculty facilitate indepth discussion across a broad spectrum. A special effort is made to integrate practical with theoretical points of view.

M.S. IN HUMAN SERVICES ADMINISTRATION WITH TRACKS IN HUMAN SERVICES AND AGING

I. Core Courses

1. Community Services and Social Support Systems (GMP 5011)
2. Grants and Contracts (GMP 5400)
3. Administration and Management Practices in The Non-Profit (GMP 5491)
4. Public Policy Analysis Procedures (GMP 5480)
5. Organization Behavior and Development (GMP 5020)
6. Planning, Budgeting, and Control (GMP 5470)
7. Interpersonal and Intergroup Dynamics (GMP 5220)
8. Internship or Master's Project or Workshop

II. Human Services Concentration

1. Theory and Practice in Working with Individuals (GMP 5218)
2. Theory and Practice in Working with Groups (GMP 5219)
3. Administrative Law (GMP 5460)
4. Microcomputer Applications in Business (GMP 5905)
5. Contemporary Issues in Human Services (GMP 5185)

III. Aging Track

1. Working with the Elderly (GMP 5121)
2. Death, Dying, and Bereavement (GMP 5155)
3. Aging and the Family (GMP 5631)
4. Health, Nutrition, And Exercise in Aging (GMP 5014)
5. Health Research and Evaluation (GMP 5445)
6. Contemporary Issues in Human Services (GMP 5185)

CONTEMPORARY ISSUES FORUM

Course Description

The business environment is in a constant state of change and managers are required to monitor these changes to the extent that they impact their organizational plans. The Contemporary Issues Forum consists of a series of special topics that address some of these changes and how managers might respond to them. These special topics will be presented each month (excluding December). Students will choose six sessions to attend based on their interests. One credit hour will be awarded based on the successful completion of these six sessions.

Course Materials

Access to the popular business press (*Wall Street Journal*, *Fortune*, and *Business Week* are recommended (also, see attached listing of industry-specific publications)

Course Assignments

After attending a session, students will be expected to prepare a one and one half-page paper summarizing each topic and recommending strategies for how to deal with the issue in general or as it relates to their work environment.

Professional Journals

ACCOUNTING	<i>Accounting Horizons</i> , <i>CPAToday</i> , <i>Journal of Accountancy</i> , <i>The Practical Accountant</i> , <i>The New Accountant</i>
BANKING	<i>ABA Banking Journal</i> , <i>Bank Marketing</i>
HEALTH CARE	<i>Health Care Executive</i> , <i>Health Care Finance Review</i> , <i>Health Care Management Review</i> , <i>Health Care Supervisor</i> , <i>Health Services Research</i> , <i>Hospitals and Health Services Administration</i> , <i>Journal of Health Care Marketing</i>
INTERNATIONAL	<i>Business America</i> , <i>Business International</i> , <i>Columbia Journal of World Business</i> , <i>International Management</i> , <i>International Marketing Review</i> , <i>Journal of International Business Studies</i> , <i>Journal of International Consumer Studies</i>

MANAGEMENT

Academy of Management Journal, Academy of Management Review, Administrative Management, Administrative Science Quarterly, Business Week, California Management Review, Forbes, Fortune, Harvard Business Review, Inc., Management Science, Management Review, National Productivity Review, Sloan Management Review

MARKETING

Advertising Age, Adweek Marketing Week, Journal of Advertising Research, Journal of Consumer Research, Journal of Marketing, Journal of Marketing Research, Marketing Executive, Marketing News

PUBLIC ADM.

Public Administration Review, Public Personnel and Productivity

SCHEDULE

MONTH	SPEAKER	TOPIC	DESCRIPTION
Aug 18 (93)	Dr. Bill Johnson, Associate Professor of Marketing, SB&E	Marketing to the Over-50 Market	Nature of Over-50 Market and how it can be successfully reached
Sept 29 (93)	Dr. Alan Gart, Professor of Finance, SB&E	Crisis in the Financial Services industry	A look at the troubled Financial Services industry - background of problem, future prospects
Oct 20 (93)	Linda Boczar, Pres., OB-GYN Womens Care	New Perspectives on Health Care Containment	Impact of how spiraling health care costs impact businesses in Florida
Nov 17 (93)	Greg Bontly Principal Engineer, Coulter Corp.	Management of Innovation-Getting New Products to Market Faster	Managerial, organization, and project management factors in introducing new products/changing existing ones
Jan 26 (94)	Mike Sirkal, Vice-President Frederick R. Harris Corp.	Countertrade and Infrastructure Development in Former Eastern Bloc Countries and China	The role of countertrade and funding for infra- structure development in Eastern European countries will be covered
Feb 16 (94)	Ron Assaf, Pres. Sensormatic Corp.	Sensormatic: The Entrepreneurial Miracle	Sensormatic's successful development of loss prevention technology will be discussed
Mar 16 (94)	Teo Chapa, Attorney, Immigration Law	Immigration Law	Immigration law as it pertains to Florida employers will be; addressed
Apr 20 (94)	Al Sorensen, Chairman of the Board, Interim Services, Inc.	Changing Job Market in the 90s - Role of Temporary Help Services	Trends and impact of the temporary help phenomenon will be covered
May 18 (94)	Ken Knight, Pres. and CEO, Leisure Fund	Raising Venture Capital	Challenges in raising venture capital will be explained
Jun 16 (94)	Jorge Ordenes, Senior Public Relations Officer, Intl. Monetary Fund	IMF	Changes and issues facing the International Monetary Fund will be discussed

THE INSTITUTE FOR INTERNATIONAL TRADE AND DEVELOPMENT

Program Mission

The Institute for International Trade and Development has as its mission the promotion and enhancement of the effectiveness of American small and medium sized business in international trade. In part, this is accomplished through non-credit seminar offerings. Specific areas of professional concern (e.g. documentation, marketing) are reviewed to provide participants with useful knowledge and skills that can be directly applied in business. The Institute also offers credit programs and consultant services.

Program Philosophy

Institute participants receive intensive, practical instruction in areas of international business pertinent to international trade. The program provides up-to-date information on important and timely issues such as the European Community, the Caribbean Basin Initiative, and joint venturing with C.I.S. partners.

The Curriculum

Participants choose course areas which meet their particular business needs. The non-degree certificate program in international business will provide an overview of finance, marketing, management, current issues, transportation, and legal matters of concern to the international business community.

The Institute also offers in-house training for mid- and upper-level executives seeking to broaden their exposure to international business.

A "business language" series offering instruction in foreign languages and information on doing business in foreign countries can also be provided.

Key to Abbreviation for Courses

- AC-- Required, M.Acc. 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
- MB-- Required, M.B.A. Program
- MP-- Required, M.P.A. Program
- PF-- Program Foundation Course

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

MASTER'S PROGRAMS COURSE DESCRIPTIONS

GMPF 4001 Computer Literacy (PF) 3 cr.

Introduction to computers provides knowledge of the use of computers and microcomputers in various business environments.

GMPF 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.

GMPF 4003 Intermediate Accounting I (PF) 3 cr.

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

GMPF 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.

GMPF 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.

GMPF 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.

GMPF 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 prerequisites of financial accounting for the master's program.

GMPF 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.

GMPF 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 they impact 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.

GMPF 5004 Introductory Psychology (PF) 3 cr.

Undergraduate basic concepts and methods; focuses on the individual and conditions that 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.

GMPF 5005 Introductory Marketing (PF) 3 cr.

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

GMPF 5006 Electronic Communication Competency (PF) 0 cr.

Through this course students will demonstrate competency in accessing the Nova Mainframe via PC and modem; managing their online student accounts; using electronic mail to communicate with faculty, program administrative staff, and other students; online file creation and management; and accessing Nova's library and the Internet for course-supporting resources.

GMPF 5007 Communications Tutorial (IB) 1 cr.

This course offers students the opportunity to increase their skills in the English language in the areas of written class reports and verbal class participation through individual and group "hands on" class sessions. This tutorial is available on an on-going basis as the student proceeds through the master's program.

GMPF 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.

GMPF 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 Political and Legal Environment of Organizations 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 the social responsibility of business in a democratic society.

GMP 5011 Community Needs and Social Support Systems (HS) 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 (MB) 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 5013 Bio-Physiological Aspects of Aging (GER) 3 cr.

Exploration of the aging process and its effect on biological systems. Review of the biological theories of aging as well as identification of the structural, functional, and biochemical changes in human physiology. Specific emphasis on aging-related changes in brain functioning and organ systems. Overview of the diseases of old age as they relate to major organ systems.

GMP 5014 Health, Nutrition, and Exercise in Aging (GER) 3 cr.

Analysis of the factors that promote wellness in the elderly. Special emphasis on issues related to nutrition, exercise, and safety. Exploration of issues related to drug use and polypharmacy in the elderly, including a review of drug-drug, drug-food, and drug-alcohol interactions. Prerequisite: GMP 5013 or permission of the instructor.

GMP 5015 Management Ethics: Legal and Social Dimensions (MB/HR) 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 (MB/HS/HSA) 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 5021 Sociological Aspects of Aging (GER) 3 cr.

General introduction to social gerontology. Analysis of the impact of aging upon the individual and society, including an exploration of changes in roles and status, intergenerational relationships, sociocultural differences, and demographics. A discussion of relevant conceptual frameworks and methods of study. An examination of social structures and cultural norms in an aging society.

GMP 5022 Bank Credit Analysis (MB) 3 cr.

An intensive financial analysis course with a concentration of 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 composed of senior lenders. Prerequisite: GMP 5080.

GMP 5023 Business Credit Analysis (MB) 3 cr.

This course teaches how to evaluate the credit risk of commercial loans and securities issued by businesses such as corporate bonds and commercial paper.

GMP 5030 Human Resource Management (MB) 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 5031 Psychological Aspects of Aging (GER) 3 cr.

The study of both normal and abnormal changes in behavior and cognitive functioning during later adulthood. Specific focus on aging-related changes in sensation and perception, psychomotor functioning, intelligence, learning, and personality. Examination of organic brain syndromes and functional disorders, including their impact on both the individual and the family. Exploration

of aging-related myths and stereotypes with special emphasis on relationships, sexuality, and coping mechanisms.

GMP 5040 Quantitative Methods in Management (CR/MB) 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 GMPF 5002.

GMP 5041 Social Policy and the Economics of Aging (GER) 3 cr.

An analysis of policy issues affecting the older adult as well as a review of major legislation and programs. An examination of policy-making and political processes affecting the development and implementation of programs for older adults. Exploration of economic issues associated with the aged, including implications for the individual and the society.

GMP 5042 Bank Operations Management (MB) 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 ATMs are explored.

GMP 5043 Econometrics 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 5049 Basic Analytical Methods (GER) 3 cr.

Introduction to basic analytical methods and procedures in social science. Exploration of fundamental concepts and applications of statistics utilizing descriptive and inferential techniques. Emphasis on basic concepts of probability, hypothesis testing, tests of significance, and confidence intervals.

GMP 5050 Managerial Economics for Decision Making (CR/MB) 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 GMPF 5003.

GMP 5051 Gerontological Research and Planning (GER) 3 cr.

Analysis of problems in research design in basic and applied gerontological research. Focus on conceptualization, operationalization of variables, and experimental and quasiexperimental design. Exploration of methods of data collection and analysis especially in field settings and surveys with nonexperimental designs. Prerequisite: GMP 5049 or permission of the instructor.

GMP 5052 Macroeconomics (IB) 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.

GMP 5053 Comparative Economics (IB) 3 cr.

This course provides the criteria and the principles by which the existing work economic systems can be analyzed and evaluated. The analysis shall include the economic systems of the United States, 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.

GMP 5054 Economic Development 3 cr.

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

GMP 5055 International Operations & Management, Part II (IB) 3 cr.

This course presents a comparative analysis of competition in the global market place. It provides opportunity for an assessment of the methods employed in the striving for long-term economic

development and industrial and commercial strength. It covers macro and micro issues of industrial planning and national policy.

GMP 5060 Managerial Accounting (MB) 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 GMPF 5001.

GMP 5062 Financial Services Accounting 3 cr.

This course deals with those accounting practices and methods most applicable to companies that provide financial services.

Prerequisite: GMP 5001

GMP 5065 Financial Markets and Institutions I (MB) 3 cr.

This course is about money, banking and their relationship to interest rates. It teaches an understanding of financial markets that is essential in the management of financial assets and liabilities.

GMP 5066 Financial Markets and Institutions II (MB) 3 cr.

This course deals with the strategic business issues of financial services industries, such as banks, insurance companies, pension funds, investment banks, international banking and credit, and the securities markets.

GMP 5070 Marketing Management (MB) 3 cr.

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

Prerequisite: GMPF 5005.

GMP 5075 Securities Investment Analysis (MB) 2 cr.

This course teaches how to determine value, risk and potential returns of traded securities, such as stocks and bonds, and how to manage a portfolio of these securities.

GMP 5080 Financial Management (MB) 3 cr.

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

GMPF 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 5082 Public Administration Finance (MP) 3 cr.

Topics to be discussed include the principles of long-term budgeting and planning for local financial health. Examines creative ways to stimulate long-term economic growth; presents capital budgeting strategies; and surveys potential future revenue sources. Also shows how to evaluate financial condition and assess financial practices and municipal services. Prerequisite: GMPF 5008.

GMP 5085 Financial Institution Management (MB) 3 cr.

This course examines the principles and techniques of managing assets and liabilities of financial institutions and corporations to maximize earnings while maintaining adequate liquidity and an acceptable level of risk. Prerequisite: GMPF 5008.

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 full matriculation.

GMP 5100 Master's Project—Weekend MBA Program (MB) 4 cr.

The development and preparation of an independent research project. Prerequisite: Completion of all required courses and full matriculation.

GMP 5101 Master's Thesis—Full-Time MBA Program (MB) 4 cr.

The development and preparation of an independent research thesis. Prerequisite: Completions of all required courses and full matriculation.

GMP 5102 Productivity Improvement Workshop (MB) 4 cr.

In this workshop students will learn innovative techniques essential to improved productivity when applied in their organizations. The workshop will emphasize a set of practical operating guides that can lead to an increase in productivity through planning, evaluating, and motivating. Specific techniques will be addressed that can be incorporated into formal efforts of productivity improvement in any organizational environment. Students will learn how to conduct productivity audits and make productivity-effectiveness analyses. Students will apply practical solutions to existing productivity problems and become familiar with microcomputer applications that can enhance gains in productivity.

GMP 5103 The Productivity Management Process 3 cr.

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

GMP 5105 Productivity Improvement Techniques 3 cr.

This course will focus on the techniques and practices that organizations and managers can employ to improve individual, work unit, and organizationwide productivity. The focus will be on process and output variables relative to capital, equipment, technology, supplies, materials, products, and services.

GMP 5106 Quality of Work Life 3 cr.

This course will consider the various strategies that managers and organizations can utilize to gain employee involvement and commitment to productivity improvement. Over 20 different techniques that are human resource-based will be discussed, including role perception, quality circles, learning curve, and skill enhancement.

GMP 5107 Assessment, Evaluation, and Measurement in Productivity 3 cr.

This course will address building models for assessing, evaluating, and measuring organizational productivity. The importance and application of such models will be discussed. The issue of managerial control of productivity and white collar productivity

will also be considered. Students will concentrate on all aspects of their own work responsibilities.

GMP 5108 Internship - Full-Time MBA Program (4 cr.)

This program is designed to offer the student an opportunity to apply business concepts and principles that have been accumulated in the classroom to the business sector. The internship represents a total of 240 hours in an applied on-going visitation to a bonafide business entity where the student/intern will assume job accountabilities, enabling the student/intern to initiate the application of skills and knowledge in a chosen discipline within his or her interest field.

GMP 5109 Internship in Human Services, Health Services Administration, or Public Administration (Field Placement) (HS/HSA/MP) 4 cr.

A supervised internship within the field of human services, health services administration, or public administration. The internship will be separate and distinct from the student's employment role.

GMP 5116 Community Services and Mental Health Systems (GER) 3 cr.

An examination of community resources for the elderly at the local, state, and national levels. Analysis of principles and techniques for managing community health services as well as an examination of issues regarding the integration of services. Special emphasis on mental health issues, including advocacy, competency, guardianship, and ethics.

GMP 5121 Working with the Elderly (GER, HS) 3 cr.

Assessment and intervention with older adults and their families, including therapeutic approaches and general models of treatment in counseling and noncounseling settings. An exploration of critical issues and transitional stages of aging, including careers, relationships, parenthood, and major turning points for personal development.

GMP 5155 Death, Dying, and Bereavement (GER, HS) 3 cr.

An exploration of current psychological, medical, legal, ethical, and religious issues surrounding death, dying, and bereavement

in contemporary society. Examination of the basic concepts and psychosocial issues relating to the meaning of loss and death, the process of death, and the experience of grieving. Emphasis on the practical application of knowledge.

GMP 5165 International Accounting (IB) 3 cr.

Focus is on the evolution of the international dimension of accounting. Emphasis is placed on understanding the generally 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 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 issues as leadership, corporate wellness, intrapreneuring, the changing workforce, corporate culture, managing change, service economy, and the changing work force.

Prerequisite: GMP 5012 or GMP 5540.

GMP 5191 Strategic Planning and Change 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 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 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 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 the impact on individual and corporate success. This course is offered in a seminar format. Prerequisite: GMP 5020.

GMP 5197 Contemporary Entrepreneurial Practices 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 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 5203 Administration and Management in Gerontology (GER) 3 cr.

Application of theories and techniques of administration and management to community service programs for the elderly. Focus on practical applications to real situations in the community services network within the public and private sectors. This course will also explore the relationship of administration and management to public opinion and special interest groups in order to determine their impact on programs for the elderly.

GMP 5205 Managerial Environment 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 5213 Policy and Program Development in Aging (GER) 3 cr.

An overview of policy trends and the changing roles of local, state, and federal agencies in providing comprehensive and coordinated systems of service for the elderly. Exploration of principles and procedures for assessing needs, collecting resources, and implementing programs for older adults. Emphasis on identifying the relationship between evaluation and management functions with a focus on maintaining and expanding a funding base.

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 that 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 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 3 cr.

This course is designed to acquaint students 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 experiential 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, and community power.

GMP 5300 Career Development (HR) 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 are 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 as to aspiration and skills and with "real world" opportunities. Prerequisites: GMP 5012, 5020, and 5030.

GMP 5310 Principles of Geriatric Care Management (GER) 3 cr.

Introduction to the principles of geriatric care management. Examination of common elements of direct service methodology, including criteria for problem identification, goal determination, and selection of intervention strategy. Emphasis on both the elderly individual and the family system. Review of the basic federal and state laws that affect older persons, particularly in the areas of health and housing. Focus on major legal issues in geriatric care, including competency and guardianship.

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 communication 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 that would demonstrate 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 discussion of life, fire and casualty policies, problems of coverage, exceptions, and exclusions, with suggestions on the submission of claims, negotiation, and settlement.

GMP 5350 Managing Employee Indirect Compensation 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, and ERISA, as well as pension, retirement, and profit-sharing plans. Prerequisite: GMP 5030.

GMP 5360 Human Resource Development (HR) 3 cr.

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

GMP 5365 Seminar in Hiring and Developing Employees (HR) 3 cr.

This course focuses on the strategies and tools that HR professionals use to recruit, hire and retain employees. Specific attention will be paid to job placement, job design and job redesign. Human resource planning will also be discussed.

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 5375 Employee Health and Reward Systems (HR) 3 cr.

This course examines the strategies and options available to maintain employee health, as well as compensation administration. Job evaluation, incentive systems and work sampling will be considered. A strong course focus will be on pay for performance. Innovative approaches that have been used by a variety of organizations will be studied.

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

- (1) Quality of Work Life
- (2) Second Career Decision and Midlife 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 3 cr.

Managing stress is a course that focuses on an area that has become increasingly costly in both human and organizational terms, and extremely high in the fast-paced, high-technology, pressure-cooker world we live in. Stress-induced illness or dysfunction costs an estimated \$17 billion 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 5385 Organization Consultation (HR) 3 cr.

This course addresses the use of internal/external consultation processes in organizations. The framework of consultation as helping organizations reach a level of optimum performance will be utilized. Organizations will be treated as learning systems. Individual consulting styles will be analyzed.

GMP 5400 Grants and Contracts (HS, GER) 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 organizations, and professional services review organizations; planning and education; and related health legislation.

GMP 5411 Vocational Rehabilitation 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 3 cr.

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

GMP 5413 Crisis Intervention 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 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 3 cr.

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

GMP 5416 Human Services and the Problems of Aging 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, AC) 3 cr.

This course is a special topics course that 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, and quality assurance.

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

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 in health policy, will be examined.

GMP 5443 Economics of Health Services (HSA, AC) 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 5447 Marketing for Healthcare Organizations (HSA) 3 cr.

This course offers the acquiring and applying of principles of marketing to practical problems and situations in a variety of healthcare organizations. Among the assignments is developing and defending a market plan based on a strategic plan of the organization. Approaches to quality assessment of health services and cost constraints in a competitive environment are also analyzed.

GMP 5450 Public Administration Theory and Practice (MP, AC) 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; and administrative behavior and decision making.

GMP 5460 Administrative Law (MP, HS, AC) 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; and tort liability of government and its office. A case law approach is followed in this course.

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

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

GMP 5462 Contract and Procurement Law 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 3 cr.

Scope, objectives, and techniques of negotiations; organization, preparation, and operation of the negotiating team; and conduct of the negotiations are 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 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 (MP, GER, AC) 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; and public policy evaluation from the perspective of alternative public budgeting systems.

GMP 5471 Planning, Budgeting, and Control in Healthcare (HSA, AC) 3 cr.

This course offers a comprehensive overview of the management functions and planning, budgeting, and control from the perspective of the healthcare administrator. Emphasis will be placed on developing skills with a strong base in strategic planning, financial planning, and budget preparation. Prerequisites: accounting and finance.

GMP 5480 Public Policy Analysis and Procedure (MP, AC) 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; and the impact of politics on policy analysis. Case analyses are a component of this course.

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

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

GMP 5491 Management Practices in the Nonprofit Sector (HS) 3 cr.

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

GMP 5495 Leadership in Public Administration (MP) 3 cr.

This course enables students to present a variety of position papers, based on local government needs, before a panel of experienced public officials. The colloquium-style class enables students to improve their communication skills and to use knowledge and experience to improve effectiveness in local government.

GMP 5510 Special Projects in Gerontology (GER) 3 cr.

Individualized program of study resulting in the completion of a special project. The project and its goals must be fully identified before the student will be allowed to enroll in this course. Prerequisite: permission of the instructor.

GMP 5530 Money Market and Monetary Institutions 3 cr.

The function of financial intermediaries; the use of short-term debt and the effective management of cash resources; the nature of and risks involved in the use of short-term financing. Prerequisite: GMP 5080.

GMP 5540 Comparative International Management (IB, AC) 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 Mideast, 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, in international institutions, or with finance departments of corporations operating in world markets.

GMP 5550 Sales Management 3 cr.

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

GMP 5560 Advanced Financial Policy 3 cr.

The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures.

GMP 5570 Marketing Research 3 cr.

The establishment of an effective research program of the external environment and the gathering of marketing data. Sources of market information and the use of the computer and computer simulations in market research.

GMP 5571 Marketing Communication and Promotion 3 cr.

This course will deal with fundamental concepts of marketing communication, including assessment of demand and legal environment of marketing communication; and 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 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 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, and training and supervision of the retail sales force.

GMP 5574 Customer Service Management 3 cr.

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

GMP 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 5577 Import/Export Management (IB) 3 cr.

Import/Export Management provides a comprehensive review and analysis of the elements of an import-export operation from transportation and documentation to strategic planning and finance. Emphasis is placed on developing appropriate management strategies and planning.

GMP 5580 International Business (IB, AC) 3 cr.

This course examines the organizational and marketing systems of multinational and international corporations, the marketing systems used in countries other than the United States, 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.

Introduces students to international banking and discusses those countries where banking and the integration process have an enormous effect on world economy.

GMP 5582 International Fiscal and Monetary Policy (IB) 3 cr.

International Fiscal and Monetary Policy explores concepts and practical application in fiscal and monetary policy, particularly the role of government policy as it relates to the international institution.

GMP 5585 International Business Environment: Global View (IB) 3 cr.

This course studies the geographic, cultural, and political environment of key regions of the globe, together with the economic capacities and potential of the regions. Major course assignment allows selection of region or country by student for examining the business policies and practices of the area that are relevant to the conduct of international operations and trade.

GMP 5590 International Operations & Management, Part I (IB) 3 cr.

This course provides an assessment of the strategies for operating in the global marketplace and reviews the business and organizational options—ranging from agency representation and licensing arrangement, through subsidiaries and joint ventures, to geo-business. The course emphasizes business relationships and organizational structure and their impact on operational effectiveness and control.

GMP 5610 Legal Environment of Business 3 cr.

The legal structure within which managers must function. Implications of trade regulation and 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 3 cr.

The managerial aspects of investment policy and 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 5631 Aging and the Family (GER) 3 cr.

Examination of processes and structures in families with aged persons. Exploration of issues related to changing roles, retirement, caregiving, children, living conditions, finances, and relationships. Identification of therapeutic models and intervention strategies.

GMP 5670 Entrepreneurship and Venture Initiation 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 on audit performance and reporting.

GMP 5716 Governmental Auditing (AC) 3 cr.

With the passage of the Single Audit Act of 1984, all state and local government units that receive \$100,000 or more must be audited every year by a single independent auditor. This course discusses in detail the auditing techniques and requirements prescribed by the act.

GMP 5717 Auditing for Fraud (EL) 3 cr.

This course covers deceptions which are reported or implied in accounting records. The topics that are part of this course include: fraud auditing, legal proceedings, being an expert witness, and the professional responsibilities of the CPA.

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 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 5735 Controllershship (AC) 3 cr.

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

GMP 5736 Internal Auditing/SEC Accounting (AC) 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 5737 Budgeting and Profit Control (AC) 3 cr.

The two primary functions of managers are planning and controlling operations. This course discusses the tools and techniques necessary to accomplish those tasks.

GMP 5746 Evaluation of Accounting Software (AC) 3 cr.

This course examines various extant bookkeeping, accounting, and auditing software packages--evaluating what they do, how they do it and what their limitations are. The "build" versus "buy" decision will be discussed in depth. Prerequisite: GMP 5731.

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 5756 International Accounting I (EL) 3 cr.

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

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 5762.

GMP 5763 Taxation of Estates, Trusts and Gifts (AC) 3 cr.
Advanced study of and 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 on 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 the 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 accountants' legal liability and responsibilities.

GMP 5782 Business Law II (EL) 3 cr.

A continuation of GMP 5781. Prerequisite: GMP 5781.

GMP 5790 Introduction to Financial Planning (AC) 3 cr.

Topics include personal financial planning, risk management, investment planning, and retirement planning.

GMP 5791 Risk Management (AC) 3 cr.

Topics include risk management, risk analysis, and their relationship to various types of insurance.

GMP 5792 Investments (AC) 3 cr.

Topics include investing environment, various types of investments, and portfolio construction.

GMP 5793 Tax Planning and Management (AC) 3 cr.

Topics include taxation of individuals, corporations and partnerships, family tax planning, and compensation issues.

GMP 5794 Retirement Planning and Employee Benefits (AC) 3 cr.

Topics include personal retirement planning, qualified retirement plans, and employee benefits.

GMP 5795 Estate Planning (AC) 3 cr.

Topics include federal estate and gift taxes and the estate planning process and techniques.

GMP 5800 Policy Analysis and Program Evaluation (HS) 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 5830 Retail Financial Services Management 3 cr.

This course presents the strategic marketing, personnel, procedural and computer system issues confronted by retail operations of financial services. The services most emphasized are deposits, consumer lending, residential mortgage lending and securities brokerage.

GMP 5835 Financial Services Marketing 3 cr.

This course links strategic planning with marketing planning. It uses principles of marketing in solving problems, setting objectives, selecting strategies and making tactical decisions. The applications emphasize financial services industries.

GMP 5851 Commercial Lending and Administration 3 cr.

This course deals with pricing strategies, structure of credit facilities, loan agreements and participations, loan reviews and workouts, and the impact of bankruptcy laws on commercial lending. It also covers the management of the lending function in such areas as the development of lending policies and procedures, the approval process, monitoring, and reporting.

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 performance as well as the performance 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, and interest/rate projections, as well as determining the major thrust of the institution.

GMP 5862 Current Issue Symposium (EX) 1 cr.

A series of current topics presented by leading experts concerning financial institutions. The topics generally include consumer trends, managing change and conflict, product pricing, analysis of business conditions, and the future of financial institutions. Several symposia will be offered during a student's M.B.A. program, and he or she is responsible for attendance for a total of 10 classroom hours, normally three symposia.

GMP 5863 Lending Management (EX, AC) 3 cr.

This course focuses on planning, organizing, and controlling the overall lending function. Included will be the setting of objectives, the developing of lending policies and procedures, loan committees and the approval process, and the reporting/monitoring system. This course will also include financial statement

analysis. Commercial, consumer, and real estate loan areas of management will also be addressed.

GMP 5870 Real Estate Construction Lending 3 cr.

This course provides theoretical and practical knowledge of commercial real estate lending principles from the construction phase through the permanent loan stage and analyzes projects from the perspective of both the developer and the financing institutions. It examines several crucial issues in the lending area including the structuring of complex financial transactions, real estate loan documentation, real estate law of lien, underwriting structuring and funding concepts, and problem loan workout and recovery.

GMP 5872 Market Analysis and Site Selection 3 cr.

This course analyzes the measurement of demand for real estate projects or for a particular project in a specific market location. It reviews the effect of national, regional, and local factors on specific markets. Meaningful factors include economic change, social attitudes, changing laws and legal interpretations, and changes in individual attitudes. Introduces supply and demand in various markets. Covers techniques for selecting and evaluating particular sites based on industry location criteria. Focuses on supply and demand aspects unique to real estate, relating to patterns of regional and local development, and on the opportunities available to particular land uses within these parameters. Uses covered include retail, commercial office, industrial, and residential. Particular concentration is placed on the Comprehensive Environmental Response Compensation and Liability Act (CERCLA).

GMP 5874 Real Estate Economics (MB) 3 cr.

Investigates the integration between the national economy and real estate markets from both a theoretical and empirical perspective. Introduces appropriate data sources and techniques useful in the analysis of data. Examines the historical line of the real estate market, economic structure, and spatial relationships of major metropolitan areas of the real estate market. Assesses the performance of specific property types within the context of national and regional economies. Investigates and analyzes business cycles and changing monetary conditions, urban and regional growth cycles and planning factors, financing, labor patterns, and other cost factors. Prerequisite: GMPF 5002 and 5003.

GMP 5876 Managerial Accounting and Reporting - Real Estate (MB) 3 cr.

Examines the uses of managerial accounting in investing, operating, decision making, and management in the real estate development and management industry. Reviews accounting concepts, principles, and reporting requirements that apply to income-producing properties and the positions of real estate investments. Focuses on the use of financial data for planning and controlling ongoing real estate operations. Other topics covered include cost control methods and budget preparation; accounting during acquisition, development, and construction; and rental operations and lease transactions. Prerequisite: GMPF 5001.

GMP 5878 Marketing Management for Real Estate Development and Management (CR) 3 cr.

Planning the marketing effort, integrating it into the total operation of a real estate-related organization, and managing the marketing function are the thrusts of this course. Specific topics include merchandising mix, tenant positioning, advertising, and promotion and retailing. Prerequisite: GMPF 5005.

GMP 5880 Real Estate Finance: Instruments, Institutions, and Investment Analysis (MB, AC) 3 cr.

Real Estate Finance investigates the different instruments and structures by which investments in real estate are financed and examines capital markets, the sources and real estate uses of institutional funds, and the role of government in real estate finance. It examines the methods and strategies by which developers and investors raise their capital and reviews the concept of gap financing and construction loans, negotiating mortgage clauses, enforceability, liability, and remedies. It examines alternative financing instruments in real estate financing, complex joint ventures, wrap arounds, sale-leasebacks, interest rate swaps, and syndications. Prerequisite: GMP 5064.

GMP 5882 Construction Technology and the Building Development Process 3 cr.

This course covers three significant areas of construction including construction practice and materials, structural technology, and building systems. Specific topics include understanding and reading blueprints; current practices in structural design; survey of materials; methods and equipment used in commercial and

industrial construction; loads, stresses, and designs; HVAC systems; water, plumbing, and fire protection systems; and electrical systems. Focus is on the utilization of the fast track concept in this course.

GMP 5884 Urban Infrastructure and Environmental Issues 3 cr.

This course examines the use and development of planning standards to estimate service capacity in urban and suburban locations; the application of urban economics and theories of location and conflict analysis to the siting development of public and quasipublic infrastructure service facilities such as power plants, airports, highways, parks and recreation facilities, waterworks, and sanitation; and the relationship of public services to private land development.

GMP 5886 The Regulation of Real Estate Development (AC) 3 cr.

This course analyzes the specific roles and perspectives of government and business and the specific regulations imposed on the development process by the various levels of government (city, county, and state growth ordinance and restrictions), including environmental reviews, Army Corps of Engineers, landmark designation, building department approval, tax abatement and incentive programs, and rent regulations. Focus is on the development of a practical knowledge base of regulations and when to utilize the knowledge.

GMP 5888 Real Properties Management (AC) 3 cr.

This course examines three principal aspects of the commercial perspective of real properties management. Facilities management focuses on the development of manpower requirements, taxation (assessment/appeal process), reserve for replacement/repair programs, preventive maintenance programs, repair programs, energy management, and building access controls. Facility management examines long-term space planning, design, and construction considerations. The planning and controls focus concentrates on the comparative costing of facilities and the valuing of the real estate assets. Other topics include tenant mix, lease negotiations, advertising and promotion, insurance, and risk management.

GMP 5892 Current Issues Symposium 2 cr.

The Current Issues Symposium is a series of current topics presented by leading experts concerning real estate development and management issues. The topics generally include the politics of development, design for development, managing the development effort, risk assessment in engineering, project management, financing community development, and learning from construction failures.

GMP 5894 Legal Issues in Real Estate 3 cr.

This course examines the legal issues that arise in the operations of property development and management. It establishes the basic principles and instruments of real property law and continues with the problem issue of site acquisition; the organization of the development entity; land use regulation; financial instruments; leases; contracts with professional architects, engineers, designers, and contractors; methods for resolving conflicts; and property disposition.

GMP 5896 - Ethics and the Developer (MB) 1 cr.

This one-credit course is designed to introduce professional real estate students to the moral, social, and policy aspects of the issue of ethics within the real estate commercial development and management field. The course will establish a framework within which the subject of ethics can be explored from a practical perspective. Emphasis will be placed on the fact that real estate professionals have a special obligation to consider alternative solutions to business problems that enhance human values as a byproduct of their decisions.

A focus will be placed on the responsibility of any professional entering the real estate field, which has such a high visibility, to recognize the responsibility to the public and that decisions affect virtually every public sector, i.e., the banker, the developer, the contractor, the architect, and the lawyer, as well as the owner.

A case study format will be utilized to establish examples of specific issues involving ethics within the real estate field. Topics such as ethics and human values definition, the boundaries of ethics, social responsibilities, being accountable to each other within the field, etc., are explored.

GMP 5905 Microcomputer Applications in Business 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 5909 Communicating with Microcomputers 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 5951 Computer 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.
courses when scheduled in Fort Lauderdale in a weeklong

The Doctoral Division

The educational emphasis of Nova's professional doctoral degree programs is on strategic planning and management decision making and problem solving. The Doctorate in Business Administration (D.B.A.) program is a general program for those with a strong master's degree in business and for those who want a broad-based, general business degree. The D.B.A. with specialty programs is designed for those with a strong M.B.A. who want to teach or specialize in accounting, finance, international management, human resource management, marketing, or health services. The specialty degrees are designed for those who desire to teach at the small college and small university level. The Doctorate in Public Administration (D.P.A.) is designed for those who aspire to be senior managers in the public sector. The Doctorate in International Business Administration (D.I.B.A.) provides more intensive instruction in the global aspects of business than the D.B.A. and D.B.A.-IM (International Business) programs. Students in the D.I.B.A. program should have an M.B.A., and a desire to work in the cultural environment of global firms. Graduates of these doctoral programs are amply prepared as practitioner-academics to work with and teach mature undergraduate and graduate students in need of exposure to both practical applications and theoretical constructs in business, international 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 government personnel. The curricula of the programs are carefully balanced to ensure 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. 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 training received in

baccalaureate and master's programs. Nova alumni are recognized leaders in business and industry, government, and education. Their Nova experience has led to individual growth and development, as well as increased productivity in terms of both efficiency and effectiveness for their organizations. The Nova 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 facilitate the accomplishment of such goals.

DOCTORATE IN BUSINESS ADMINISTRATION

Program Objectives

The Doctorate in Business Administration (D.B.A.) curriculum seeks to prepare senior-level management to assume increased responsibility in the areas of strategic planning and decision making; to prepare faculty members of small colleges and universities to teach; and to qualify such faculty for accreditation purposes. Managers and academics both benefit from extensive case studies, lectures from faculty who are selected from a nation-wide pool of teachers, and training in research that includes a unique eighteen-credit dissertation track. The program provides the practitioner and academic with a broad-based common-body-of-knowledge set of courses that establish the business environment. All students take core courses in marketing, finance, and operations management. Career option specialty areas permit those with a business background to focus on one of six specialty areas. While the impact of government and the increasingly global environment are discussed in all classes, the D.P.A. and D.I.B.A. programs are available for those who desire to specialize in these areas.

The program exposes the mature student to the most advanced techniques of decision making. Case studies and research projects are used to develop the skills demanded by high-level staff and line positions. Graduates are executives, teachers, and consultants who are leaders using their professional training to innovate, experiment, design, and manage large systems within complex organizations in our increasingly multifaceted and multisector economy.

Studies Workshop in conjunction with the American Marketing Association (Marketing Educators' Conferences). Health Services students will attend a professional meeting where academic research in the health services field is discussed.

Strategic Decision Making, or the specialty equivalent, is held on campus in Fort Lauderdale as a capstone course activity. This seminar is scheduled three times a year in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

The Seminar in Research Methods is designed to familiarize the student with the University's academic computer and its software systems. Typically, a computer-mediated course will be for one credit hour and may be taught using an electronic classroom supplemented with written materials. Current topics include writing proficiency and statistics. UNIX competency is a prerequisite to this course.

Curriculum Profile

The following curriculum profile of the D.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students pursue the program. New students should consult with their cluster coordinator to develop a draft plan for completing the course and dissertation requirements.

General D.B.A. Program (Management Specialty)

	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 (Computer Mediated)	4
CSA 6072# UNIX Competency (Prerequisite)	
CSA 6080 Professional Studies Workshop	2
CSA 6081 Applied Research Development	2
CSA 6110** International Business and Finance	4
CSA 6120 Marketing Management and Research	4
CSA 6130 Financial Decision Making in Business	4

CSA 6140**	Strategic Decision Making	4
CSA 6150**	Readings in Business Administration	4
CSA 6090	Comprehensive Exam - Part I	0
CSA 6089	Comprehensive Exam - Part II	0
CSA 6091	Dissertation I	2
CSA 6092	Dissertation II	2
CSA 6093	Dissertation III	2
CSA 6094	Dissertation IV	2
CSA 6096	Professional Publication	0
		60

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

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

Tuition for this course is the equivalent of one credit hour at the current tuition rate.

Career Option A: Accounting (ACC)

CSA 6710	Seminar in Financial Accounting
CSA 6720	Federal Taxes and Management Decisions
CSA 6730	Seminar in Managerial Accounting
CSA 6740	International Accounting and Taxation
CSA 6750	Readings in Accounting

Career Option B: Finance (FIN)

CSA 6510	International Finance
CSA 6520	Financial Institutions
CSA 6540	Investments & Taxation
CSA 6140	Strategic Decision Making
CSA 6550	Readings in Finance

Career Option C: 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 D: International Management (IM)

CSA 6410	International Management
CSA 6450	Comparative Government and Economic Systems

CSA 6470	International Legal Framework
CSA 6440	Strategic Decision Making in International Business
CSA 6480	Readings in International Business

Career Option E: Marketing (MKT)

CSA 6810	Marketing Theory
CSA 6830	Research Analysis for Marketing Decisions
CSA 6890	Marketing Topics
CSA 6840	Marketing Strategy
CSA 6850	Readings in Marketing

Career Option F: Health Services (HS)

CSA 6610	Administrative Theory in Health Service
CSA 6620	Health Policy Analysis
CSA 6660	Legal Health Issues in Health Services
CSA 6640	Strategic Decision Making in Health Services
CSA 6650	Readings in Health Services

DOCTORATE IN PUBLIC ADMINISTRATION

Program Objectives

The Doctorate in Public Administration (D.P.A.) curriculum includes common-body-of-knowledge courses designed to improve the understanding of the needs of business and the interface between government and business. Within this framework seminars and specialty courses emphasize management of the public sector in legal, financial, and organizational matters. Problem solving is the driving principle; decision making techniques are tailored to problems of the public sector. Research is designed to acquire advanced knowledge of management and decision making needed to improve productivity in the public sector.

In short, 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 in government. The program develops executives, consultants, and teachers not only to be leaders but also to use their professional backgrounds to innovate, experiment, and design and manage large systems in our increasingly complex and interrelated governmental structure.

Program Philosophy

The D.P.A. program is built on the philosophy that management in government is a professional discipline. The D.P.A. program curriculum consists of courses and seminars that span the common body of knowledge of generic management, and the quantitative aspects of decision making. The specialty courses of the curriculum include the development of the public administration profession and the public administration ethos; basic aspects of public budgeting and finance; comparative administrative systems; and, in the capstone course, the interrelating goals, objectives, and strategies of government and business. 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 role of government in the conduct of international commerce is examined in detail.

The Curriculum

The curriculum consists of 60 graduate credits beyond the master's 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 researching and writing the dissertation, the total length of time in the program is normally between three and four years. Classes meet monthly in a convenient weekend format at cluster locations. Attendance at a once-a-year, weeklong 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.

The Professional Studies Workshop is held in conjunction with the American Society for Public Administration's annual national conference, 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 as early in the program as possible.

The Seminar in Research Methods is designed to familiarize the student with the University's academic computer and its software systems. Typically, a computer-mediated course will be for one credit hour and may be taught using an electronic classroom supplemented with written materials. Current topics include writing proficiency and statistics. UNIX competency is a prerequisite to this course.

A *capstone course*, titled Strategic Decision Making in Government, offers an opportunity to mix with students from the other doctoral programs in a week-long session at the Fort Lauderdale campus. This seminar is scheduled three times a year in April, August, and December. Students register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

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

The DPA 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 (Computer Mediated)	4
CSA 6072#	UNIX Competency (Prerequisite)	
CSA 6080	Professional Studies Workshop	2
CSA 6081	Applied Research Development	2
CSA 6210	Strategic Decision Making in Government	4
CSA 6220	Comparative Administrative Systems	4
CSA 6230	Financial Decision Making in Government	4
CSA 6240	Constitutional/Administrative Law and Ethics	4
CSA 6250	Readings in Public Administration	4
CSA 6090	Comprehensive Exam - Part I	0
CSA 6089	Comprehensive Exam - Part II	0
CSA 6091	Dissertation I	2
CSA 6092	Dissertation II	2
CSA 6093	Dissertation III	2
CSA 6094	Dissertation IV	2
CSA 6096	Professional Publication	0
		60

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

Tuition for CSA 6072 is the equivalent of one credit hour at the current tuition rate.

DOCTORATE IN INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives

The Doctorate in International Business Administration (D.I.B.A.) prepares business and government leaders, as well as management consultants, to engage in planning and decision making in the international business arena. Traditional strategic management concerns of business are treated from the perspective of multinational corporations. Opportunities and threats of the global business environment are related to both foreign and domestic company operations. The impact of cultural differences on marketing and management practices is emphasized throughout the program; financial courses include an examination of international currency and capital markets.

The program is designed for advanced students of international relations, business and government executives, and consultants who seek to refine their decision making skills and to learn the necessary research techniques that accompany high-level responsibility in a global arena. Graduates enhance their professional expertise in international business, enabling them to innovate, experiment, and design and manage large systems within complex organizations in an increasingly global business environment.

Program Philosophy

The D.I.B.A. program substitutes courses with an international content for selected common-body-of-knowledge courses. 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 qualitative areas of business within a global environment.

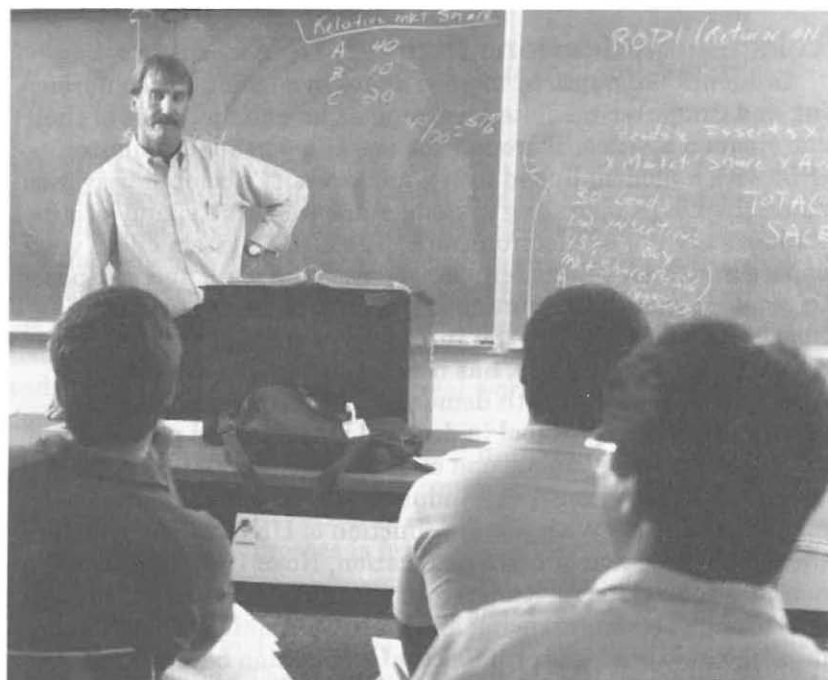
The D.I.B.A. Curriculum

The curriculum consists of 60 graduate credits beyond the master's degree. There are selected management courses and seminars that are taken with D.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. Courses are scheduled on a rotational basis in each of

two formats. Full-time students enroll in classes that meet on a weekend schedule, 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 fewer classes per year. A part-time student can expect to complete the coursework within three years. Completion rate is dependent upon individual preparation time required for the Comprehensive Exam as well as the dissertation. The *Professional Studies Workshop*, which is held in conjunction with the meeting of the Academy of International Business, deals with topical concerns prevalent in the international business community as assessed by practitioners as well as leading scholars in the field. The capstone *Strategic Decision-Making in International Business* course is taken with students from the other programs so as to give advanced students the opportunity to function in an integrated cultural environment.

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

		Credits
CSA 6030	Information and Decision Science	4
CSA 6050	Operations Management	4
CSA 6060	Business and Public Policy Seminar	4
CSA 6071*	Seminar in Research Methods (Computer Mediated)	4
CSA 6072#	UNIX Competency (Prerequisite)	
CSA 6080	Professional Studies Workshop	2
CSA 6081	Applied Research Development	2
CSA 6110	International Business & Finance	4
CSA 6410	International Management	4
CSA 6420	International Marketing	4
CSA 6430	International Finance and Banking	4
CSA 6440	Strategic Decision Making in International Business	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 Exam (Part I)	0
CSA 6089	Comprehensive Exam (Part II)	0



CSA 6091	Dissertation I	2
CSA 6092	Dissertation II	2
CSA 6093	Dissertation III	2
CSA 6094	Dissertation IV	2
CSA 6096	Professional Publication	0
		60

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

#Tuition for CSA 6072 is the equivalent of one credit hour at the current tuition rate.

UNIQUE FEATURES OF THE NOVA PROGRAM

The curricula in the doctoral programs offered by the Business School are designed to meet the educational and professional development needs of upper-level business executives, government administrators, and consultants in the fields of business and public administration and international business. Students benefit from a rich cross-fertilization of ideas and perspectives on problem solving through peer interaction across the disciplines.

Telecommunications through UNIX

Students are required to participate in ongoing 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 are linked electronically. The UNIX system offers vast opportunities for teleconferencing, electronic mail, and self-paced tutorials in quantitative methods, as well as access to many library facilities through the Internet system. CSA 6071, Seminar in Research Methods, has been designed in a computer-mediated format that both demonstrates the power of the computer as a meaningful tool in doctoral research and provides the student with a new dimension of interpersonal relationships 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 in innovative adult education.

Through teleconferencing and electronic mail, students and faculty can extend their intellectual interaction beyond the classroom. The learning environment truly becomes boundless in a temporal and spatial sense. The computer and its sophisticated operating systems are employed as part of the medium of education. Nova University believes that the mastery of telecommunications skills 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 or more decades ago. These skills are still valid research tools for doctoral students in particular fields of study. Today, however, 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 distraction-free environment has become an invaluable tool for the problem solver and decision maker at the highest levels of American business.

Upon entry into the doctoral programs, students are provided detailed information and assistance in 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 and Information Sciences or the School of Business and Entrepreneurship. The Business School is currently implementing computer media elements into all of its

curricula at the doctoral level and is planning for their introduction into the master's curriculum.

Dissertation Track

The dissertation is the culmination of the doctoral program. The dissertation demonstrates the ability of the student to design and implement a major piece of research that has both theoretical and practical significance. In part, the dissertation teaches the student the strengths and limitations of applied research; it also demonstrates the student's ability to link theory to analysis and strategy to operations in the real world of complex organizations.

The courses supporting the dissertation constitute a separate track that is parallel to the other coursework. The student progresses along this track only as ready.

The dissertation process is broken down into its component parts to facilitate student progress. First, the student identifies his or her research area. Next, he or she conducts a comprehensive introduction and literature review focusing on the research questions at hand. The literature review should assist in the identification and explication of the research methodologies used in research efforts. Data collection, analysis, interpretation, assessment, evaluation, summary and conclusions flow naturally from this point. Once the study is complete, it is presented in conventional form.

The student is assisted in the dissertation process by an academic committee of three professors. Students are provided information to assist them in selecting a chair and readers. Students, faculty, and the director of research also communicate through telecommunications via the UNIX operating system.

Students are provided with dissertation guidelines that describe in detail the philosophy and the scope of the dissertation. Procedures are provided also for teleconferencing, electronic mail, self-paced tutorials in quantitative methods, and sophisticated word processing to facilitate student progress through this most important phase of doctoral education.

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 that 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 at least one common-body-of-knowledge course within each of the question categories. Students must have a minimum of a 3.0 grade point average at the time they register for the examination.
4. No outstanding tuition/fees with Nova.

The second phase of the comprehensive examination is taken when all coursework has been completed. A minimum of a 3.0 grade point average is required. Comprehensive examinations are scheduled three times a year. They are available at cluster locations 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 that have been 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. For students in a specialty area, the publication should significantly advance knowledge in that area. For students in the general D.B.A. or D.P.A. programs, the publication should significantly advance knowledge in a legitimate management or public administration area of choice. The School of Business and Entrepreneurship has identified the following accomplishments as acceptable evidence of satisfaction of the doctoral publication requirement:

1. An article published in an academic journal or similar publication;
2. Article published in the proceedings of a national professional conference such as the Academy of Management or the American Society for Public Administration, where rigorous criteria must be met;

3. Report or monograph published by a professional organization, corporation, or public agency where rigorous criteria for selection can be demonstrated;
4. The student's relationship to the Nova doctoral programs in business should be noted in the documentation of the article, if at all possible.

All publications, along with supporting documentation, will be reviewed by the director of the doctoral programs, who will determine their acceptability.

ADMINISTRATIVE INFORMATION ON THE DOCTORAL PROGRAMS

Admission Requirements

Admissions requirements for the student wishing to matriculate in any of the doctoral programs offered through the 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 (M.B.A.) or similar management degree with specific business foundation courses at the master's level. D.P.A. applicants are expected to have a master of public administration (M.P.A.), political science (M.S./PS), or similar degree with specific management foundation courses at the master's level. Master's level foundation courses requirements and exceptions are as follows:

Requirements:

Accounting or Finance, Economics-Macro/Micro, Marketing, Management or Organizational Theory, Quantitative Methods or Statistics.

Provisions for satisfying foundation course gaps are provided below.

Exceptions:

D.B.A./ACC— Does not require master's-level economics, but does require a sufficient background in accounting.

D.B.A./HRM— Does not require master's-level economics, but does require personnel or human resource management.

D.B.A./HS,

D.B.A./MKT— Do not require master's level economics.

D.P.A.— Does not require marketing, or finance

2. Five years of 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 vitae" with detailed explanation of previous and present employment responsibilities.
5. Submission of a written essay of between 500 to 1,000 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). It is desirable that test scores be less 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. Test scores are evaluated in relation to undergraduate and graduate grade-point averages. As a general rule, mean scores tend to be 500+ on the GMAT, undergraduate grade point averages are 3.0+, and graduate grade-point averages are 3.4+. These scores are only guidelines and are evaluated in the context of students' professional attainments.

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 comprises senior faculty in the School of Business and Entrepreneurship. The Admissions Office is responsible for 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 of 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 that 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 before the student is eligible to take the Comprehensive Examination or advance 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 another accredited university. 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. Nova is developing computer-mediated tutorials in some of the foundation course areas. In the future, this material may be available for use in preparation for proficiency examinations.

Acceptance Procedures

Students are admitted to 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. Provisional acceptance is given to students who have not yet satisfied all the admissions requirements but have given evidence that all requirements 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.

Active Status, Inactive Status, and Reinstatement

Students are considered actively engaged in graduate study if they are enrolled in one doctoral or foundation course or enrolled in a two-credit 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, provided they sit for the exam in that term. Finally, students registered for two dissertation credits, for any two-credit computer mediated instruction or seminar, or for their advanced readings course are considered to be actively enrolled under the same conditions as if they were 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, or computer mediated instruction for three 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. 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. The University reserves the right not to reinstate any student who was on academic probation at the time he or she interrupted matriculation, or was not in good financial standing. Such students petitioning for reinstatement may be required to reenroll 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 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 six consecutive days and are scheduled three times per year. Students generally attend three courses and one national seminar per year to maintain their active status. Generally speaking, there are eight classes, two national seminars, one Professional Studies Workshop (in conjunction with attendance at a professional conference), eighteen hours of dissertation track, and the comprehensive examinations. The program is designed to be completed in 36 to 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 nontraditional 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. Missing an entire weekend requires rescheduling. Networking and peer interaction may be relied upon in the event 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 such location is referred to as a "cluster" of students pursuing common educational goals. Each cluster has an administrative/academic coordinator. The administrative coordinator is responsible for logistics and local arrangements. Applicants should check with the program office for the regional cluster 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 a program of graduate study at another accredited institution, provided the doctoral courses have not been applied toward another degree, 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 doctoral student development office at the time of application to the doctoral program. Students may not transfer credits taken after the date of their first matriculation in any Nova doctoral program. Credits earned at Nova University are transferable only at the discretion of the receiving school.

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 will 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, but the highest grade earned in the course will be computed as part of the GPA, thus enabling the student to improve his or her grade-point average.

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 full tuition cost), 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)	Weak
C	(2.0)	Poor
F	(0.0)	Failure

- I Incomplete— Given when most but not all coursework has been completed. An "I" 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 first weekend of class 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 after the term in which the "I" was assigned in which to make up the incomplete coursework. If the "I" is not changed to a grade by the instructor, an "IW" (Incomplete Withdrawal) will be recorded on the student's transcript. 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. The grade appeal procedure must be initiated *no later than one term after completion of the course requirements*.

- 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 10 days, the matter will be referred to the program director for review and resolution.

All nongrade student grievances must be made in writing to the Director of Doctoral Programs.

Student Costs*

Application Fee	\$ 40
Student Activities Fee (Ft. Lauderdale cluster only) per term	\$ 10
Registration Fee (per term)	\$ 25
Late Registration Fee	\$ 50
Reinstatement Fee	\$ 100
Graduation Fee (excluding cap and gown)	\$ 50
Tuition: Doctoral (per credit hour)	\$ 400
Tuition: Master's Level Prerequisites (per credit hour)	\$ 325
Seminar/Workshop Fees (in addition to tuition)	
Business and Public Policy Seminar	\$ 150
Professional Studies Workshop	\$ 50
Dissertation Continuation Fee (per term)	\$ 800
Comprehensive Examination Fee	\$ 50

*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 program representative. The late registration fee is charged any time payment is received by the University beyond the closing date for registration.

The reinstatement fee is a charge to reactivate students who have not enrolled in courses for one year or longer who seek readmission to the program. Payment of this fee does not guarantee readmission.

The seminar and workshop fees are assessed to defray nonacademic expenses associated with the delivery of these course activities. These include such items as logistical support of students and, occasionally, program-related materials typically not covered by tuition. Details regarding computer usage beyond the initial 60 hours are available through the Program Office.

Student fees are due and payable during specified registration periods prior to the commencement of terms. In the event students are in need of financial assistance, they are advised to contact the Office of Student Financial Aid.



Financial Aid

The Financial Aid Office performs a University-wide function and is not a part of SBE. While the program office can assist students to facilitate the processing of financial aid papers, it does not determine eligibility for initial financial assistance or eligibility for continuation of financial assistance.

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; be eligible for continued enrollment; be a United States citizen, national or permanent resident; and be 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 Aid
Parker Building, Room 348
3301 College Avenue
Ft. Lauderdale, Florida 33314
(305) 475-7410
Dade County: (305) 940-6447
Toll-free: (800) 541-6682

VA Benefits

The programs at Nova University offered through the School of Business and Entrepreneurship are approved for veterans' training through the 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 University Registrar.

Veterans Administration Requirements

Satisfactory Progress: Students receiving veterans' benefits are required to maintain grades indicating 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.

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.

Nonpunitive Grades: The law prohibits the payment of veterans' benefits for a course from which a student withdraws or when a student receives an incomplete grade (see below), or

completes but receives a grade for the course that is not used in computing requirements for graduation. At Nova University these grades include: I-Incomplete, NG-No Grade, AU-Audit, IW-Incomplete Withdrawal, and 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. If the student has already been paid, then he or she will be required to make repayment to the Veterans Administration. Note that the "Progress Report" grade used in CSA 6072 and for some of the dissertation credits is accepted by the VA.

If a student receives an "I" grade, it will not be reported immediately to the Veterans Administration Regional Office. 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, 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 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 provide the program office promptly with ALL

transcripts of work previously completed. This will ensure that prior credit is evaluated quickly. This will avoid delay in processing veterans' benefits. Credits earned at Nova University are transferable only at the discretion of the receiving school.

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. In addition, Florida law provides that students have three working days from the date of signing an enrollment contract or financial agreement with the University to request a cancellation of the contract in writing and receive a full refund of any tuition and registration fees paid. Further a student shall receive a full refund of tuition and registration fees paid by the student prior to the commencement of instruction if the student submits a written request to the institution within three working days of the payment.

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
8. All tuition/fees must be paid in full.

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 course work 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 in 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 course work 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.

Advising

All required paperwork for admission to the doctoral programs and the registration for courses, seminars, and workshops; comprehensive examinations; and dissertation components may be processed either in person or through the mail. Students in field-based clusters can receive advising through 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 advising is available during national seminars and workshops at which campus-based faculty and administrators are present.

Placement Office

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 for membership in the National Alumni Association. For further information, contact the association at Nova.

Faculty

The full-time faculty of the School of Business and Entrepreneurship is augmented by outstanding national lecturers. National lecturers are selected based upon qualifications in teaching, research, publications, and consulting. The core of full-time faculty maintain offices at the East Campus on SW 9th Avenue in Fort Lauderdale. Criteria for the selection of full-time faculty include teaching effectiveness, field experience, research and publication, and the programmatic needs of the School. Some of our faculty have worked with the school's programs since initiation, providing experience and continuity to the programs. Those interested in knowing about the faculty may contact the program director at 305-475-7684; resumes for all faculty members are available in the program office.

Procedures for Resolving Allegations of Student Misconduct

Student misconduct includes the undocumented copying or paraphrasing of references and cheating on examinations. (See below).

The procedure for the disposition of allegations of misconduct follows:

- Step One: Written allegations are submitted to the relevant program director by a faculty member, administrative staff member, or student. The allegations should be in writing and contain all pertinent facts, evidence, and witnesses.
- Step Two: The program director will, in a timely manner, notify the accused student in writing that an inquiry will be undertaken and will specify the nature of the allegation.

- Step Three: The program director will appoint a committee consisting of a faculty member, an administrator or staff person, and a student.
- Step Four: The committee will assemble all pertinent documentary evidence, written statements from witnesses, and a written statement from the accused student in response to the allegation.
- Step Five: The accused student may request in a timely manner a hearing before the committee. The hearing is informal. The student may present evidence, question witnesses, and rebut evidence. A written report will be made of any hearing. The burden of proof will be on the party making the allegations. The standard of proof will be "substantial evidence," that is, whether it is reasonable to conclude from the evidence submitted that the student did commit the violation.
- Step Six: The committee will examine all the evidence, determine the facts, apply the policy to the facts, and render a decision as to the student's culpability, or lack thereof, and if culpable, the degree of culpability.
- Step Seven: The committee's findings and decision will be submitted to the accused student's program director, who will either dismiss the case or impose an appropriate penalty. The program director's decision will be presented to the student in a timely manner.
- Step Eight: The sanctioned student will be informed in writing of the right to appeal in a timely manner the decision of the committee and/or the penalty imposed by the program director to the dean. The sanctioned student will be entitled to access to the record and will be allowed to rebut in writing the findings/conclusions of the committee and decision by the program director.
- Step Nine: The dean will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.
- Step Ten: The decision of the dean will be considered final, and the student will not be given any further opportunity to appeal within the University system, unless such appeal is explicitly conferred by the University.

The School of Business and Entrepreneurship will not guarantee a student the right to continue attending classes pending the outcome of further legal processes.

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 that have been collected with the help of others if properly acknowledged)
4. Cheating (giving or receiving help during examinations, 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 or unethical or that reflects adversely on the Nova program or the professional community
7. Behavior that violates the general understanding of the proper conduct for graduate students.

MEETING DATES for 1994

	SEQUENCE I	SEQUENCE II
Winter	Jan. 8-9 Feb. 5-6 March 5-6	Jan. 22-23 Feb. 26-27 March 12-13
Summer	May 14-15 June 4-5 July 9-10	May 21-22 June 25-26 July 23-24
Fall	Sept. 10-11 Oct. 8-9 Nov. 5-6	Sept. 17-18 Oct. 22-23 Nov. 12-13

Every effort is made to hold classes on these dates, and at the scheduled cluster sites. In a few instances, dates are changed after discussion with professors and students, and again, in a few instances special arrangements are made in coordination with students and professors when four or less students are enrolled at one site.

The following are held as four to six day seminars:

1. National Cluster: Winter, Summer, Fall
2. Specialty Institutes: July (Summer Term)
3. National Seminar in Washington, D.C. (CSA 6060):
Winter, Summer, Fall
4. National Seminars in Fort Lauderdale (CSA 6140 or
equivalent capstone course): Winter, Summer, Fall

CSA 6081 (Applied Research Development): To be offered in Fort Lauderdale (two times) and once each at the Phoenix and Northern Virginia cluster sites during the upcoming Winter and Summer Terms in 1994.

DOCTORAL PROGRAM 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: Graduate level 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 the role of HRM in organization management, survey research, employee development, selection and reward systems, HRM policy, team building, organizational change, managerial competence, applied management skills, 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: Graduate level 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 expose mid-level and high-level administrators to economic techniques applicable to both public and private business decision making. It will impart the skills

necessary for utilization of these. An economic focus will be provided for the application of quantitative analyses such as regression, cost benefit, cost effectiveness, linear programming, mini-max, and time and risk. Applications such as demand functions, cost functions, production functions, pricing of both public and private goods, human capital and market structures will be examined.

The focus of the course will be on case analysis and the preparation by each student of a research paper that applies one of these techniques to the solution of a job-related economics problem. Prerequisite: Graduate level Economics MICRO/MACRO

CSA 6050 Operations Management (4 credits)

Operations management covers both manufacturing and service industries and deals with a multitude of activities needed to produce or process goods and services in the private and public sectors.

The course emphasizes the production and operations portion of businesses and public agencies. The 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 multifaceted relationships between business and public policy. It involves an examination of key public policy processes, problems and issues and their impact on business policies and operations. Although the focus will be on the U.S. federal government and the economy and the roles and impact of state and local governments, foreign governments, and international organizations will also be reviewed. Similarly, the "politics" of intracompany, intraindustry, and interindustry relationships will be analyzed. The approach will involve a wide variety of disciplines, e.g., business administration, public administration, economics, political science, and law sociology. Prerequisite: CSA 6071 cm 1 6072.

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:

CM 5. Computer-Based Research and Writing Skills Using UNIX

UNIX-based word processing and writing skills using the Nova computer, a microcomputer, the UNIX text-editing capacity, and Writer's Workbench. You will prepare a review of the literature. **Prerequisites:** CSA 6072 or UNIX competency; approval of preliminary literature review.

CM6. Research Techniques I

This one-credit course examines the nature of information, data, statistical analysis, and reporting. Statistical analyses from many perspectives, including descriptive statistics and inferential statistics at the univariate level, will be emphasized in this course. **Prerequisite:** CSA 6081.

CM7. Research Techniques II

This one-credit course will examine the nature of factorial designs; multivariate analyses; correlation, regression, and prediction equations; and techniques associated with data exploration. A variety of computer-based tools will be used to conduct the statistical analyses associated with this course. **Prerequisite:** CSA 6081.

CM8. Research Techniques III

This one-credit course will examine the nature of factorial designs; multivariate analyses; correlation, regression, and prediction equations; and techniques associated with data exploration. A variety of computer-based tools will be used to conduct the statistical analyses associated with course. **Prerequisite:** CSA 6081.

CSA 6072 UNIX Competency (prerequisite)

This course includes both facility on a microcomputer of the student's choice and the use of UNIX on the Nova University campus-based computer. Students who can prove UNIX competency may request to challenge out of this course.

CSA 6080 Professional Studies Workshop (2 credits)

A required two-credit workshop held every year in conjunction with the American Society for Public Administration's (ASPA) annual meeting for D.P.A. students, the Society for Human Resource Management for D.B.A./HRM students, the Academy of International Business' annual meeting for D.B.A./IM and D.I.B.A. students, the American Accounting Association for the D.B.A./ACC students, the Financial Management Association for the D.B.A./FIN students, and the American Marketing Association (Marketing Educators' Conference) for the D.B.A./MKT students. The annual Academy of Management training meeting in August is the workshop site for D.B.A. students. Nova's programs are in no way associated with ASPA or the academies. 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 6081 Applied Research Development (2 credits)

The role of research in the business decision making process will be explored. The significance of theory in the research process will be defined. The varied appropriate methodologies that could be brought to bear in such endeavors will be studied in depth. Students will be expected to understand the framing of research questions, the development of an appropriate methodology and the selection of the appropriate techniques to carry out research.

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 nontariff 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.

CSA 6120 Marketing Management and Research (4 credits)

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

CSA 6130 Financial Decision Making in Business (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 analyses, 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. Prerequisite: Graduate level Accounting/Finance.

CSA 6140 Strategic Decision Making (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 of 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 the Comprehensive Exam.

CSA 6150 Reading in Business Administration (4 credits)

This is an independent reading course in preparation for the dissertation. A student works with an academic advisor in developing a bibliography of readings that support an in-depth examination of a management area of student interest as background for the dissertation. Prerequisite: Approval of concept paper.

CSA 6151 Readings in Management/Organizational Behavior

This is an advanced, independent readings course in preparation for the dissertation. A student works with an academic advisor in developing a bibliography of readings that support an indepth examination of a Management/Organizational Behavior area as background for the dissertation. Prerequisite: Approval of concept paper.

CSA 6210 Strategic Decision Making in Government (4 credits)

This is the capstone course in the doctorate in public administration program. Its main objective is to share the knowledge gained from the various functional area courses. The purpose of this course is to consider the ideas, interests, and institutions that 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 organizations. Prerequisite: Completion of all coursework and passing of Part I of the 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 Germany. Sessions one and two consider the local, regional, and national systems of governance of selected countries such as the United Kingdom, France, and Germany. Sessions three and four consider the complex system of interaction and dependency created by the dispersal of governmental authority among many agencies, levels of government and jurisdictions; and 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 is 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 five and six study the needs and underlying political problems of metropolitan complexes.

CSA 6230 Financial Decision Making in Government (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 when 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 one and two 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 three and four 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 administration action, standards for the exercise of administrative discretion, and modern dynamics of the relationship between the administrative and judicial processes are studied. Sessions five and six 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 punitively 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, nongovernmental world of religious, cultural, and 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 adviser in developing a bibliography of readings that supports an in-depth examination of a management area of student interest as background for the dissertation. Prerequisite: Approval of concept paper.

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. Prerequisite: Graduate level Personnel/Human Resource Management, Passing of Part I of Comprehensive Examination.

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 that may be included are human resource planning, recruitment and selection, performance and promotion systems, incentives and awards, compensation and benefits, and human resource information systems. Prerequisite: Graduate level Personnel/Human Resource Management.

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. Prerequisite: Graduate level Personnel/Human Resource Management.

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. Prerequisite: Graduate level Personnel/Human Resource Management.

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. Prerequisite: Approval of concept paper.

CSA 6410 International Management (4 credits)

This course is an examination of the general field of administration with emphasis on the role of the management process, organizational behavior, and human resource management in

international management. Topics to be covered include the evolution of management theory, the international manager's job, the modern emphasis on effective utilization of human resources, and the managerial issues confounding top management as they attempt to plan, organize, lead, and control global operations. Prerequisite: Graduate Management/Organizational Theory.

CSA 6420 International Marketing (4 credits)

This course is designed to develop an understanding of the problems or opportunities present in the international business environment and the challenges involved in the development and implementation of the international corporate/marketing strategy. It includes an analysis of the environment of international markets, theories and models, market research methodology, and 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 6440 Strategic Decision Making in International Business (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 of 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 the Comprehensive Exam.

CSA 6450 Comparative Government and Economic Systems (4 credits)

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

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 the history of the international legal order, sources of international law, incorporation of international law into U.S. law, sovereignty, diplomatic protection, human rights, institutions of the United Nations 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 6480 Readings in International Business Administration (4 credits)

This is an independent reading course in preparation for the dissertation. A student works with an academic adviser in developing a bibliography of readings that support an in-depth examination of a management area of student interest as background for the dissertation. Prerequisite: Approval of concept paper.

CSA 6510 International Finance (4 credits)

This course is designed to extend the student's knowledge of corporate finance, investment, and financial institutions to the international arena. The theoretical basis for the international component, the environment of the international financial component, the solution of management problems which arise due to the international component, the associated regulatory complexities, and the currently active areas of modern academic research associated with international financial management will be covered. Prerequisite: Accounting/Finance, Economics (Micro/Macro).

CSA 6520 Financial Institutions (4 credits)

This course is designed to demonstrate the use of financial analysis techniques and strategies that are used to assist in corporate decision making at commercial banks, savings and loans, savings banks, credit unions, insurance companies, mutual and money market funds, investment banks and brokerage firms. We will explore the role of all of these financial institutions in the economy and examine carefully the competitive nature and the differences between institutions. We will also examine the macro-environment (overview), banking industry, other trends and problems in the environment of financial institutions. Prerequisite: Accounting/Finance, Economics (Micro/Macro).

CSA 6540 Investments and Taxation (4 credits)

The objectives of this course are to gain an understanding of the efficient market hypothesis and tests of market efficiency; gain an understanding of options and futures markets; relate options and futures markets to commodity markets; evaluate portfolio management theories and practices; investigate old and new investment instruments with taxes. Graduate Level Management or Org. Behavior, Quantitative Methods or Statistics, Marketing, Accounting/Finance, Economics (Micro/Macro).

CSA 6550 Readings in Finance (4 credits)

Directed readings of journals and related literature in the area of dissertation interest. A list of mandatory articles that are classic in the field of financial research is included in the bibliography. Students should become familiar with the theories, research questions, and research design as portrayed in these classic articles. Prerequisite: Approval of concept paper.

CSA 6610 Administrative Theory in Health Service (4 credits)

A doctoral seminar that includes a review of work of the classical theorists in the management discipline and a more detailed services environment. Students are encouraged to compare and contrast management theories and to examine these theories in the critical light of their own experience. Students develop skills in academic research through the preparation of research papers and literature reviews.

CSA 6620 Health Policy Analysis (4 credits)

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

CSA 6640 Strategic Decision-Making (4 credits)

This is the capstone course in the doctoral 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 of 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 course work and passing of Part I of the Comprehensive Exam.

CSA 6650 Readings in Health Services (4 credits)

An independent readings course that focuses on reports of academic research as reported in professional journals of the health services field. This course is a part of the dissertation track and is scheduled after the dissertation concept paper is approved. You will scan a large body of the literature and report on several articles that describe research designs that might be applied in your dissertation research. Prerequisite: Approval of concept paper.

CSA 6660 Legal Issues in Health Services (4 credits)

This seminar will feature a series of legal concepts and issues facing health care managers in today's dynamic and evolving health care delivery system. Students will analyze conflicts arising from legal, economic, and social issues. The structure of the legal system, governmental bodies regulating the health care industry, and some of the entities that make up the health care system will be studied as a framework for analyzing substantive issues.

CSA 6710 Seminar in Financial Accounting (4 credits)

This course explores the milieu of the study of financial accounting and current topics in accounting education. The course is divided into four modules. Module I, using the computer several months prior to the actual class meeting dates, reviews the writings of selected accounting authors of yesteryear. Modules II and III discuss current issues and research in financial accounting, while Module IV critiques current problems and developments in accounting education.

CSA 6720 Federal Taxes and Management Decisions (4 credits)

This course provides an overview of the area of federal taxes on individuals, corporations, and partnerships and the impact those taxes have on management decisions. Using the computer several months prior to the actual class meeting dates, Modules I and II review federal taxes on individuals and on corporations and partnerships. Modules III and IV review the impact those taxes have on the corporation and its employees and executives and the management decisions that can be made to minimize that impact.

CSA 6730 Seminar in Managerial Accounting (4 credits)

This course discusses areas of interest in managerial accounting. Module I, using the computer several months prior to the actual class meeting dates, reviews current developments in human resource accounting, behavioral accounting, and public interest/social responsibility accounting. Modules II and III deal with the current writings, research, and issues in the domain of managerial accounting. Module IV, using a case study approach, consists of open discussions of ethics in accounting and business.

CSA 6740 International Accounting and Taxation (4 credits)

This course is divided into four modules. Module I, using the computer several months prior to the actual class meeting dates, reviews how U.S. corporations and their foreign subsidiaries account for foreign transactions. Module II reviews the ways other nations do their accounting. Module III explores ways and means of harmonizing the many diverse accounting systems currently in practice. Module IV reviews the ways other nations tax their citizens and corporations.

CSA 6750 Readings in Accounting (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. Prerequisite: Approval of concept paper.

CSA 6810 Marketing Theory (4 credits)

This course is designed to prepare the DBA candidate in Marketing for the dissertation by providing them with the skills to develop theory within a marketing context. The student will be exposed to a structured theory development procedure and will complete a theory development paper. In addition, the student will read and critique works in the field. Prerequisite: Graduate level Marketing Management.

CSA 6830 Research Analysis for Marketing Decisions (4 credits)

The course is designed to help DBA candidates master their understanding of the total process of generating and transforming data into information relevant to identification and analysis of issues in the field of marketing. Emphases are placed on research designs: exploratory, descriptive and causal; methodologies in: measurement and scaling, sampling and inferential statistics; techniques of data analysis: parametric, nonparametric, simple and multivariate. Students will gain experience in analyzing "real-life" marketing research data using either VAX or PC-based SPSSX software. Prerequisite: Graduate level Marketing Management.

CSA 6840 Marketing Strategy (4 credits)

This is the capstone course in the DBA/MKT doctoral program, with the main objective to integrate knowledge acquired from various functional area courses. The interacting of diverse interests of the various stakeholders will be studied as they relate to strategic and policy decisions. Students will be exposed to the strategic marketing planning process via cases and/or a simulation. Prerequisite: All other coursework and passing Part I of the Comprehensive Exam.

CSA 6850 Readings in Marketing (4 credits)

This is an independent reading course that serves as a preparation for the dissertation. The student works with an academic advisor in developing a bibliography of readings that support an in-depth examination of a marketing topic. Prerequisite: Approval of concept paper.

CSA 6890 Marketing Topics (4 credits)

Students will be introduced to special topics such as International Marketing, Buyer Behavior, Marketing Communications, Brand Equity, etc. Prerequisite: Graduate level Marketing Management.

CSA 7000 Advanced Seminar in Management Education Methods (2 credits)

This course addresses the techniques and strategies that instructors may employ in the education of adult professionals and executives. Seminar participants will explore various options for teaching specific content typologies in a formal educational environment. Participants will also assess their instructional style. Accelerated learning methods will be discussed. Prerequisite: An advanced degree, and current or previous enrollment in the D.B.A., D.P.A., or D.I.B.A. program. Registration for this course requires approval of the Associate Dean for Academic Affairs of the School of Business and Entrepreneurship. This course will be required for all doctoral candidates enrolled in the School of Business and Entrepreneurship interested in applying for a graduate teaching assistantship of Nova University.

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Nova University Policies Governing Student Relations

General

Nova University has established specific policies, procedures, and guidelines defining its relationship with its students. The term "student" defines the student, or parents of the student if the student qualifies as a dependent under the provisions of the Internal Revenue Code.

Institutional and Academic Information

Nova and its academic schools and centers periodically publish bulletins or catalogs describing Nova and its programs. These bulletins are available to enrolled and prospective students through the various admissions offices associated with academic units or from the Office of the University Registrar. Each academic unit, group of units, and/or the registrar's office maintains at least one full-time employee to assist students in obtaining information.

International Students

International students who intend to reside in the United States and who are required to obtain an I-20 visa must be full-time degree-seeking students and must attend the main campus in Fort Lauderdale. While financial aid is available for United States citizens only, some scholarship money may be available for foreign students. For further information contact: International Student Adviser, Nova University, 3301 College Avenue, Fort Lauderdale, Florida 33314. Toll free: (800) 541-6682, Ext. 5695. All others: (305) 370-5695.

Veterans' Benefits

All programs described in this catalog are approved for veterans' training by the Bureau of State Approval for Veterans' Training, Florida Department of Veterans' Affairs. Eligible veterans and veterans' dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314, telephone (305) 370-5695 or toll-free (800) 541-6682, Ext. 5695.

Veterans' Benefits for Off-Campus Graduate Programs

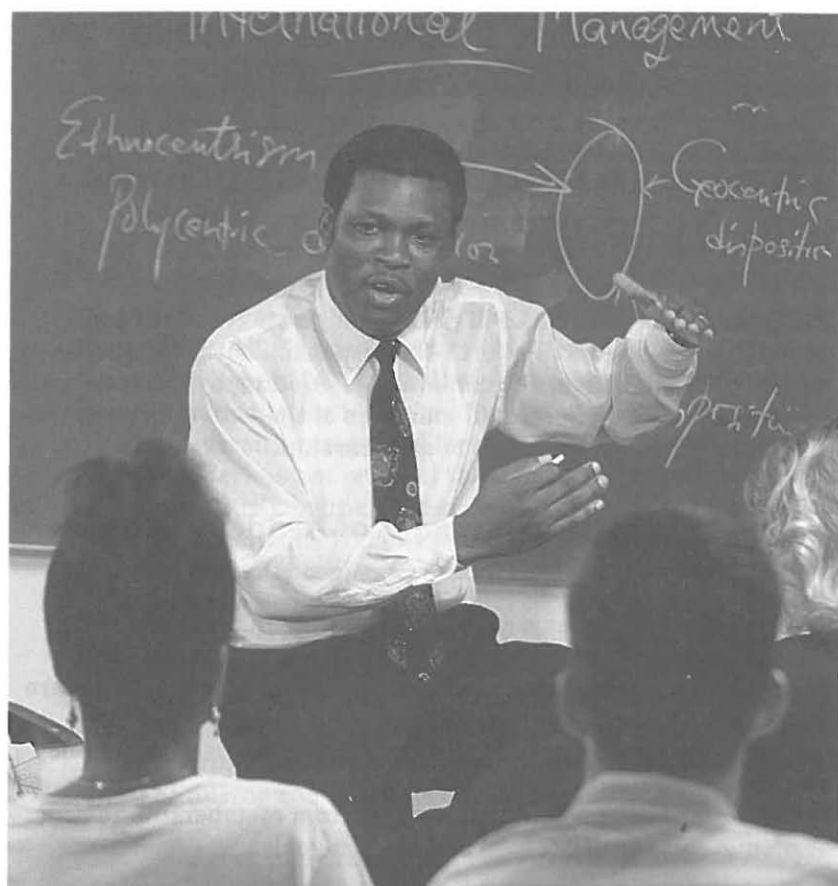
The Veterans Administration considers all programs that meet off campus (field-based programs, cluster programs) to be programs of independent study for veterans' benefits purposes. The Veterans Administration will make the decision as to the rate of the benefit.

Grade/Progress Reports for VA Students

Each VA student will be provided a grade/progress report at the end of every evaluation period (e.g., term, semester, quarter). A copy of each report will be placed in the student's permanent file maintained by the Office of the University Registrar.

Nondiscrimination

Nova fully subscribes to and practices a policy of nondiscrimination in admissions and enrollment. No applicant or enrolled student shall be discriminated against because of religion, sex, handicap, color, or national or ethnic origin. The University registrar is designated as the policy coordinator to assure compliance with all federal, state, and local laws and regulations relative to nondiscrimination.



STUDENT RIGHTS AND RESPONSIBILITIES

The Code of Student Conduct and Academic Responsibility

Purpose: This code seeks to promote high standards of academic integrity by setting forth the responsibilities of students as members of the University community. Abiding by the code ensures a climate wherein all members of the University community can exercise their rights of membership.

Nova University Statement of Academic Rights and Responsibilities

Nova University, as a community of women and men, is committed to furthering scholarship, academic pursuits, and service to our society. As an institution, our purpose is to assure all students an equal opportunity to fulfill their intellectual potential through pursuit of the highest standards of academic excellence.

Certain rights and obligations flow from membership in any academic community committed to such goals:

- The rights of personal and intellectual freedom, which are fundamental to the idea of a university;
- A scrupulous respect for the equal rights and dignity of others; and
- Dedication to the scholarly and educational purposes of the University and participation in promoting and assuring the academic quality and credibility of the institution.

Students are responsible for obtaining, learning, and observing the established University and center policies as listed in all official publications. In addition, students must comply with the legal and ethical standards of the institution as well as those of Broward County and the State of Florida. All members of the community should inform the appropriate official of any violation of conduct regulations.

A. Academic Standards

The University expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The academic honesty standards include:

1. **Original Work.** Assignments such as course preparations, exams, texts, projects, term papers, practicums, etc., must be the original work of the student. Original work may include the thoughts and words of another author, but if that is the case, those ideas or words must be indicated in a manner consistent with a University-recognized form and style manual.

Work is not original that has been submitted previously by the author or by anyone else for academic credit. Work is not original that has been copied or partially copied from any other source, including another student, unless such copying is acknowledged by the person submitting the work for the credit at the time the work is being submitted or unless copying, sharing, or joint authorship is an express part of the assignment. Exams and tests are original work when no unauthorized aid is given, received, or used prior to or during the course of the examination.

2. **Referencing the Works of Another Author.** All academic work submitted for credit or as partial fulfillment of course requirements must adhere to each center's specific accepted reference manuals and rules of documentation. Standards of scholarship require that proper acknowledgement be given by the writer when the thoughts and words of another author are used. Students must acquire a style manual approved by their center and become familiar with accepted scholarly and editorial practice in their program. Students' work must comport with the adopted citation manual for their particular center.

At Nova University, it is plagiarism to represent another person's work, words, or ideas as one's own without use of a center-recognized method of citation. Deviating from center standards I(A) (1) or I(A) (2) is considered plagiarism at Nova University.

3. **Tendering of Information.** All academic work must be the original work of the student. Giving or allowing one's work to be copied, giving out exam questions or answers, or releasing or selling term papers is prohibited.
4. **Acts Prohibited.** Students should avoid any impropriety, or the appearance thereof, in taking examinations or completing work in pursuance of their educational goals.

Violations of academic responsibility include, but are not limited to:

 - a. Plagiarism;
 - b. Any form of cheating;
 - c. Conspiracy to commit academic dishonesty;
 - d. Misrepresentation;
 - e. Bribery in an attempt to gain an academic advantage;
 - f. Forging or altering documents or credentials; and
 - g. Knowingly furnishing false information to the institution.
5. **Additional Matters of Ethical Concern.** Where circumstances are such as to place students in positions of power over University personnel, inside or outside the institution, students should avoid any reasonable suspicion that they have used that power for personal benefit or in a capricious manner.

B. Conduct Standards

1. Students should not interfere with the rights, safety, or health of members of the University community nor interfere with other students' right to learn. Students are expected to abide by all University, center, and program rules and regulations and all local, state, and federal laws. Violations of conduct standards include, but are not limited to:
 - a. Theft;
 - b. Vandalism;
 - c. Disruptive behavior;

- d. Possession or use of firearms, fireworks, explosives, or other dangerous substances or items;
 - e. Possession, transfer, sale, or use of illicit drugs;
 - f. Appearance in class or on campus under the apparent influence of alcohol or illicit drugs or chemicals;
 - g. Violations of housing regulations;
 - h. Any act or conspiracy to commit an act which is harassing or abusive or which invades an individual's right to privacy, including, but not limited to, sexual harassment and abuse against members of a particular racial, ethnic, religious, or cultural group;
 - i. Threats of or actual damage to property or physical harm to others; and
 - j. Nova University prohibits any activity that may be construed as hazing. "Hazing" is defined as: any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into or affiliation with any organization operating under the sanction of a university; and
 - k. Failure to pay tuition and fees in a timely manner.
2. Students must have authorization from the University to have access to University documents, data, programs, and other types of information and information systems. Any use of the above without authorization is prohibited.

C. Supplementary Standards

Students are expected to comply with the legal and ethical standards of this institution and those of their chosen field of study, including the code of ethics for computer usage. The University and each center or program may prescribe additional standards for student

conduct as would comport with the letter and spirit of this code.

D. Violations

Any violation(s) of any of the academic standards, conduct standards, or supplemental standards may result in a complaint being filed against a student to enforce the Code of Student Conduct and Academic Responsibility. Deans or directors may, in their discretion, immediately suspend students pending a hearing on charges of academic conduct or supplemental standard violations. Any student found guilty of a violation of the academic, conduct, or supplemental standards will be subject to disciplinary action, including expulsion from the University.

Student Code of Computer Ethics

Nova University provides computer systems with access to hardware, software, and networks to enhance academic experience. The University's computer systems are vital to its programs of instruction, research, and administration. Nova University's computer systems refer to all computers owned or operated by the University and include hardware, software, data, and communication networks associated with these systems. In particular, computer systems refer to systems ranging from multiuser time-sharing systems to single-user terminals and personal computers, whether free standing or connected to a network.

Ethical conduct by students in the use of this technology is the same as in all other areas of University life and it is of equal importance. All students are expected to abide by the Nova University Code of Student Conduct and Academic Responsibility. Students, as part of their academic preparation toward specific professional career goals, must be aware of and abide by the professional code of ethics associated with that chosen profession. Therefore, student technology users must apply

standards of normal academic and professional ethics and considerate conduct to their use of the University's computing systems and resources, including respect of other users' rights to privacy.

The student user must be aware of the legal and moral responsibility for ethical conduct in the use of technology. Student users of Nova University's computer systems are subject to all applicable federal, state, and international computer laws. A copy of the Florida Computer Crimes Act and referenced Florida Statutes may be examined online or in a student's academic program office.

In addition, a student accessing any of Nova University's computer systems, whether a multiuser time-sharing system or a single-user terminal or personal computer, must:

- Have proper authorization for use or attempted use of accounts within the Nova University computer systems
- Limit the use of Nova University computer systems to academic activities as defined by the student's academic program office
- Refrain from attempting to tamper with or obstruct the operation of Nova University's computer systems
- Be aware that accessing or using another person's computer account without that person's permission is illegal and unethical
- Refrain from any attempt to use Nova University's computer systems as a means for the unauthorized access to computer systems outside the University's systems
- Be aware that the use of invasive software, such as worms and viruses destructive to hardware, software, or data files, is illegal and unethical
- Be aware that using Nova University's computer systems to act or behave in a rude, obscene, or harassing manner will be dealt with by appropriate University policy, procedures, and agents
- Use only legally obtained or licensed data or software in accordance with its license or purchase agreement
- Be in compliance with federal copyright laws and the Nova University copyright code.

As with all matters of law and ethics, ignorance of the rules does not excuse violations. Inappropriate conduct and violations will be dealt with under the guidelines of the Nova University Code of Student Conduct and Academic Responsibility as defined and determined by the Office of the Academic Vice-President and the Office of the Dean of a student's academic program.

Drug-Free Schools and Campuses

In order to comply with the Drug-Free Schools and Communities Act (Pub. L. No. 101-226, Title 34 C.F.R., part 86), Nova University has adopted the following policy for all work place, school, campus, and field-based programs.

The unlawful manufacture, distribution, dispensation, possession, or use of illicit drugs* and the abuse of alcohol are prohibited in and on Nova University owned or controlled property and as a part of any of its activities. No Nova University employee or student is to report to work or school while under the influence of illicit drugs or alcohol.

There are serious health risks associated with the abuse of drugs and alcohol (see ttached "Controlled Substances—Uses and Effects"). If you, a fellow student, teacher, or co-worker has a problem with abuse of drugs and/or alcohol, help can be provided at the following locations:

On Campus:

Nova University Student Counseling Service
Mailman Building
(305) 475-7552

Nova University Community Mental Health
Davie 475-7070
Lauderhill 486-3663
Coral Springs 753-7020

Community:

Florida Department of Education
Educational Prevention Center
Knott Building
Tallahassee, Florida 32399
(904) 488-6304

Department of Health and Rehabilitative Services
Alcohol and Drug Abuse Program
1317 Winewood Boulevard
Tallahassee, Florida 32399
(904) 488-0900

*The term "illicit drugs" refers to all illegal drugs and to legal drugs obtained or used without a physician's order.

When you use or deal in drugs, you also risk incarceration and/or fines. The attached federal sentencing guidelines indicate federal penalties for trafficking in drugs.

In addition to the federal sanctions, Florida state statutes provide sanctions in regard to the use, possession, and/or sale of illicit drugs and the abuse of alcohol. Punishment varies dependent upon the amount and type of drug and/or alcohol involved. Felony convictions range from one year to life imprisonment. Possession of not less than 20 grams of cannabis is punishable as a misdemeanor of the first degree. Punishment for misdemeanors ranges from less than 60 days to one year imprisonment.

Under §893.13, Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or possess with intent to sell, purchase, manufacture, or deliver a controlled substance. Violation of this statute is a felony and is punishable under Chapter 775 of the Florida Statutes.

Under §893.13 (1) (e), Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or to possess with the intent to sell, purchase, manufacture, or deliver a controlled substance in, on, or within 1,000 feet of a public or private elementary, middle, or secondary school. Punishment for a violation of this statute may include a minimum three-year imprisonment.

Under §316.1936, Florida Statutes, it is unlawful for any person to possess an open container of alcoholic beverage while operating a vehicle in the state or while a passenger in or on a vehicle being operated in the state. Violation of this law will result in a noncriminal moving traffic violation, punishable as provided in Chapter 318 of the Florida Statutes, with fines and points on a driving record leading to driver's license suspension.

Under §316.193, Florida Statutes, a person is guilty of driving under the influence if such a person is driving or in actual physical control of a vehicle within the state and the person is under the influence of alcoholic beverages or any controlled substance when affected to the extent that his or her normal faculties are impaired or the person has a blood alcohol level of .10 percent or higher. First conviction on such a DUI charge shall result in a fine not less than \$250 or more than \$500 and imprisonment not more than six months. A second conviction results in a fine of not less than \$500 or more than \$1,000 and not more than nine months' imprisonment. Third conviction will

result in not less than a \$1,000 fine or more than a \$2,500 fine and imprisonment for not more than 12 months.

By applying for a driver's license and accepting and using a driver's license, a person holding the driver's license is deemed to have expressed his or her consent to submit to breath, blood, and urine tests for alcohol, chemical substances, or controlled substances.

Nova University requires that an employee notify the employer of any criminal drug statute conviction for a violation occurring in the work place no later than five (5) days after such conviction. In order to comply with federal law, Nova University must notify any federal contracting agency within ten (10) days of having received notice that an employee engaged in the performance of a federal contract or grant has had a criminal drug statute conviction for a violation occurring in the work place. Any criminal drug convictions in the work place must be reported by the employee to his or her University supervisor or department head within five (5) days of the date of such conviction. The University will discipline any employee who is so convicted or require the employee's satisfactory participation in a drug/alcohol abuse assistance or rehabilitation program within thirty (30) days of notice of such conviction.

Any Nova University employee or student determined to have violated this policy shall be subject to referral for prosecution by the appropriate authorities. Other sanctions include evaluation/treatment for drug use disorder, which may include mandatory completion of a drug/alcohol abuse rehabilitation program, expulsion, and/or termination.

All Nova University faculty and staff members will, as a condition of their employment, abide by the terms of this policy. All Nova University students will, as a condition of their enrollment, abide by the terms of this policy.

Federal Trafficking Penalties

CSA	PENALTY		Quantity	DRUG	Quantity	PENALTY	
	2nd Offense	1st Offense				1st Offense	2nd Offense
I and II	Not less than 10 years. Not more than life.	Not less than 5 years. Not more than 40 years.	10-99 gm or 100-999 gm mixture	METHAMPHETAMINE	100 gm or more or 1 kg ¹ or more mixture	Not less than 10 years. Not more than life.	Not less than 20 years. Not more than life.
			100-999 gm mixture	HEROIN	1 kg or more mixture		
			500-4,999 gm mixture	COCAINE	5 kg or more mixture		
	If death or serious injury, not less than life.	If death or serious injury, not less than 20 years. Not more than life.	5-49 gm mixture	COCAINE BASE	50 gm or more mixture	If death or serious injury, not less than 20 years. Not more than life.	If death or serious injury, not less than life.
			10-99 gm or 100-999 gm mixture	PCP	100 gm or more or 1 kg or more mixture		
			1-10 gm mixture	LSD	10 gm or more mixture		
			40-399 gm mixture	FENTANYL	400 gm or more mixture		
	Fine of not more than \$4 million individual, \$10 million other than individual.	Fine of not more than \$2 million individual, \$5 million other than individual.	10-99 gm mixture	FENTANYL ANALOGUE	100 gm or more mixture	Fine of not more than \$4 million individual, \$10 million other than individual.	Fine of not more than \$8 million individual, \$20 million other than individual.

Drug	Quantity	First Offense	Second Offense
Others ²	Any	Not more than 20 years. If death or serious injury, not less than 20 years, not more than life. Fine \$1 million individual, \$5 million not individual.	Not more than 30 years. If death or serious injury, life. Fine \$2 million individual, \$10 million not individual.
III	All	Any	Not more than 5 years. Fine not more than \$250,000 individual, \$1 million not individual.
IV	All	Any	Not more than 3 years. Fine not more than \$250,000 individual, \$1 million not individual.
V	All	Any	Not more than 1 year. Fine not more than \$100,000 individual, \$250,000 not individual.

¹ Law as originally enacted states 100 gm. Congress requested to make technical correction to 1 kg.

² Does not include marijuana, hashish, or hash oil.

Federal Trafficking Penalties – Marijuana

Quantity	Description	First Offense	Second Offense
1,000 kg or more; or 100-999 plants	Marijuana Mixture containing detectable quantity	Not less than 10 years, not more than life. If death or serious injury, not less than 20 years, not more than life. Fine not more than \$4 million individual, \$10 million other than individual.	Not less than 20 years, not more than life. If death or serious injury, not less than life. Fine not more than \$8 million individual, \$20 million other than individual.
100 kg to 1,000 kg; or 100-999 plants	Marijuana Mixture containing detectable quantity	Not less than 5 years, not more than 40 years. If death or serious injury, not less than 20 years, not more than life. Fine not more than \$2 million individual, \$5 million other than individual.	Not less than 10 years, not more than life. If death or serious injury, not less than life. Fine not more than \$4 million individual, \$10 million other than individual.
50 to 100 kg	Marijuana	Not more than 20 years. If death or serious injury, not less than 20 years, not more than life. Fine \$1 million individual, \$5 million other than individual.	Not more than 30 years. If death or serious injury, life. Fine \$2 million individual, \$10 million other than individual.
10 to 100 kg	Hashish		
1 to 100 kg	Hashish Oil		
50-99 plants	Marijuana		
Less than 50 kg	Marijuana	Not more than 5 years. Fine not more than \$250,000, \$1 million other than individual.	Not more than 10 years. Fine \$500,000 individual, \$2 million other than individual.
Less than 10 kg	Hashish		
Less than 1 kg	Hashish Oil		

DRUGS' CSA SCHEDULES	TRADE OR OTHER NAMES	MEDICAL USES	DEPENDENCE	TOLERANCE	DURATION (Hours)	METHOD OF ADMINISTRATION	EFFECTS OF OVERDOSE	WITHDRAWAL SYNDROME
NARCOTICS								
Opium	Dover's Powder, Paragone, Propacetamol	Analgic, antidiarrheal	High	Yes	3-6	Oral, smoked	Euphoria, drowsiness, respiratory depression, constricted pupils, nausea	Watery eyes, runny nose, yawning, loss of appetite, irritability, panic tremors, cramps, nausea, sweating
Morphine	Morphine, MS-Contin, Roxanol, Roxanol SR	Analgic, antitussive	High	Yes	3-6	Oral, smoked, injected		
Codine	Tylenol w/Cod, Robi-Acetin AC, Engleth	Analgic, antitussive	Moderate	Yes	3-6	Oral, injected		
Heroin	Diacetylmorphine, Heroin, Smack	None	High	Yes	3-6	Injected, smoked, snuffed, smoked		
Hydromorphone	Dilaudid	Analgic	High	Yes	3-6	Oral, injected		
Meperidine (Percodine)	Demerol, Mepergan	Analgic	High	Yes	3-6	Oral, injected		
Methadone	Duqueline, Methadone, Methadose	Analgic	High	Yes	12-24	Oral, injected		
Other Narcotics	Numbaban, Percodan, Percocet, Yoc, Tussolex, Fentanyl, Duron, Lunol, Bivent ¹	Analgic, antidiarrheal, antitussive	High-Low	Yes	Variable	Oral, injected		
DEPRESSANTS								
Chloral Hydrate	Noclox	Hypnotic	Moderate	Yes	5-8	Oral	Slurred speech, drowsiness, respiratory depression, drunken behavior without odor of alcohol	Anxiety, insomnia, tremors, delirium, convulsions, possible death
Barbiturates	Amytal, Nembutal, Fenital, Lofasital, Tunal, Secobarbital, Phenobarbital	Anesthetic, anticonvulsant, sedative, hypnotic, veterinary euthanasia agent	High-Mod.	Yes	1-16	Oral		
Benzodiazepines	Alvon, Dalmane, Librium, Restor, Diazepam, Anxan, Serax, Valium, Tranquex, Valmid, Versinal, Valcorin, Valpam	Antianxiety, anticonvulsant, sedative, hypnotic	Low	Yes	4-8	Oral		
Methaqualone	Quaalude	Sedative, hypnotic	High	Yes	4-8	Oral		
Guaifenesin	Doriden	Sedative, hypnotic	High	Yes	4-8	Oral		
Other Depressants	Equanil, Miltown, Naludal, Placidyl, Valmid	Antianxiety, sedative, hypnotic	Moderate	Yes	4-8	Oral		
STIMULANTS								
Cocaine ¹	Coke, Faka, Snow, Crack	Local anesthetic	Possible	Yes	1-2	Sniffed, smoked, injected	Increased alertness, euphoria, increased pulse rate & blood pressure, insomnia, loss of appetite	Agitation, increase in body temperature, hallucinations, convulsions, possible death
Amphetamines	Biphentamine, Desobase, Desoxyn, Desafine, Dexedrine	Attention deficit disorders, narcolepsy, weight control	High	Yes	2-4	Oral, injected		
Phenmetrazine	Pseudo	Weight control	High	Yes	2-4	Oral, injected		
Methylphenidate	Ritalin	Attention deficit disorders, narcolepsy	Moderate	Yes	2-4	Oral, injected		
Other Stimulants	Alupex, Cyfert, Dimer, Isonamin, Melfat, Pegine, Sanorex, Tenuate, Tepanil, Prelis-2	Weight control	High	Yes	2-4	Oral, injected		
HALLUCINOGENS								
LSD	Acid, Microdot	None	None	Yes	8-12	Oral	Illusions and hallucinations, prolonged perception of time and distance	Withdrawal symptoms not reported
Mescaline and Psilocybin	Mesc. Buttons, Cactus	None	Unknown	Yes	8-12	Oral		
Amphetamine Variants	2,5-DMA, PMA, STP, MDA, MDMA, TMA, DOM, DOB	None	Unknown	Yes	Variable	Oral, injected		
Phencyclidine	PCP, Angel Dust, Hog	None	Unknown	Yes	Days	Smoked, oral, injected		
Phencyclidine Analogues	PCP, PCPy, TCP	None	Unknown	Yes	Days	Smoked, oral, injected		
Other Hallucinogens	Boltonine, Ibogaine, DMET, DET, Phalloxylin, Phalloxylin	None	Unknown	Possible	Variable	Smoked, oral, injected, snuffed		
CANNABIS								
Marijuana	Reefer, Cannabis, Grass, Pot, Potpourri, Potpourri, Potpourri	None	Unknown	Yes	2-4	Smoked, oral	Euphoria, relaxed inhibitions, increased appetite, disoriented behavior	Fatigue, paranoia, increased psychosis occasionally reported
Tetrahydrocannabinol	THC, Marinol	Cancer chemotherapy antiemetic	Moderate	Yes	2-4	Smoked, oral		
Hashish	Hash	None	Unknown	Yes	2-4	Smoked, oral		
Hashish Oil	Hash Oil	None	Unknown	Yes	2-4	Smoked, oral		

¹ Designated a narcotic under the CSA² Not designated a narcotic under the CSA

Smoking and Nonsmoking

Smoking is prohibited in any Nova University facility where, regardless of physical separation, nonsmokers share a ventilation system with smokers.

This policy does not apply to living quarters (dormitories) which are subject to a separate smoking policy. Nor does this policy in any way supersede the Florida Clean Indoor Air Act.

Alcohol and Other Drugs

Nova University, as an institution of higher education, is dedicated to the well-being of all members of the University community--students, faculty, staff, and administrators. Concerned with the misuse of alcohol and other drugs (both licit and illicit), it is the policy of the University to endeavor to prevent substance abuse through programs of education and prevention.

The University recognizes alcoholism and drug abuse as illnesses or treatable disorders, and it is the University's policy to work with members of the University community to provide channels of education and assistance. However, it is the individual's responsibility to seek help. The University also recognizes that the possession and/or use of certain substances is illegal, and the University is obligated to comply with local, state, and federal laws.

1. While on campus or engaged in any University related activity, members of the University community must be in a fit condition to perform appropriately. Being under the influence of alcohol and/or drugs is prohibited and may subject the individual to disciplinary action including the possibility of dismissal.
2. Employees will be evaluated only on their work performance. If alcohol consumption or the use of any other drug affects an employee's performance, assistance is available. However, if an employee's performance continues to deteriorate, the University will discipline the employee based on his or her job performance. Poor job performance will lead to discharge.

3. Professional assistance for substance abuse is given on a confidential, professional, and voluntary basis. The purpose of this assistance is to help the individual member of the University community who has a substance abuse problem lead a productive work and/or academic life free of substance abuse.
4. Members of the University community who engage in any illegal activity involving alcohol or other drugs are subject to dismissal.

Substance Abuse Awareness, Education, and Prevention

Nova University's activities in substance abuse awareness, education, and prevention exist to encourage members of the University community to avoid the use of illicit drugs, to use alcohol and other licit drugs in a responsible manner, and to avert the need for direct intervention. The specific goals of the program are the following:

- To educate all members of the community that the use and possession of certain substances are illegal and may result in adverse consequences
- To inform members of the University community concerning the physical and psychological effects of alcohol and other drugs and to develop an awareness of potential problems that can result from the use of these substances
- To support those who choose not to drink alcohol or to use other drugs
- To teach those who choose to drink alcohol to do so responsibly
- To help those who abuse alcohol or other drugs.

In order to achieve these goals, the University operates and/or engages in the following programs and activities:

- 1. Alcohol and Drug Resource Center.** The Resource Center is directed by an existing staff member. Additional staff consists of student employees, practicum students, and/or student volunteers. The center has the primary responsibility for the University's prevention and education programs. It coordinates the various activities and serves as a clearinghouse for alcohol and drug information. Each academic center designates a contact person who works with the Resource Center staff to disseminate information within their centers.
- 2. Advisory Committee.** This is a group of administrators, faculty, and student leaders who are appointed by the vice-president for academic affairs to serve as advisers and resource persons. The committee is chaired by the director of the Alcohol and Drug Resource Center. The group meets monthly to discuss and develop program plans and activities.
- 3. Alcohol and Drug Awareness Activities.** Under the direction of the Resource Center, there are regular and ongoing activities designed to disseminate information about alcohol and drug use. The audience of the information is all students, employees, and faculty of the University, both on and off campus. The awareness activities can include posters, media campaigns, films, exhibits, and literature. The University supports the National Alcohol Awareness Week and schedules activities at that time to promote awareness on campus.
- 4. Student Organizations.** The student governments are encouraged to establish chapters of organizations such as BACCHUS (Boost Alcohol Consciousness Concerning the Health of University Students) and SADD (Students Against Drunk Driving).
- 5. Alcohol and Drug Workshops.** Workshops are provided for student leaders and for employees as part of the University's staff development program. These work-

shops provide the opportunity for participants to discuss the information they receive. Student leaders are required to complete such workshops before they can plan parties that involve drinking.

6. **Academic Courses.** Several academic centers have put identifiable units on alcohol and drugs into appropriate existing courses. Additionally, several academic centers have established elective courses in substance abuse and/or recommend students to take such courses in other centers. Assistance is available to the academic centers from the Alcohol and Drug Abuse Resource Center to ensure the substance abuse content of courses is consistent with University policies.
7. **Orientation.** Academic centers include information on drugs and alcohol in the orientation sessions and materials for new students. The orientation provides a general orientation to the problems of substance abuse and includes a statement of the University's policy on drugs and alcohol. The information is presented in a positive manner. The Resource Center works with the academic centers to prepare the materials presented.

Communicable Diseases Policy Guidelines

It is the intent of the University to protect students and employees from exposure to communicable diseases that pose reasonable risk of harm to members of the University community. It is also the intent of the University to protect the rights of those infected with a communicable disease pursuant to the Sick Leave Policy of the University. Employees and students of the University who do become infected with a communicable disease are subject to the guidelines listed below.

All employees diagnosed with any communicable disease will receive the same benefits and privileges extended to any employee under the Sick Leave Policy and shall be afforded confidentiality for all related issues.

The University will be flexible in its response to incidents of communicable disease, evaluating each occurrence in light of this policy and current available medical information.

Guidelines

1. For the purpose of this policy, the term "employee" shall include all persons employed by the University, either full time or part time, including adjuncts and off-site coordinators, but shall not include the following persons:
 - a. Members of the Board of Trustees
 - b. Guest lecturers
 - c. Vendors

The term "student" shall include all persons enrolled at the University, either part time or full time, from preschool through graduate studies.

The term "infected person" shall include students and employees who have been medically diagnosed as infected with a communicable disease.

In the event that any employee, administrator, or student has a concern about the potential for the spread of a communicable disease within the University community, those concerns should be brought to the assistant director of human resources for review consistent with the current available information on the spread of the particular communicable disease. After review and evaluation of the concerns, if there appears to be a reasonable likelihood of the spread of the disease within the University community by an infected person, the assistant director of human resources will, after notification of the issues presented to the University president, contact the Broward County Health Department for recommendations of appropriate action consistent with state law.

The University will make available to its employees and students information about the transmissibility of communicable diseases and precautions that can be taken to prevent the spread of various communicable diseases.

2. An infected person can continue to work and study so long as he or she is able to continue to perform regular responsibilities satisfactorily and so long as the best available medical evidence indicates that his or her continued status does not present a health or safety threat to self or others. Infected employees with diseases that threaten the safety of others are eligible for the same leave of absence provisions of current University policy for sick or annual leave.
3. An infected person returning to work or school after a leave of absence for reasons related to a communicable disease must provide a statement from his or her treating physician indicating current medical status. An employee shall submit the physician's statement to the director of human resources or a delegated representative. Students shall submit their statement to their program dean.
4. Within reason, the University shall make accommodations to the infected persons, whenever possible, to ensure continuity in employment or in the classroom.

Such measures may include, subject to administrative limitations, job reassignment or class reassignment to place the infected person in a less demanding position.

5. No infected person (employee or student) may be dismissed from the University solely on the basis of a diagnosis of an infection of a contagious disease. A decision to dismiss or discharge will only be made after reasonable accommodation has been attempted and an examination of facts demonstrate that the infected person can no longer perform as required or poses a reasonable threat to the health and safety of those around him or her.
6. Disciplinary measures are available to the University when any employee fails or refuses to work at his or her assigned job with an infected person who has not been deemed to pose a present health or safety threat to self or to others. Student disciplinary measures shall range from counseling to expulsion.
7. As with any medical condition, employees must not disclose information regarding another employee or student to anyone except those employees with a medical or administrative need to know. The University shall take every precaution to ensure that confidentiality is maintained. Breach of such confidentiality by any employee shall result in disciplinary action.

Policy on Sexual Harassment

It is the intent of Nova University to protect all employees and students from sexual harassment. Sexual harassment is a violation of Title VII. Sexual harassment undermines the integrity of the employment and academic environment, debilitates morale, and interferes with the effectiveness of employees and students. In accordance with Equal Employment Opportunity Commission-promulgated guidelines, unwelcome sexual advances,

unwanted requests for favors of a sexual nature, and any other verbal or physical conduct of a sexual nature are considered sexual harassment if:

- (a) Explicit or implicit submission to sexual overtones is made a term or condition of employment.
- (b) Employment decisions are made on the basis of whether submission to or rejection of sexual overtones occurred.
- (c) An individual's work performance is unreasonably interfered with by a sexually intimidating, hostile, or offensive atmosphere.

A. At Nova University, sexual harassment of or by employees includes:

- 1. Unwelcome or unwanted sexual advances. This includes unwelcome physical contact or sexual advances considered unacceptable by another individual.
- 2. Requests or demands for sexual favors. This includes subtle or blatant pressures or requests for any type of sexual favor accompanied by an implied or stated promise of preferential treatment or negative consequence concerning one's employment status.
- 3. Verbal abuse that is sex-oriented or considered unacceptable by another individual, as well as sexually derogatory comments. This includes commenting about an individual's body or appearance when such comments go beyond mere courtesy; telling jokes that are clearly unwanted and considered offensive by others; or other tasteless, sexually-oriented comments or innuendoes or actions that offend others.
- 4. Engaging in any type of sexually-oriented conduct that would unreasonably interfere with another's work performance. This includes extending unwanted sexual attention to someone that reduces personal productivity or time available to work at assigned tasks.

5. Creating a work environment that is intimidating, hostile, or offensive because of unwelcome or unwanted sexually-oriented conversations, suggestions, requests, demands, physical contacts or attentions.

Nova University will not tolerate sexual harassment. Sexual harassment is an insidious practice. It demeans individuals being treated in such manner and creates unacceptable stress for the entire organization. Persons harassing others will be dealt with swiftly and vigorously.

Normal, noncoercive interaction that is acceptable to both parties is not considered to be sexual harassment.

All allegations of sexual harassment of or by an employee, client, or vendor will be promptly and thoroughly investigated by the Human Resources Department and should be reported promptly to the director of human resources.

- B. At Nova University, sexual harassment by employees of students is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:
1. Submission to such conduct is made to appear to be a term or condition of enrollment, attendance, or participation in a class;
 2. Submission to or rejection of such conduct affects academic decisions; or
 3. Such conduct has the purpose or effect of unreasonably interfering with a student's academic performance or creating an intimidating, hostile, or offensive academic environment;
 4. Unwelcome patting, pinching, or touching;
 5. Offensive or demeaning sexual remarks, jokes, or gestures.

Students aggrieved by a violation of this policy may file a grievance under their center's grievance procedure.

Any employee who violates any portion of this policy shall be subject to disciplinary action.

At Nova University, romantic and sexual relationships between a faculty member and a student are subject to the prohibition against sexual harassment.

Romantic or sexual relationships between a faculty member and a student then enrolled in the faculty member's class (including supervised student activities for which academic credit is given) may appear to be coercive and are discouraged. Even when no coercion is present, such relationships create an appearance of impropriety and favoritism that can impair the academic experience of all students in that class. It is, therefore, improper conduct for a faculty member to engage in a romantic or sexual relationship with a student then enrolled in the faculty member's class.

Privacy of Records

Nova University maintains a system of records that includes application forms, letters of recommendation, admission test scores, and transcripts of students' previous academic records and performance while in residence. These records are available for review by present and former students upon written request to the registrar's office. However, the registrar will not release transcripts of students' academic records until all their accounts, both academic and nonacademic, have been paid.

The law limits access by and disclosure to a third party. Such access is given only upon consent of the student or if required by law, except for the following information, which may be released as directory information: a) student's name; b) dates of attendance; c) degree and awards received. Requests for such information must be submitted in writing to the registrar. The University reserves the right to refuse the above information if the reason for the request is not considered to be a sufficient need to know.

Any student or parent not wishing to have this information disclosed should notify the Office of the University Registrar in writing prior to September 1 of the relevant school year.

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

Parents or eligible students will be provided a hearing by the University if they wish to challenge the content of the record. If they are still not satisfied, the parents or eligible students may add explanatory or rebuttal matter to the record.

If the students or parents are denied access to a hearing or if the records are alleged to have been illegally disclosed to a third party, the students or parents may file a complaint with the U.S. Department of Education.

Reservation of Power

Nova reserves the right to amend, modify, add to, or delete its rules, policies, and procedures affecting its institutional relationship with students as deemed necessary by the administration. Any such amendment, modification, addition, or deletion shall not be considered a violation of the relationship between the University and the student. Such right includes modification to academic requirements, curriculum, tuition, and/or fees when in the judgment of the administration such changes are required in the exercise of its educational responsibility.

* * *

The provisions set forth in this document are not to be regarded as an irrevocable contract between the student and Nova University. Regulations and requirements, 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 discovery of the fraud, and the student is not entitled to any credit for work that he or she may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition or 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 of his or her accounts, academic and nonacademic, are paid.

Any Nova University student has the right to inspect and review his or 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 or her educational record that he or 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 University 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 are contained in this policy.

Nova University does not discriminate on the basis of handicap, sex, race, religion, or 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 for the training of veterans and other eligible persons by the Bureau of State Approval For Veterans' Training, Florida Department of Veterans' Affairs. Eligible veterans and veterans' dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314, telephone (305) 370-5685.

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 University Registrar.

Nova University Degree Offerings

Doctoral and Professional Degrees

Doctor of Business Administration in:

- Accounting (D.B.A./Acc.)
- Business Administration (D.B.A.)
- Finance (D.B.A./Fin.)
- Human Resource Management (D.B.A./H.R.M.)
- Health Services (D.B.A./HS)
- International Management (D.B.A./I.M.)
- Marketing (D.B.A./Mkt.)

Doctor of Education (Ed.D.) in:

- Adult Education
- Child and Youth Studies
- Computer and Information Technology
- Computer Education
- Educational Leadership
- Health Care Education
- Higher Education
- Vocational, Technical, Occupational Education

Doctor of International Business

- Administration (D.I.B.A.) in:
- International Business Administration

Doctor of Science (Sc.D.) in:

- Computer Science
- Information Science
- Information Systems
- Training and Learning

Doctor of Philosophy (Ph.D.) in:

- Clinical Psychology
- Family Therapy
- Oceanography

Doctor of Psychology (Psy.D.) in:

- Clinical Psychology

Doctor of Public Administration

- (D.P.A.) in:
- Public Administration

Juris Doctor (J.D.) in:

- Law

Specialist Degrees

Educational Specialist (Ed.S.) in:

- Computer Education
- Computer-Based Learning Education

Master's Degrees

Master of Accounting (M.Acc.) in:

- Accounting

Master of Business Administration

- (M.B.A.) in:
- Business Administration
- Financial Services Management (M.B.A./F.S.M.)
- Real Estate (M.B.A./R.E.)

Master of International Business

- Administration (M.I.B.A.) in:
- International Business Administration

Master of Public Administration (M.P.A.) in:

- Public Administration
- Public Administration/Coastal Zone Management
- Public Administration/Environmental Resources Management

Master of Science (M.S.) in:

- Child and Youth Care Administration
- Child Care Administration
- Coastal Zone Management
- Computer-Based Learning
- Computer Information Systems
- Computer Science Education
- Education
- Elder Care Administration
- Family Support Studies
- Family Therapy
- Gerontology
- Health Services Administration
- Human Resource Management
- Human Services
- Information Systems
- Information Technology and Resource Management

- Management of Quality and Technology
- Marine Biology
- Mental Health Counseling
- School Guidance and Counseling
- Speech-Language Pathology
- Training and Learning

Master of Arts (M.A.) in:

- Liberal Studies

Bachelor's Degrees

Bachelor of Science (B.S.) in:

- Accounting
- Administrative Studies
- Applied Professional Studies
- Business Administration
- Community Psychology
- Computer Engineering
- Computer Information Systems
- Computer Science
- Computer Systems
- Elementary Education
- Exceptional Education
- General Psychology
- General Studies
- Hospitality Management
- Legal Studies (prelaw)
- Life Sciences (premedical)
- Ocean Studies
- Professional Management
- Secondary Education

Bachelor of Arts (B.A.) in:

- Liberal Arts



NOVAUNIVERSITY

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