

1979

Graduate Management Programs Bulletin of Masters Programs 1979

Nova University

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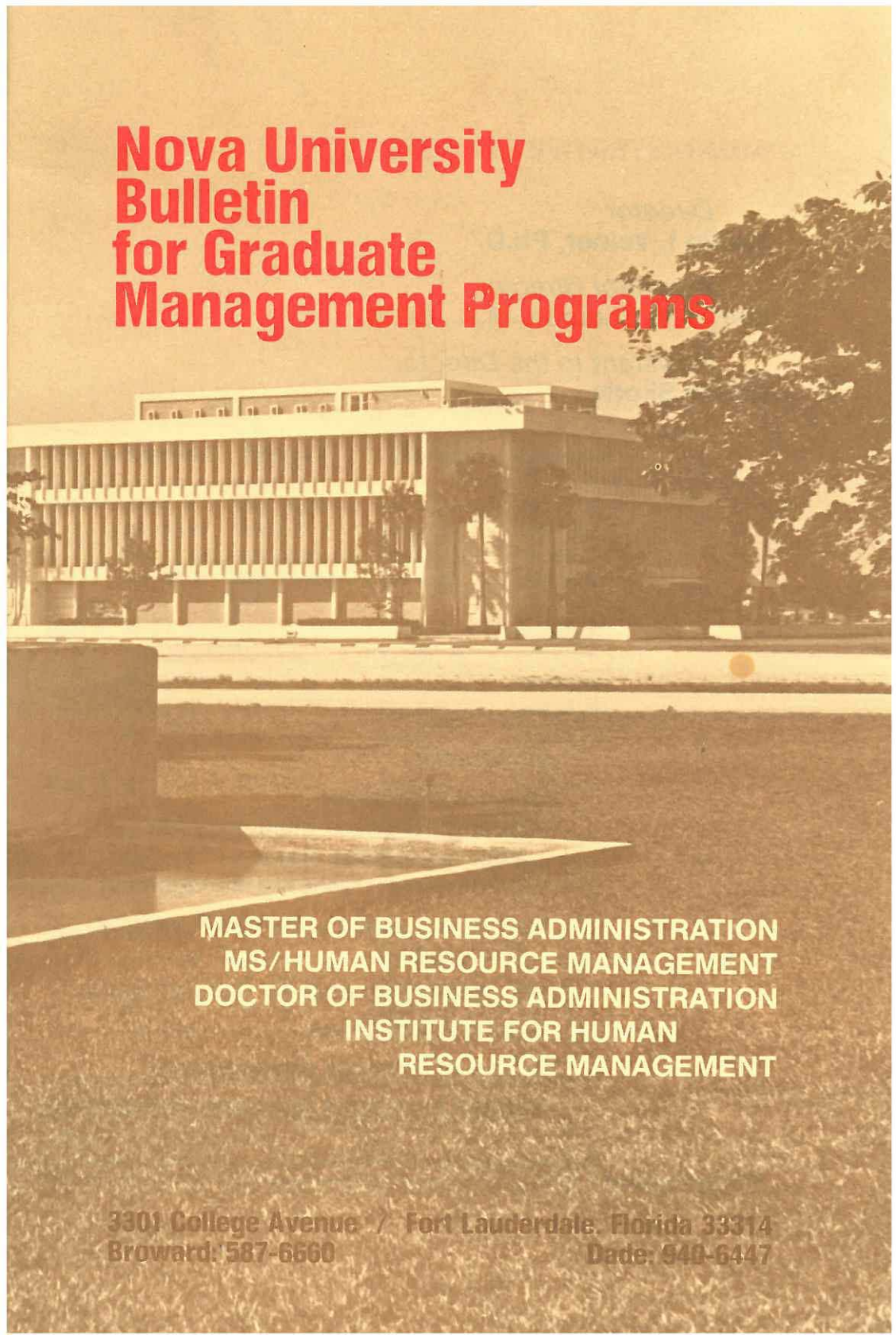
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Nova University Bulletin for Graduate Management Programs



**MASTER OF BUSINESS ADMINISTRATION
MS/HUMAN RESOURCE MANAGEMENT
DOCTOR OF BUSINESS ADMINISTRATION
INSTITUTE FOR HUMAN
RESOURCE MANAGEMENT**

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1978 & 1979 CALENDAR FOR THE MBA/HRM PROGRAMS

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Individual clusters in remote locations e.g. Bermuda or Panama consult special schedules.

NOTE: The 1978 dates for the Graduate Management Admission Test (GMAT) are: January 28, March 25, July 8, and October 28.

The 1979 dates for the GMAT are: January 27, March 17 & July 7. Please avoid classes which meet on the same day as the GMAT if you require the test. GMAT Reporting Center #5514.

Nova University is an independent, nonsectarian, nonprofit and racially nondiscriminatory institution that was founded in 1964 to specialize in graduate study and initially for research in science. Nova was accredited in 1971 by the Southern Association of Colleges and Schools.

In 1970, Nova University joined in an educational consortium with the New York Institute of Technology, a private nonprofit institution located in Old Westbury, Long Island, New York. The outgrowth of this union is Nova College, the undergraduate division of Nova University.

Since the early 1970's, Nova has experienced remarkably rapid growth in student enrollment by pioneering with innovative programs in many fields and by becoming a **national school** with study clusters across the nation. As of early 1978, Nova had over 9,000 students enrolled in 27 different states and also had programs outside the U.S.

Nova University has residential programs leading to the Doctor of Philosophy in behavioral sciences, life sciences, and oceanography, and the Juris Doctor in law. A number of degrees are offered in an off-campus format: the Doctor of Education in Elementary and Secondary School Administration; in Community College Education; and in Vocational, Technical and Occupational Education, as well as the Doctor of Public Administration and the Doctor of Education in Early Childhood Education. At the masters level the University offers off-campus degrees in Public Administration and Criminal Justice. The Master of Science degree is conferred in Administration and Supervision of Educational Systems, Biochemistry, Elementary Education, Computer Science, Environmental Oncology, Learning Technology, and Microbiology.

For further information on any of the above programs, consult the general Bulletin on all graduate programs. *This bulletin* contains the somewhat specialized information required by anyone interested in those offerings of **Graduate Management Programs** only.

Academic Clusters. Nova University has the unique capability and experience for offering every program listed in this bulletin at remote sites, whether at corporate headquarters, military bases, or overseas in foreign countries.

GENERAL INFORMATION MASTERS PROGRAM

Acceptance Procedures. Only students who meet all admission requirements prior to beginning class work are granted full matriculant status. Students who do not meet all admission requirements prior to beginning class work are permitted to register as NON-MATRICULANTS or CONDITIONAL MATRICULANTS.

NON-MATRICULANT STATUS

This status is given to a student permitted to register for course work but who is lacking any of the following: a) transcripts b) letters of recommendation c) admission test date

CONDITIONAL MATRICULANT STATUS

This status is given to a student permitted to register for course work but who is lacking any of the following: a) satisfaction of prerequisite courses b) less than a 3.0 Grade Point Average c) submission of GMAT test score

FULL MATRICULANT STATUS

Students will be notified of formal acceptance to full matriculation status after completion of all necessary requirements. Full matriculation is granted upon satisfaction of all requirements.

Study Format. The school calendar operates year round, and the average student enrolls for two courses a Block which runs for three months. There are four weekend seminars for each course, each Block, with some courses requiring an examination on the 5th weekend. All courses represent three semester hours of graduate credit. Thus, the student is able to complete 24 credits of study a year by attending four Blocks, and the average student is able to satisfy all MBA/HRM requirements in about one and a half years.

Attendance Policy. Students must attend weekend seminars on a regular basis. Missing one of the four weekend seminars will be allowed if the matter is cleared with the instructor in advance. Excessive absences will result in a failing grade.

Transfer Credits. The University will accept up to six credits of graduate work (with a grade of not less than a "B") from an accredited program of graduate study at another institution; provided those graduate credits have not been applied toward another degree and the course content is the equivalent of courses offered in this program. Applications for approval of graduate transfer credits must be made to the Graduate Management Program.

Grading Policy. Students are required to maintain a cumulative Grade Point Average (G.P.A.) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms. If probation is not removed at the end of the two terms, the student may be dropped from the program. A student may petition for reinstatement after six months explaining the reasons why academic potential has changed. Students who have reason to believe that there has been an error in assigning a grade may challenge the grade received. Contact the Graduate Management Program Office for the proper procedure for challenge of grade.

Grading System. The grading system for the Masters Program is as follows:

- A Excellent
- B Good
- C Acceptable
- F Failure
- W Withdrawal up to third class weekend
- I Incomplete

Incomplete Grade. Students who receive a course grade of Incomplete (I) have two terms (six months) in which to make up the incomplete. There is a charge of ten dollars (\$10) to process the grade change from I to the grade earned. At the end of the six months following the receipt of an Incomplete the I becomes a course grade of F: Removal of the F may only be accomplished by retaking the course at full tuition charge.

Graduation Requirements. Because we allow students to begin class work without full matriculation status, it is important to remember that no student will graduate from the program without gaining full matriculation status. In order to be eligible for graduation, the student must fulfill the following requirements:

1. completion of all admission requirements
2. satisfaction of all prerequisites
3. maintain a minimum of 3.0 GPA for all graduate work taken
4. completion of all required course work
5. completion of twelve (12) courses for thirty-six (36) hours of credit
6. satisfactory completion of either the thesis or the experience paper

Time Limit. Time limit for the MBA and HRM Programs is five (5) years.

Placement Service. There is now a formal Placement Service offered to Nova graduates. This service has only been in existence since the early part of 1978.

In order to utilize our Placement Service which is housed in the Development Office students should submit an up-dated resumé to the Graduate Management Programs Office upon their graduation. We have also made this service available on a post graduate basis as a lifelong benefit for having attended Nova University.

Student Costs

Application Fee	\$25
Tuition (per credit)	\$80
Late Registration Fee	\$10
Split Payment Fee	\$10
Incomplete Fee	\$10
Interrupted Studies Fee*	\$15
Graduation Fee (Cap and Gown Extra)	\$15

*Interrupted studies fee is charged to students who do not register for course work for one term (3 months).

Financial Aid. Financial aid is available to full time students primarily through the Federally Insured Student Loan program. (FISL).

VA BENEFITS

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

GRADUATE ASSISTANTSHIPS

There is available a limited number of graduate assistantships each term which grant tuition waivers in exchange for help in operating tutorial sessions, grading for professors, or performing other support services related to program operation.

FAMILY TUITION PLAN

There is available a special tuition consideration ($\frac{1}{2}$ regular cost for second family member), when two or more members of the same immediate family are enrolled in the program.

Withdrawal and Refunds. Students may withdraw at anytime before the third weekend of classes and may request a tuition refund via a *formal written request*. Refunds will be made solely at the option of Nova based on the legitimacy of the reason for withdrawal. When granted, refunds will be for the total tuition adjusted as follows: After first weekend 75%, after second weekend 50%, after third weekend 0%.

Pre Planning—Pre Registration. Applicable to Central Campus Students—Not Required for Remote Cluster Sites. Starting in 1978 we are going to counsel each new student and provide a list of courses for future registration periods to aid our internal planning and scheduling. At each registration period you will reaffirm your future scheduling plans throughout the completion of the program towards the satisfactory fulfillment of degree requirements.

MASTER OF BUSINESS ADMINISTRATION

7

Curriculum. The program for the MBA in general management consists of 36 graduate credits with a Thesis or Experience Paper Option. It is a model program of study designed and operated for the mature person with industry experience and thus, redundancy of learning associated with standard graduate programs is minimized. Courses cover essential behavioral and quantitative areas needed for making sound decisions. The MBA Program stresses an innovative learning process.

Admission Requirements. Admission requirements for the student wishing to matriculate for the Master of Business Administration are:

1. A baccalaureate degree from an accredited college.
2. Three letters of reference (academic or business).
3. A transcript of undergraduate record.
4. The intellectual capacity and motivation to pursue graduate work as determined by credentials or interview.

5. Satisfaction of prerequisites in accounting (3 credits), economics (3 credits), psychology (3 credits), and statistics (3 credits).
6. A completed application form accompanied by a \$25 application fee.
7. Satisfactory performance on the Graduate Management Admissions Test administered by the Educational Testing Service, P.O. Box 966, Princeton, New Jersey 08540. (Options: GRE/LSAT if already taken)

Students who do not meet all these requirements may be permitted to register as non-matriculated or as conditional matriculants, gaining full matriculation upon satisfaction of all requirements.

MBA Prerequisite Satisfaction. Those who have not completed undergraduate prerequisites may still enter the MBA program, however, they cannot enroll for any graduate course which has an undergraduate prerequisite.

Students have three optional methods of satisfying an MBA prerequisite. They may take the undergraduate course that is required for the MBA at Nova's undergraduate school or any other nearby college. Enrollment in the undergraduate course is permitted concurrent with enrollment in the MBA program. Note that undergraduate credits do not apply towards the MBA degree. See course descriptions.

Students may challenge the basic undergraduate course, and by successful performance on a proficiency examination, waive the necessity of taking the entire course.

Students may substitute a proficiency examination administered by a testing organization that has national recognition such as CLEP, CPEP, LOMA, or USAFI.

MS/HUMAN RESOURCE MANAGEMENT

Nova University has a new program for career minded individuals in management. Its goals are surprisingly old fashioned and straightforward: creation of a program that will increase the effectiveness of people in any organizational setting, whether it be in the public or private sector. However, the learning design is refreshing and new. It is a blend of traditional and behavioral management concepts and it includes new ideas developed in recent times to meet the needs of Organizational Development (OD).

Up to now, OD was a specialized field for management personnel working as internal or external organization consultants or the opposite degree of no application existed with unrelated courses in interpersonnel relations. Most schools had offerings in OD for only the person already trained in the management area.

Nova's program will make the management and behavioral science available in a graduate degree so that both of these essential areas of the decision-making process can be mastered by the non-business major.

The program covers theory and skills required to bring about change in today's complex, dynamic environment. Whether it involves organization restructuring or implementing a more effective communication system, solving intergroup conflicts, complying with affirmative action requirements, or training personnel to avoid skills obsolescence—the problems all seem to deal with human resources.

Both the individual and the organization need to be continuously renewed. It is this technology that constitutes Human Resource Management.

Admission Requirements

1. A baccalaureate degree granted by an accredited college.
The U/G degree may be in any major.
2. Three letters of reference (academic or business).
3. A transcript of undergraduate record.

4. The intellectual capacity and motivation to pursue graduate work as determined by credentials or interview.
5. Satisfaction of prerequisites in economics (3 credits) and psychology (3 credits).
6. A completed application form accompanied by a \$25 application fee.
7. The GRE or the GMAT is not generally required for admission however, may be required for those applicants with a low U/G GPA.

MASTERS PROGRAM CURRICULUM

Both the MBA and MS/HRM programs begin with a common core of five (5) required courses. Upon completion of this basic core, MBA students are required to take course work specializing in various methods of quantitative decision making while MS/HRM students concentrate in behavioral science applications of management. There is a maximum of three electives available to all students, although MBA students selecting the thesis option will use one elective in preparing the thesis. MS/HRM students and non-thesis MBA students are required to submit a major Experience Paper (similar to a practicum) as a means of demonstrating integration of course work at the conclusion of their entire program of study.

Required Courses. Any required course that is needed for graduation by a student in his/her last term will be offered as a Directed Individual Study (DIS) course, if the student so desires.

Elective Courses. Elective courses are offered at the demand of students. In order for an elective course to be scheduled a minimum of ten (10) students must request the course. If there are fewer than ten students, the elective will be offered as a small seminar or, if necessary, as a Directed Individual Study (DIS) course. While variations may be permitted to meet the particular needs of individual students it is strongly recommended that courses be taken in the following sequence: This policy does not apply to external clusters which select electives as a group.

Thesis Option. MBA students have the option of writing a thesis in lieu of the Experience Paper at the conclusion of the required program of study. Selection of the thesis option requires the student to register for MBA 0113 for preparation of the thesis and reduces the number of electives possible to two (2) courses.

Experience Paper Option. Students electing the Experience Paper option will be required to submit a paper similar to a practicum which will demonstrate the application of management program concepts to a "real world work" organization.

Policy on Scheduling Courses. It is the policy of Nova University and Graduate Management Programs that every required course must be scheduled every other Block of instruction at the minimum. For example, a required course offered Block I will also be offered Block III. This policy does not apply to external clusters.

THE CURRICULUM

MBA/HRM REQUIRED CORE COURSES

	Credits
MBA 0101 The Environment of Business Enterprise	3
MBA 0120 Organizational Development & Behavioral Factors	3
MBA 0105 Industrial and Personnel Relations	3
MBA 0121 Quantitative Methods in Management	3
MBA 0122 Managerial Economics	3
Sub-Total	15

MBA REQUIRED COURSES

MBA 0107 Managerial Accounting	3
MBA 0108 Marketing Management	3
MBA 0109 Financial Management	3
MBA 0111 Business Policy	3
Subtotal	12

MBA EXPERIENCE PAPER OPTION

Elective I	3
Elective II	3
Elective III	3
Subtotal	9

TOTAL HOURS 36

HRM ELECTIVES

Elective I	3
Elective II	3
Elective III	3
Subtotal	9

TOTAL HOURS 36

HRM REQUIRED COURSES

HRM 518 Managerial Psychology: Individual & Group Behavior	3
HRM 520 Managerial Sociology: Organization Behavior	3
HRM 522 Interpersonal & Intergroup Dynamics	3
HRM 524 Organization Development (Advanced)	3
Subtotal	12

MBA THESIS OPTION

MBA 0113 Thesis Project . .	3
MBA **** Elective	3
MBA **** Elective	3
Subtotal	9

MBA WITH AN ACCOUNTING CONCENTRATION

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

A person passing the CPA Examination must complete one year of employment in the office of a Florida practitioner or an out-of-state practitioner before receiving a certificate as a Certified Public Accountant. However, the law relating to the practice of public accounting provides in Rule 21A-8.03 that:

An additional one year accounting course acceptable in lieu of one year of employment is defined as a minimum of 30 semester hours or 45 quarter hours, or the equivalent, in courses which would qualify for graduate level credit at accredited colleges or universities which shall include at least 12 semester or 18 quarter hours, or the equivalent, in post-baccalaureate accounting education. For purposes of this rule, courses used to satisfy Rule 21A-8.02 may not be included in the additional one year accounting course.

MBA Students, who have satisfied the undergraduate major in accounting and are thus eligible to sit for the Certified Public Accountant examination, may use the nine required MBA courses plus three graduate accounting courses in lieu of one year's employment with an accounting firm.

MBA Students with the accounting major will have to take 36 credits. The suggested program would be:

MBA 0101 The Environment of Business Enterprise	3
MBA 0120 Organizational Development and Behavioral Factors	3
MBA 0105 Industrial and Personnel Relations	3

MBA 0121	Quantitative Methods in Management	3
MBA 0122	Managerial Economics for Decision Making	3
MBA/ACC 0107	Managerial Accounting	3
MBA 0108	Marketing Management	3
MBA 0109	Financial Management	3
MBA 0111	Business Policy	3
ACC ***	Accounting Elective	3
ACC ***	Accounting Elective	3
ACC ***	Accounting Elective	3
Total		36

The above program thus satisfies not only our requirements for the MBA core, but also the Board's requirement for 12 semester hours of graduate accounting coursework.

The three elective accounting courses will be chosen from the following list:

- ACC 0511 Accounting Theory/3 sem. hrs.
- ACC 0512 Current Topics in Accounting Research and Studies/3 sem. hrs.
- ACC 0513 Behavioral Accounting/3 sem. hrs.
- ACC 0514 Taxation of Corporations and Partnerships/3 sem. hrs.
- ACC 0515 Tax Planning and Research/3 sem. hrs.
- ACC 0516 Introduction to Fund Accounting/3 sem. hrs.
- ACC 0517 Taxation of Individuals

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

MBA WITH A HUMAN RESOURCE MANAGEMENT CONCENTRATION

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

For a detailed description of the Program in Population and Health, please see the general Nova University Bulletin.

Master of Science in Health Management. In addition, there is another Nova program which leans heavily on the core MBA/HRM program. For a detailed description of the Program in Population and Health, please see the general Nova University Bulletin.

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

YOUR FIRST REGISTRATION PERIOD:

MBA and HRM Students 0101 and 0120 (3 credits each)

YOUR SECOND REGISTRATION PERIOD:

MBA Students 0105 (3 credits)

MBA Students 0121 (3 credits)

HRM Students MBA/HRM 0105 (3 credits) Either MBA or HRM 0121 (3 credits)

YOUR THIRD REGISTRATION PERIOD:

MBA Students MBA 0107 (3 credits)

MBA 0122 (3 credits)

HRM Students MBA or HRM 0107 (suggested elective may be substituted)

MBA or HRM 0122 (3 credits)

YOUR FOURTH REGISTRATION PERIOD:

MBA Students MBA 0108 (3 credits)

MBA 0109 (3 credits)

HRM Students HRM 0518 (3 credits)

HRM 0520 (3 credits)

YOUR FIFTH REGISTRATION PERIOD:

MBA Students MBA 0111 (3 credits)

Elective (3 credits)

HRM Students HRM 0522 (3 credits)

HRM 0524 (3 credits)

YOUR SIXTH REGISTRATION PERIOD:

MBA Students 2 Electives (3 credits each)

HRM Students 2 Electives (3 credits each)

In the last term of registration, but no later than at the completion of course studies, students of either program will submit a proposal on their Experience Paper (or the Thesis for MBA's) to the Program Office. Please request the writing standards for the Experience Paper or the Thesis.

The sequence of courses which have been listed may be altered, but we reserve the right to refuse registration out of order for students who are in their first three registration periods. If it is necessary to go out of sequence you must seek counseling from the office during the registration period, and obtain prior approval.

MASTERS PROGRAM COURSE DESCRIPTIONS

REQUIRED COURSES

MBA/HRM 0010 Intensive Accounting for MBA/HRM Students / 3 sem. hrs.

This is an accelerated undergraduate course stressing the essential elements of accounting skills that will be used in the MBA/HRM program. Managerial uses of accounting data and preparation of financial statements will be covered in this course.

MBA/HRM 0020 Quantitative Analysis for MBA/HRM Students / 3 sem. hrs.

An undergraduate review of college algebra and elementary calculus, probability theory, and statistical analysis. **Note:** Strongly recommended for HRM students.

MBA/HRM 0030 Principles of Economics/ 3 sem. hrs.

Undergraduate economic concepts and analysis of the aggregate economy; deals with national income determination, economic fluctuations, monetary and fiscal policy, inflation, and economic growth.

MBA/HRM 0040 Introductory Psychology/ 3 sem hrs.

Undergraduate basic concepts and methods; focuses on the individual and conditions which influence behavior. Covers biological foundations of behavior, growth and development, learning, individual differences, perception, and motivation.

MBA/HRM 0101 The Environment of Business Enterprise/3 sem. hrs.

Management problems arising from current domestic social changes; the relationship between business enterprise and society, particularly as reflected in the growth of consumerism and increased government involvement.

MBA/HRM 0105 Industrial and Personnel Relations/3 sem hrs.

New patterns in labor-management relations and some of the factors underlying labor unrest in affluent societies; the personnel function within organizations. **Pre-requisite:** MBA/HRM 0101 and 0120.

MBA/HRM 0120 Organizational Development and Behavioral Factors/3 sem. hrs.

This course links the classical substance of organization and management with the analysis of organization elements and dimensions of human behavior in the work environment. **Pre-requisite:** Undergraduate Psychology.

MBA/HRM 0121 Quantitative Methods in Management/3 sem. hrs.

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. **Pre-requisite:** Undergraduate statistics or MBA/HRM 0020.

MBA 0122 Managerial Economics for Decision Making/3 sem. hrs.

The application of economic theory and quantitative methods to business decision making. Product demand, marginal pricing, competitive bidding, and allocation of resources. **Pre-requisite:** MBA/HRM 0121 and undergraduate economics or MBA/HRM 0030.

HRM 0122 Economics of Human Resource Development/3 sem. hrs.

Exploration of social and welfare policies. Capital and investment concepts applied to human resources, including study of the effects/results of education, health, population policies, and discrimination on the stock of human capital. Role of human capital in economic development. **Pre-requisite:** Undergraduate economics, MBA/HRM 0030, or permission of the instructor.

MBA/ACC 0107 Managerial Accounting/ 3 sem. hrs.

Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets. **Pre-requisite:** Undergraduate accounting or MBA/HRM 0010.

HRM 0107 Financial Accounting/3 sem. hrs.

This course presumes no prior knowledge of accounting but students will cover those fundamentals which non-financial executives should be aware of, such as topics which repeatedly appear in the business section of the daily paper and in annual reports. Included will be material on: how financial statements are prepared, revenue recognition and timing, accrual concepts, accounting for fixed assets, tax considerations, corporate transactions involving externally raised and distributed capital and how reports must conform to generally accepted accounting principles. **Note:** Not required but strongly recommended for all HRM students.

MBA 0108 Marketing Management/3 sem. hrs.

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

MBA 0109 Financial Management/3 sem. hrs.

How to evaluate and select corporate assets; an introduction to security evaluation; a consideration of dividend and capital structure. **Pre-requisite:** MBA 0107, Accounting.

MBA 0111 Business Policy/3 sem. hrs.

Intensive scrutiny of the strategy employed by successful corporations through cases and a management game which utilizes the computer to simulate business environments. **Pre-requisite:** Completion of all required courses.

MBA 0113 Thesis Project/3 sem. hrs.

The development and preparation of an independent project. **Pre-requisite:** 27 MBA completed credits.

HRM 0518 Managerial Psychology: Individual and Group Behavior/3 sem. hrs.

A study of individual behavior and role within the group; establishment of productive personality and policies in order to accept and promote necessary change via identification of self concept and its origins. **Pre-requisite:** Introductory psychology at the undergraduate level or MBA/HRM 0040, MBA/HRM 0101 and MBA/HRM 0120.

HRM 0520 Managerial Sociology: Organizational Behavior/3 sem. hrs.

The sociological and cultural context of modern organizations will be analyzed. The development of a theory for healthy organizations and how management personnel might reach this goal within today's environment. **Pre-requisite:** MBA/HRM 0101 and MBA/HRM 0120; and should be taken concurrently with HRM 0518.

HRM 0522 Interpersonal and Intergroup Dynamics/3 sem. hrs.

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. **Note:** CG 500 may be substituted for HRM 0522. **Pre-requisite:** HRM 0518 and 0520; concurrent registration in HRM 0524.

HRM 0524 Organization Development (Advanced)/3 sem. hrs.

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. **Pre-requisites:** Completion of all required courses.

MBA 0112 Research Methods in Business/3 sem. hrs.

Sources of business information; applicable research methods in the business sector; development of an independent research project.

MBA 0200 Production Management/3 sem. hrs.

Theory and practice in management of industrial operations. Relationship of behavioral and "scientific" schools of management thought to the development of production management policy. **Pre-requisite:** MBA/HRM 0120.

MBA 0201 Statistical Quality Control/3 sem. hrs.

Advanced concepts of statistical analysis in industrial quality control. Construction and analysis of control charts and tolerance limits. Sample selection and evaluation. Normal and abnormal performance deviation and analysis. **Pre-requisite:** MBA/HRM 0121.

MBA 0202 Management of the Data Processing Function/3 sem. hrs.

The role of the manager in effective operation of a computer installation. Feasibility studies and equipment configuration requirements; cost analysis and inter-firm pricing. A survey of computer languages and problems.

MBA 0203 Money Market and Monetary Institutions/3 sem. hrs.

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. **Pre-requisite:** Finance.

MBA 0204 Comparative Management/3 sem. hrs.

Management philosophies in the U.S. compared and contrasted with management philosophies in other countries. The special role of management development in the "under-developed" countries. Historical and cultural development of management in Western Europe and Asia. **Pre-requisite:** MBA/HRM 0101.

MBA 0205 Sales Management/3 sem. hrs.

The training, motivation, and effective management of the sales staff. Application of distribution cost analysis to the sales function. Use of computer simulations in budgeting sales force activity. **Pre-requisite:** MBA 0108.

MBA 0206 Management of the Research Function/3 sem. hrs.

Establishment of budgeting procedures and cost controls for the research activity. Distinction between pure and applied research, and establishment of research goals. Personnel management within research function. **Pre-requisite:** MBA/HRM 0105 and MBA 0107.

MBA 0207 Marketing Research/3 sem. hrs.

The establishment of an effective program of search of the external environment and the gathering of marketing data. Sources of market information: the use of the computer and computer simulations in market research. **Pre-requisite:** MBA 0108.

MBA 0208 International Business/3 sem. hrs.

Marketing systems in foreign countries: the role of institutions in international marketing; financing and tariff arrangements; control of foreign marketing activities. **Pre-requisite:** MBA 0108.

MBA 0210 Operations Research and Systems Analysis/3 sem. hrs.

The concept of rational decision making and planning will be discussed with emphasis on profit maximization. Topics will include linear programming, waiting line theory, inventory, and simulation models. **Pre-requisite:** MBA/HRM 0121.

MBA 0211 Legal Environment of Business/3 sem. hrs.

The legal structure within which managers must function. Implication of trade regulation on managerial decision making. **Pre-requisite:** MBA/HRM 0101.

MBA 0212 Investment Principles and Policies/3 sem. hrs.

Managerial aspects of investment policy. Relation of investment strategy to money markets and business cycles. **Pre-requisite:** MBA 0109.

MBA 0213 Regional Economic Forecasting/3 sem. hrs.

Forecasting of economic activity within a region; special problems such as population and industry migration; effect of external forces on the economy. **Pre-requisite:** Economics.

MBA 0214 Government Regulation and the Air Transport Industry/3 sem. hrs.

A discussion of current policies and trends in the air transportation industry with regard to carrier regulation. Both carrier and agency representatives will participate in the development of this course. **Pre-requisite:** Air transport or agency experience acceptable to instructor.

MBA 0215 Urban Land Economics and the Housing Industry/3 sem. hrs.

Managerial decision-making factors in the land development and construction industries. Consideration of the financial, managerial, and marketing aspects of urban property development. Determinants of private and public demand for housing. **Pre-requisite:** Economics.

MBA 0216 Health Administration and Management/3 sem. hrs.

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

MBA 0217 Entrepreneurship and Venture Initiation/3 sem. hrs.

An explanation of the entrepreneurship function. Formation and operation of new business ventures. **Pre-requisite:** Consent of instructor.

MBA 0218 Public Service Personnel Administration Policy, Supervision and Practices/3 sem. hrs.

An exploration of the management of personnel in the public sector, administrative systems, with special emphasis on personnel policies in the law enforcement and related areas. **Pre-requisite:** Consent of instructor.

MBA 0219 Management Practices in the Public Service Sector/3 sem. hrs.

An analysis of managerial techniques and financial controls in the public sector, with special emphasis in the law enforcement area.

MBA 0220 Management Practices in the Non-Profit Sector/3 sem. hrs.

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

MBA 0221 Government Regulations & the Utility Industry Course Description/3 sem. hrs.

A discussion of current policies trends, and problems in the utility industry. A comparative approach to management practices resulting from inputs by government and user representatives. **Pre-requisite:** MBA 0101.

representatives. **Pre-requisite:** MBA/HRM 0101.

MBA 0223 Environmental Economics/3 sem. hrs.

Environmental Economics is designed to provide the students with a meaningful awareness of the impact of economic activity on the physical environment in which our society must live. Two specific problems; a) the failure of the market mechanism to resolve externality problems; and b) the continuous degradation of the quality of life that is associated with economic growth are focal points of analysis once the student has recognized the issues that are basic to an assessment of the environment and the economy. **Prerequisite:** MBA/HRM 0122

MBA 0224 Advertising Management/3 sem. hrs.

Examines the development, design, implementation, and evaluation of an organized advertising program. Emphasizes the use of research in formulating advertising objectives. **Prerequisite:** MBA 0108 or permission of instructor.

MBA 0225 Selected Topics in Management/3 sem. hrs.

Tutorial course only, topics to be selected in consultation with faculty advisor.

MBA 0230 Managerial Decision Making/3 sem. hrs.

Decision making through optimization models; use of probability, queueing theory, Markov Chains, Simplex procedures, and linear programming. **Pre-requisite:** MBA 0121.

ELECTIVES

ACC 0107 Managerial Accounting/3 sem. hrs.

Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets. **Pre-requisite:** Undergraduate accounting or MBA/HRM 0010.

ACC 0511 Accounting Theory/3 sem. hrs.

The theoretical structures of accounting for: assets, income definition, recognition and measurement of income, influence of professional standards, and problem impact on equities. **Pre-requisite:** ACC 0107 or consent of the instructor and 3 other graduate credits.

ACC 0512 Current Topics in Accounting Research and Studies/3 sem. hrs.

A seminar devoted to the more recent and controversial studies of the Financial Accounting Standards Board (FASB) and their impact on current reporting practices. **Pre-requisite:** ACC 0107 and ACC 0511 or consent of the instructor and 3 other graduate credits.

ACC 0513 Behavioral Accounting/3 sem. hrs.

The special blend of accounting and behavioral science applied to the problems of individuals and organizations, to help them attain their goals, and to examine impact on processes and products. **Pre-requisite:** ACC 0107 or consent of the instructor and 3 other graduate credits.

ACC 0514 Taxation of Corporations and Partnerships/3 sem. hrs.

Federal tax regulations and their impact on the operation of both forms of business organization, with heavy emphasis on the planning and decision making leading to the greatest tax benefits for the firm. **Pre-requisite:** ACC 0107 and ACC 0511 and 3 other graduate credits.

ACC 0515 Tax Planning and Research/3 sem. hrs.

A review of the regulations and decisions on tax issues leading to awareness in researching, for areas that both individuals and business find indispensable. **Pre-requisite:** ACC 0107 and ACC 0511 and 3 other graduate credits.

ACC 0516 Introduction to Fund Accounting/3 sem. hrs.

Survey of current types of Fund Accounting differentiating between the various AICPA audit guides. Emphasis on college, university and hospital audit guides. **Pre-requisite:** ACC 0107 and ACC 0511, or consent of the instructor and 3 graduate credits.

ACC 0517 Taxation of Individuals/3 sem. hrs.

An introduction to the federal income tax structure, use of tax services, and the concept of taxable income primarily for individuals. Review of recent legislation such as the 1977 Tax Reform Act, and its impact. **Prerequisite:** MBA/ACC 0107.

HRM 0526 Labor Relations Principles, Problems and Cases/3 sem. hrs.

An examination of labor relations in depth, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration and other types of dispute resolution. Case problems based on actual situations are utilized to acquaint students with practical problems and issues encountered in union-management relations. **Pre-requisite:** MBA/HRM 0105.

HRM 0528 Contingency Management: Practices and Cases/3 sem. hrs.

Contingency Management: Practice and Cases is a graduate introductory management course designed to acquaint you with Modern Management Theory, process and practice. Specific areas that will be addressed in the

course include planning, organizing, directing, decision makings, communicating, motivating, group dynamics, leading and controlling. All of these areas will be woven together via a basic contingency management framework. The class format will be made up of lecture, discussion and some experimental learning exercises related to the assigned reading material from the text and reading books. **Pre-requisite:** MBA/HRM 0101, 0120.

HRM 0530 Career Development/3 sem. hrs.

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

HRM 0532 Management Communications/3 sem. hrs. "B"

"real world" opportunities.

This course will explore various problems associated with communications in business and offer selected concepts designed to correct them. Students will participate in experiential learning via numerous exercises to increase their communications skills. **Pre-requisite:** MBA/HRM 0101 and 0120.

All MBA and HRM electives are open to all Masters students. In fact we encourage MBA students to take at least one HRM elective and HRM students to take at least one MBA elective.

Students may also take courses offered by Nova University as available. However, they must receive prior approval from the Program office and submit a syllabus for course(s) to be taken to the Graduate Management Program Office.

DOCTORAL PROGRAM IN BUSINESS ADMINISTRATION

The Doctorate in Business Administration curriculum intends to prepare people for careers in university teaching, research, or managerial positions whether in business or government, with private or public sector organizations. The program will involve techniques of decision-making and the development of necessary research skills to go along with the type of responsibility expected. Business Administration has now become a professional discipline. The DBA program will try to cover the spectrum of general knowledge in both quantitative and behavioral areas of management; however, there will be no special area of concentration.

Students may do additional applied or theoretical research in an area of specialized interest as long as the problem is of sufficient scholarly quality and meets the criteria of having pragmatic application in business. It is expected that all students will have the necessary basic tools for operating in either applied or theoretical settings at the completion of the program.

A final objective will be to develop executives, teachers (or both) who are not only leaders but can use their backgrounds to innovate, experiment and design so that large systems and complex organizations would benefit from their training and expertise.

Program Schedule. The DBA will run on a year-round basis and will take approximately three years to complete; thirty-six months for completion of the nine modules of course work; and additional time for completion of comprehensive qualifying exams and the major concluding research project.

Each module will meet five times during a four month period, i.e., every three weeks. The meeting time will be on Saturday from 9:00 a.m.-5:00 p.m., thereby providing a total of 40 class contact hours/module.

Program Format. The DBA will be offered in the cluster format whereby approximately thirty students are organized to study a common curriculum in lock-step fashion from the

commencement of the program to its completion. There will be a six year time limit for completion of the program measured from the commencement of the first instructional module. Like several other successful Nova programs, the DBA will have weekend classes and will operate on a year round basis. The first level administrator of the cluster will be a cluster coordinator who will be appointed to handle many of the administrative details of the cluster. The cluster coordinator will act as liaison between Nova University and the student members of the cluster. The coordinator will also be an advisor, ally, and academic mentor to all the participants.

Admission Requirements. Admission requirements for the student wishing to matriculate for the Doctorate in Business Administration will be as follows:

1. A Masters Degree from an accredited college—preferably a Master in Business Administration or a Master of Science in Management.
2. Three letters of reference either academic or professional.
3. Submission of official transcripts from all previous academic institutions.
4. A genuine intellectual capacity and motivation to pursue graduate work as determined by credentials, interview and written essay.
5. Satisfaction of graduate prerequisite course work in a) Accounting/Finance, b) Economics, c) Management/Organization Theory, d) Psychology, and e) Statistics/Quantitative Methods.
6. Submission of a test score from the Graduate Management Admission Test with a score of 500 or better. If the score on the GRE is 1100 or better it may be used in lieu of the GMAT score.

The admissions committee will also examine, through its interview with the candidate and via the written essay, the applicant's capacity to be a leader and the potential for management sought by the program administration. Each applicant should have shown progressively greater job experience and responsibility as well as some indication that the program would be useful in his/her future career plans.

Financial Information—Tuition & Fees.

The application fee for the DBA program is \$25 and is non-refundable.

The tuition is \$2250 per year prorated over three academic modules. Tuition is payable in advance for each module.

There is a \$25 late payment fee for the DBA program. Students with outstanding balances will not be allowed to continue to work towards the DBA degree and may be subject to disciplinary action.

A Guaranteed Tuition Plan is in effect for this program. Students will pay the same annual tuition rate for each of the three years as long as they have *no interruption* of studies.

Students who spend over a year beyond the conclusion of coursework on the major applied research project may be assessed additional fees if the program office has to assign new advisors.

Grading Policy. Students will be graded for the work performed for each Module. The DBA official school transcript will indicate a “pass” or a “fail”. The major instructor for a module may record grades in a conventional manner which will be maintained in the program office. For students with a demonstrated need, the office will provide a letter report of the conventional grades.

All modules must be passed in order for the student to graduate. Students will be placed on academic probation for failure of a module, and will have the opportunity to re-take and pass that module one time only.

Failure of two modules will result in automatic dismissal from the program. Students may petition the Board of Advisors for re-entry into the program on the basis of extenuating circumstances having caused the failure.

A grade of “Incomplete” may also be assigned when the instructor feels reasonable effort has been expended, but work has not been completed due to time constraints. “Incompletes” must be removed within six months of the conclusion of the module. If that grade is not removed within six months, it will result in an automatic failure, with the same consequences and terms that exist for any failure.

Students may request withdrawal from a module and receive a "W" up to the midpoint of the course. Requests for withdrawal must be in writing and will be honored only for cases of severe personal hardship.

Students dissatisfied with the grade assigned may formally protest and invoke the Grievance Procedure covering all coursework in Graduate Management Programs.

Comprehensive Exams. At the end of the first five modules, students will have either written or oral examinations (or both) as a proficiency check. These will also be used as a means of assessing and evaluating the delivery system of the DBA Program. At the conclusion of the last (ninth) module, another comprehensive, qualifying examination will be taken.

The candidate for the DBA must satisfy the graduate faculty that he/she has achieved:

- (A) Mastery of the basic areas of concentration
- (B) A high degree of proficiency in a specialty area in which the student chooses to concentrate for his/her own benefit
- (C) Competency in the use of analytical and research tools in quantitative and research methodologies as well as information systems such as accounting, budgeting, economics, and finance.

Prospective candidates will be held responsible for these areas of information and should, therefore, do appropriate investigation of each subject area as they work towards the program's conclusion.

Integrated Papers. At the completion of each module the student will be responsible for an integrated paper (comparative analysis) that will show the application of current theory and knowledge in an applied setting. Many of these will be of a problem-solving nature and will explore the opportunity for alternative solutions. The purpose of these papers will be to integrate the latest theoretical information with the very best skills application resulting in a solution that might improve the job environment in which the participant operates.

Paper quality will be monitored through a grading process by staff at the Nova campus. The staff will seek improvement in paper quality and growth in the stature and quality of the work as the student progresses towards his final goal in the

DBA program. For this reason, it is expected that each paper will address itself towards major and significant problems of operating a business or solving the problems found in complex organizations.

Major Concluding Applied Research Project. By the third year, the student will select a topic for investigation and will begin writing definitively thereon. This concluding project will have all the features of a dissertation and will be written in scholarly style with appropriate research and references. It should reflect intensive specialization for the student in a specific area of interest. Standards with regard to the major concluding project are still evolving.

National Workshops. DBA students will be required to attend two national workshops for this program. The workshops will be held in conjunction with the Academy of Management's annual meeting which is convened in major U.S. cities on a rotating basis. These meetings will normally require absence from your employment for up to one week as two additional days are added for Nova DBA work exclusively.

It is recommended that all students join the Academy of Management, thereby insuring advance notification of meeting activities and schedules. The 1978 annual meeting will be held in San Francisco starting on August 9, and will conclude for NOVA students on August 14. The 1979 meeting will be held in Atlanta, Georgia. Program participants should budget travel and living expenses for the national workshops as a separate expense from their other items such as tuition, books, and study materials.

Board of Advisors. A Board of distinguished individuals with outstanding reputations from diverse fields is being convened as a permanent committee to advise in policy matters on the administration and operation of the DBA program. These individuals will have in common that they have reached the pinnacle in their own careers, and it is our hope that they will provide guidance to the program so that our products—our students' careers, will also benefit from their collective experience. Each cluster will have student representation on the Board.

PROGRAM OF STUDY

The curriculum will consist of nine modules which are general fields/areas of knowledge. They are as follows:

DBA 0610 MODULE I

Administrative Theory and Practice

An overview of the general subject of administration which concentrates on major areas of management theory. Course content covers the historical development of management thought; concepts of organizational design and effectiveness; range and situational determinants of leadership styles; and the managerial processes of planning, decision-making and control. Course materials used balance theory and practice with the objective of developing skills necessary to administer complex organizations. In addition, this module serves as the introduction to the subject and content areas covered in subsequent DBA modules. **Prerequisites:** Management/Organizational Behavior/Organization Theory

DBA 0620 MODULE II

Organizational Behavior and Development

An examination of behavioral science concepts utilized in modern complex organizations. Sample topics include group dynamics and behavior; concepts of social psychology; interpersonal factors affecting the work environment, roles of power, influence, prestige and authority as they affect leader behavior; issues of organization change and intervention theories and methods; and overall organization effectiveness. The course design focuses on the cluster as a laboratory, encouraging students to learn about themselves and their self concept as a means of learning about others. Practical experience in team building and conflict resolution. **Prerequisites:** Psychology /Organization Behavior/Organization Theory/DBA 0610.

DBA 0630 MODULE III

Planning, Budgeting and Control

An examination of various planning, budgeting, control and finance functions in order to develop analytical and applied skills in these areas. Content coverage will be a balance between concepts, applications, cases, and problems in managerial and financial accounting. Subsystems will be studied for counterpoint views in developing, allocating and controlling resources; and techniques of information analysis will be applied to capital structure decisions. Financial instruments, their institutions, plus money and capital markets will be examined. The functions of organizational titles such as: vice-president finance, treasurer, controller etc. will be covered. **Prerequisites:** Accounting/Economics/Finance

DBA 0640 MODULE IV

Information and Decision Sciences

The study of managerial processes which depend upon quantitative analysis and techniques for their foundation. The development of skills for the use and application of these techniques: forecasting, sampling, hypothesis testing, operations research, linear programming, game theory, artificial intelligence and heuristic techniques, etc. Further study of alternatives which compare optimum versus maximum utilization of resources; and the management science use of technology through computer application and utilization. The design and use of comprehensive management information systems. **Prerequisites:** DBA 630/ Statistics/Quantitative Methods.

DBA 0650 MODULE V

Human Resource Management

An examination of the practices and problems involved in managing the organization's human resources. The course will focus on people problems in management to develop solutions for dealing with special situations when values and cultural patterns between superiors and subordinates (or within subgroups) are in conflict. Sample topics include: career planning and development, recruitment and selection, performance appraisal, assessment centers, training and development, impact of government regulations, impact of unions; ethnic, racial, religious and sexuality based problems. Tools of personnel management such as job analysis, job design, job enlargement, job enrichment; fringe benefits, incentive systems, and ethical responsibilities. Techniques for selecting and retaining the best personnel. **Prerequisites:** DBA 0610 and DBA 0620.

DBA 0660 MODULE VI

Environmental, Political and Social Factors in Management

The study of the external environment and its impact on the internal organization with a view towards clarifying issues so that management might formulate appropriate organizational policies. This course will examine the interaction of various subsystems in the economic, political, and social realms to determine the impact at the systems level on the organization. A sample of some of the topics are: inflation, recession, growth theories, stabilization policies, monetary and fiscal mechanisms, taxation, foreign exchange problems, government and business interaction, social change in post industrial organizations,

consumerism, public interest, private property, social costs, power groups, international markets, international capital movements, and regulatory impact. **Prerequisites:** DBA 0630; DBA 0650/Economics

DBA 0670 MODULE VII Management Education and Development

An exploration of educational psychology, advanced learning theory and ideas for training supervisors and subordinates with particular emphasis on training managers. The course will review pragmatic material for the best way to develop rapid learning in communication, leadership models, decision making, problem solving, and effectiveness. A variety of training approaches and experiences will be covered, including educational evaluations for both cognitive and experiential learning. Sample topics will be: learning design, curriculum development, setting goals and behavioral objectives; and components of learning: attitudes, learning climates, recognition of learning needs, cognitive dissonance, and competency based education. Students will prepare a comprehensive report on an applied learning design. **Prerequisites:** DBA 0610, DBA 0620 and DBA 0650.

DBA 0680 MODULE VIII Research and Development Management

A study of all phases of research project management involving the identification of resource needs, allocation and funding practices, organization and staffing for

experimental activity, and requirements for procurement and contracting with the government and its various agencies. Actual cases of corporations and organizations with heavy R & D experience will be studied for their value in dealing with state-of-the-art management practices. Unusual requirements for strategic and tactical planning with undeveloped products will be examined. Sample topics will be: state-of-the-art technology, science and objectives, simulations and models, applied research tools, foundations, attracting and obtaining funding, proposal writing and budgeting, and contract methods. **Prerequisites:** DBA 0630 and DBA 0640

DBA 0690 MODULE IX Strategy, Policy and Planning

An integrative seminar which will be systems oriented and will develop the joint, functional, interdisciplinary approach for the entire process of management. Cases will be examined for the application of information and intelligence systems as the basis for decision-making. As the capstone course in the DBA curriculum all functions of management will be reviewed to see that they are thoroughly understood and can be applied. Conceptual and operational planning models will be analyzed to determine their value in assisting top management. All of the above will be combined to determine the optimum strategy for the success and survival of the organization in the long run. **Prerequisites:** DBA Modules 0610 through DBA 0680.

INSTITUTE FOR HUMAN RESOURCE MANAGEMENT

The Institute's chief function is the dissemination of practical information to the business community from our academic programs. It is a vehicle for the delivery of educational and training skills from the various Graduate Management Programs to industry that would consider academic credits of a secondary nature. The Institute offers noncredit seminars, designs and sponsors conferences, or will do research, training and development work of various kinds. Other activities include educational training assessments, workshops in conjunction with other universities, and sponsoring occasional economic conferences. The Institute will provide professional satisfaction and outlets for the work of our faculty and students who have expertise in specialized areas by creating the opportunity for interaction with business.

The provisions set forth in this bulletin are not to be regarded as an irrevocable contract between the student and Nova University. The regulations and requirements herein, including 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 which he may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition and fees. The balance due Nova University will be considered receivable and will be collected.

Nova University maintains a system of records which includes application forms, letters of recommendation, admission test scores and transcripts of students' previous academic records and Nova University transcripts. These records may be made available upon written request through the Office of the Registrar. The law limits access and disclosure to a third party. Such access is given only upon consent of the student or if required by law.

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

Parents or eligible students will be provided a hearing by Nova University if they wish to challenge the content of the record. If still not satisfied, the parents or eligible student may add explanatory or rebuttal matter to the record. If the student or parents are denied access to a hearing or if records are alleged to have been illegally disclosed to a third party, the student or parents may file a complaint with the Office of the Deputy Assistant Secretary (of HEW) for Management, Planning and Technology.

Nova University practices a policy of nondiscrimination in employment and admission. We hire employees and admit students of either sex and of any race, color and national or ethnic origin.

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