

Graduate Catalog
2008–2009



H. WAYNE HUIZENGA SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

2008 – 2009 Student Catalog

GRADUATE PROGRAMS

Policies and programs set forth herein are effective July 1, 2008. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog by accessing the Huizenga School website at www.huizenga.nova.edu and downloading this document.

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 Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number (404) 679-4500] to award bachelor's, master's, educational specialist, and doctoral degrees.

President's Message



Nova Southeastern University is Florida's largest independent university based on enrollment and the sixth largest independent institution in the United States. As president of NSU, I invite you to become an ambassador of this remarkable educational showcase that has now entered its fifth decade.

In 1967, NSU served an entire student body of 17 from one building. Today, we have more than 27,000 students enrolled in 16 academic centers, with programs offered in 22 states and many foreign countries. The university boasts approximately 98,000 alumni.

The university's sustained growth is due, in large part, to its exploration of alternative strategies in educating professionals and its commitment to excellence in academics, clinical training, community service, and well-rounded opportunities for all students. The essence of NSU is collaboration at all levels and with diverse partners.

As you pursue your studies at Nova Southeastern University, you are welcomed as a member of the university community. Along with your membership to the university community comes many rights and responsibilities. This student handbook outlines these rights and responsibilities, university policies and procedures, and university resources.

We look forward to a lifelong partnership with you, our student. The entire NSU community is dedicated to providing service and academic excellence to you as you continue on the road to graduation and your success in the new millennium.

Ray Ferrero, Jr.
President
Nova Southeastern University

Dean's Message



Nova Southeastern University's H. Wayne Huizenga School of Business and Entrepreneurship does not just talk about the need to transform business education—it lives it.

In an era when business schools are struggling to keep pace with the trends and challenges faced by the business world, we are pioneering the development of an integrated approach to leading and managing that will place our graduates at the forefront of management application and theory.

The Huizenga School is focused on the creation of value for you and the organization for which you work. This theory-based, intuitive, and pragmatic approach finally brings it all together to create leaders and managers who will have a holistic approach to life and work. The Huizenga School's value-driven management philosophy is a revolutionary approach to leading and managing that focuses on maximizing value over time. You will learn to balance your perspectives of world cultures, the United States and its subcultures, and what the customers, suppliers, third parties, employees, competitors, and owners of your organization value. You will learn how effective leaders and managers manage this juggling act and make good decisions that lead to positive results.

If you want to be at the cutting edge of management education that gets results for you and your organization in the 21st century, then the H. Wayne Huizenga School of Business and Entrepreneurship is for you. Our professors bring a mix of research and practical business experience to the classroom. Our flexible delivery systems and high quality meet the needs of working professionals, full-time students, and organizations.

The Huizenga School at Nova Southeastern University is committed to serving as your partner in the business world, preparing you to be strong competitors in this challenging marketplace. We want students who share our excitement about the future of leading and managing in the 21st century. Together, through this cutting-edge approach to management education, we will create the foundation of knowledge, skills, and experience on which you can build your future.

Randolph A. Pohlman, Ph.D.

Dean

H. Wayne Huizenga School of Business and Entrepreneurship

Master's Calendar

2008 - 2009 Class Meeting Dates

2008 Calendar – Summer (200910)

Sequence I	July 11, 12, 25, 26; August 8, 9, 22, 23; September 12, 13
Sequence II	July 18, 19; August 1, 2, 15, 16; September 5, 6, 19, 20
Online	July 7 - September 13
Prerequisite 1 st Start	June 30 – August 9
Prerequisite 2 nd Start	August 11 – September 20
Monday/Wednesday Day Classes	July 7, 9, 14, 16, 21, 23, 28, 30; August 4, 6, 11, 13, 18, 20, 25, 27; September 3, 8
Tuesday/Thursday Day Classes	July 8, 10, 15, 17, 22, 24, 29, 31; August 5, 7, 12, 14, 19, 21, 26, 28; September 2, 4
Capstone Week for Day Students	Tentative Dates: September 15 - 19

2008 Calendar – Fall (200920)

Sequence I	October 3, 4, 17, 18, 31; November 1, 14, 15; December 5, 6
Sequence II	October 10, 11, 24, 25; November 7, 8, 21, 22; December 12, 13
Online	October 6 – December 14
Prerequisite 1 st Start	October 6 – November 16
Prerequisite 2 nd Start	November 10 – December 20
Monday/Wednesday Day Classes	October 6, 8, 13, 15, 20, 22, 27, 29; November 3, 5, 10, 12, 17, 19, 24, 26; December 1, 3
Tuesday/Thursday Day Classes	October 2, 7, 14, 16, 21, 23, 28, 30; November 4, 6, 11, 13, 18, 20, 25; December 2, 4
Capstone Week for Day Students	Tentative Dates: December 8 - 12

2009 Calendar – Winter (200930)

Sequence I	January 9,10, 23, 24; February 13,14, 27, 28; March 13,14
Sequence II	January 16,17, 30, 31; February 20,21; March 6, 7, 20, 21
Online	January 5 – March 15
Prerequisite 1 st Start	January 5 – February 15
Prerequisite 2 nd Start	February 16 – March 29
Monday/Wednesday Day Classes	January 5, 7, 12, 14, 21, 26, 28; February 2, 4, 9, 11, 16, 18, 23, 25; March 2, 4, 9
Tuesday/Thursday Day Classes	January 6, 8, 13, 15, 20, 22, 27, 29; February 3, 5, 10, 12, 17, 19, 24, 26; March 3, 5
Capstone Week for Day Students	Tentative Dates: March 16 - 20

2009 Calendar – Spring (200940)

Sequence I	April 10,11, 24, 25; May 8, 9, 29, 30; June 12,13
Sequence II	April 17,18; May 1, 2, 15,16; June 5, 6, 19, 20
Online	April 6 - June 14
Prerequisite 1 st Start	April 6 – May 17
Prerequisite 2 nd Start	May 18 – June 28
Monday/Wednesday Day Classes	April 6, 8, 13, 15, 20, 22, 27, 29; May 4, 6, 11, 13, 18, 20, 27; June 1, 3, 8
Tuesday/Thursday Day Classes	April 7, 9, 14, 16, 21, 23, 28, 30; May 5, 7, 12, 14, 19, 21, 26, 28; June 2, 4
Capstone Week for Day Students	Tentative Dates: June 15 - 19

2009 Calendar – Summer (201010)

Sequence I	July 10,11, 24, 25; August 7, 8, 21, 22; September 11,12
Sequence II	July 17,18, July 31,August 1, August 14,15, 28, 29; September 18, 19, 2009
Online	July 6 – September 13
Prerequisite 1 st Start	July 6 – August 16
Prerequisite 2 nd Start	August 17 – September 27
Monday/Wednesday Day Classes	July 6, 8, 13, 15, 20, 22, 27, 29; August 3, 5, 10, 12, 17, 19, 24, 26, 31; September 2
Tuesday/Thursday Day Classes	July 7, 9, 14, 16, 21, 23, 28, 30; August 4, 6, 11, 13, 18, 20, 25, 27; September 1, 3
Capstone Week for Day Students	Tentative Dates: September 14 - 18

2009 Calendar – Fall (201020)

Sequence I	October 9,10, 23,24; November 6, 7, 20, 21; December 11,12
Sequence II	October 16,17, 30,31; November 13,14; December 4, 5, 18,19
Online	October 5 – December 20
Prerequisite 1 st Start	October 5 – November 15
Prerequisite 2 nd Start	November 9 – December 20
Monday/Wednesday Day Classes	October 5, 7, 12, 14, 19, 21, 26, 28; November 2, 4, 9, 11, 16, 18, 23, 25, 30; December 2
Tuesday/Thursday Day Classes	October 1, 6, 8, 13, 15, 20, 22, 27, 29; November 3, 5, 10, 12, 17, 19, 24; December 1, 3
Capstone Week for Day Students	Tentative Dates: December 7 - 11

These dates are subject to change. Please visit the Huizenga School website at www.huizenga.nova.edu for up-to-date information.

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Nova Southeastern University (NSU)

Nova Southeastern University (NSU) is a nonprofit, fully accredited, coeducational institution. It was founded in 1964 as Nova University of Advanced Technology. In 1974, the Board of Trustees changed the university's name to Nova University. In 1994, Nova University merged with Southeastern University of the Health Sciences to form Nova Southeastern University.

NSU is a dynamic, not-for-profit independent institution dedicated to providing high-quality educational programs of distinction from preschool through the professional and doctoral levels, as well as service to the community. It prepares students for lifelong learning and leadership roles in business and the professions. It offers academic programs at times convenient to students, employing innovative delivery systems, and rich learning resources on campus and at distant sites. The university fosters inquiry, research, and creative professional activity, by uniting faculty members and students in acquiring and applying knowledge in clinical, community, and professional settings.

Located on a beautiful 300-acre campus in Fort Lauderdale, Florida, NSU has over 26,000 students and is the largest independent institution of higher education in the Southeast. It is the sixth largest independent, not-for-profit, private university in the United States. NSU awards bachelors, masters, specialist, doctoral, and first-professional degrees in a wide range of disciplines including allied health, business, computer and information sciences, dentistry, education, humanities and social sciences, law, medicine, pharmacy, oceanography, optometry, and psychology. Its programs are administered through academic centers that offer courses in Fort Lauderdale as well as in locations throughout Florida, across the nation, and at selected international. Despite the geographic diversity of sites where classes are offered, 88 percent of the student body attends classes in Florida. Eighty percent of all students enrolled attend classes in the tri-county area (e.g., Miami-Dade, Broward, and Palm Beach Counties).

Nova Southeastern University is a major provider of educational programs for Florida residents. Through its undergraduate, graduate, and professional degree programs, NSU educated more than 24,000 Florida residents in the calendar year 2006. With an annual budget of approximately \$441 million, Nova Southeastern University also has a significant economic impact on the surrounding community. A recent NSU study revealed that the university and its students and employees contributed more than \$1.04 billion to the Florida economy during fiscal year 2004.

Nova Southeastern University has the only college of optometry in Florida, and one of only two colleges of pharmacy and mental medicine in South Florida. The institution also enjoys an excellent reputation for its programs for families offered through the Mailman Segal Institute for Early Childhood Studies and the University School. These include innovative parenting, preschool, primary, and secondary education programs.

NSU is well known for innovation and quality in both traditional and distance education. The university serves large numbers of adult students and a growing population of traditional undergraduates. To date, the institution has produced more than 98,000 alumni.

ACCREDITATION STATEMENT

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097: telephone number (404) 679-4500] to award associate's, bachelor's, master's, specialist, and doctoral degrees.

Nova Southeastern University
H. Wayne Huizenga School of Business and Entrepreneurship
3301 College Avenue
Fort Lauderdale, Florida 33314
(800) 672-7223 x 25000

The H. Wayne Huizenga School of Business and Entrepreneurship is also accredited by the International Assembly for Collegiate Business Education (IACBE).

NONDISCRIMINATION STATEMENT

Consistent with all federal and state laws, rules, regulations, and/or local ordinances (e.g. Title VII, Title VI, Title III, Rehab Act, ADA, Title IX), it is the policy of Nova Southeastern University not to engage in discrimination or harassment against any persons because of race, color, religion or creed, sex, pregnancy, national or ethnic origin, non-disqualifying disability, age, ancestry, marital status, sexual orientation, unfavorable discharge from the military, status as a disabled veteran, or political beliefs and to comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders, and regulations.

This nondiscrimination policy applies to admissions, enrollment scholarships and loan programs, athletics, employment, and access to and treatment in all university centers, programs, and activities. NSU admits students of any race, color, religion or creed, sex, pregnancy, national or ethnic origin, nondisqualifying disability, age, ancestry, marital status, sexual orientation, unfavorable discharge from the military, status as a disabled veteran, or political beliefs and activities generally accorded or made available to students at NSU and does not discriminate in the administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school administered programs.

H. Wayne Huizenga School of Business and Entrepreneurship

The Huizenga School in Fort Lauderdale, Florida is the only business school in the nation with entrepreneurship in its name. That says a lot about who we are, a school committed to delivering an up-to-date curriculum that fosters the spirit of innovative thinking in the workplace. Here, students learn to face the critical issues of today and tomorrow, head on.

Over thirty years ago, when few other institutions considered customer's needs, the Huizenga School accommodated working professionals by creating both weekend and off-campus programs. Today, that tradition continues. The Huizenga School serves over 5,300 bachelor's, master's, and doctoral students in a variety of degree programs tailored to meet the demands of today's workforce. The Huizenga School also offers a range of optional certificates as well as a number of enriching seminars and workshops through the Hudson Institute of Entrepreneurship and Executive Education, and The International Institute for Franchise Education.

Another of the Huizenga School's unique features is its ability to tailor delivery of master's degree programs to the particular needs of corporations. The Huizenga School has offered master's degree programs within firms including American Express; AT&T; BellSouth; City of Hollywood; Volusia County Government; Federal Express; GATX; Martin Memorial Hospital; North Broward Hospital District; Palm Beach Sheriff's Office; Racal Datacom; Royal Caribbean Cruise Lines; Salomon Brothers, Inc; TYCO; and Zhenhua Port Machinery Company in Shanghai, China.

Administrators and faculty are keenly attuned to the complicated demands placed on today's employees, managers, and leaders. Courses are continually refined to the most current and relevant practices. Students at the Huizenga School encounter some of the most exciting, enriching course work available anywhere in education today; courses designed to challenge critical thinking skills to widen perspectives on traditional business practices, and to foster an entrepreneurial spirit.

Our students come from a diverse cross section of society—culturally, demographically, and professionally. This is why courses are delivered in a range of flexible formats: on-campus, off-campus, and online.

No matter the program or format, each program utilizes all the tools technology and management have to offer, giving students an unprecedented opportunity to acquire skills that will enrich their knowledge base and leadership abilities, while learning to add value to their company and to their lives.

VISION

The H. Wayne Huizenga School of Business and Entrepreneurship is a worldwide provider of academic, professional, and practical education for individuals in business, academia, government, and nonprofit organizations, possessing a recognized reputation for quality using personal relationships and appropriate technology to provide superior real-world learning experiences for students in a manner that allows education to be an integral part of their lives.

MISSION

Our mission is to advance the personal growth and professional development of individuals in business, academia, government, and nonprofit organizations by providing readily accessible, managerially and entrepreneurially oriented, and convenient educational opportunities of superior real-world value.

PHILOSOPHY

We believe in this fast-paced, rapidly changing world, individuals in business, academia, government, and nonprofit organizations need convenient, accessible, superior-value educational opportunities. Only by utilizing faculty possessing scholarly and professional qualifications, providing personal interaction with students, and effectively using technology, can we prepare students for success.

We can only realize our vision if all faculty and staff of the Huizenga School, with the support of our other stakeholders, are dedicated to innovation in courses, curricula, delivery methods, and services to students according to student needs.

The success of the Huizenga School is contingent upon the ability of our faculty, staff, and students to apply newly acquired knowledge to create value in their respective business, academic, government, and nonprofit organizations in particular, and society as a whole.

PRINCIPLES

1. Conduct all of our academic affairs with integrity.
2. Be committed to the Huizenga School's *vision, mission, philosophy, and principles*.
3. Treat each other with dignity, respect, and sensitivity as to create a caring environment that allows faculty, staff, and students to reach their greatest potential.
4. Stay focused on, and anticipate the needs of our constituents so we can prepare our students to be "shapers" of our society, not mere "reactors."
5. Set high expectations for ourselves and demonstrate initiative, judgment, flexibility, and teamwork so we may fulfill our mission and vision.
6. Have a compelling desire to advance the knowledge of how organizations function, and apply this knowledge so that developing creative solutions is a major focus of life.
7. Have the vision, creativity, openness, and receptivity to challenge the status quo, to create learning and change, and view our role in the Huizenga School and the University as part of a dynamic process rather than a set of static, fixed relationships with related tasks.
8. Constantly try to understand the contributions we can make to the *vision* and *mission* of the organization, and seek to contribute where there is a clear, comparative advantage.
9. Believe that lifelong learning, and the application of that learning, greatly enhances society.
10. Be culturally mature and demonstrate a strong appreciation for diversity and the richness it brings to life and learning.

Vision, Mission, Principles, September 29, 2006
H. Wayne Huizenga School of Business and Entrepreneurship

ADDRESS OF THE HUIZENGA SCHOOL

The Huizenga School is located on NSU's main campus in the Carl DeSantis building. The DeSantis building is a 261,000 square foot, 5-story facility built around a central 3-story courtyard. Its design includes general purpose and compressed video/teleconferencing classrooms, a lecture theater, computer labs, multi-purpose and conference facilities, business services/copy center, and a full service café, as well as administrative and student offices with support facilities.

H. Wayne Huizenga School of Business and Entrepreneurship
Carl DeSantis Building
Nova Southeastern University
3301 College Avenue
Fort Lauderdale, FL 33314

DEGREE PROGRAMS

BACHELOR'S LEVEL

Bachelor of Science in Accounting
Bachelor of Science in Business Administration
Bachelor of Science in Economics
Bachelor of Science in Finance
Bachelor of Science in Management
Bachelor of Science in Marketing
Bachelor of Science in Sport and Recreation Management

Minors:

Accounting	International Business
Business	Leadership
Economics	Management
Entrepreneurship	Marketing
Finance	Sport and Recreation Management
Human Resource Management	

MASTER'S LEVEL

Master of Accounting
Master of Business Administration
Master of Business Administration
 Concentrations:
 Entrepreneurship
 Finance
Master of International Business Administration
Master of Public Administration
Master of Science in Human Resource Management
Master of Science in Leadership
Master of Science in Real Estate Development
Master of Taxation

Concurrent or Post degree Certificates:

Entrepreneurship	International Logistics
Finance	International Management
Human Resource Development	International Strategy
Human Resource Management	Leadership
Information Security	Management Information Systems
International Business	Marketing
International Economics	Real Estate Development

DOCTORAL LEVEL

Doctor of Business Administration

Specialties:

Accounting	Management
Finance	Marketing
Human Resource Management	Operations Management
International Business	

DEGREE RECOGNITION

Nova Southeastern University and the H. Wayne Huizenga School of Business and Entrepreneurship are regionally accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). SACS is one of six regional accrediting agencies in the United States. Degrees earned at Nova Southeastern University through the H. Wayne Huizenga School of Business and Entrepreneurship are accepted or recognized at the discretion of the University to which the Huizenga School graduate is applying. Generally, degrees earned at a regionally accredited institution are recognized by other regionally accredited institutions. Alumni of the Huizenga School, who wish to pursue academic studies at other institutions, should contact the admissions office of the school to which they are applying for information.

INSTITUTES AND CENTERS

Institutes and centers housed within the Huizenga School specialize in delivering non-degree programs, symposia, seminars, and forums for professionals.

HUDSON INSTITUTE OF ENTREPRENEURSHIP AND EXECUTIVE EDUCATION

The Hudson Institute of Entrepreneurship and Executive Education at the H. Wayne Huizenga School of Business and Entrepreneurship continues Nova Southeastern University's rich tradition of providing practical business education, hands-on learning, and expert consulting services to organizations and individuals.

The Hudson Institute was created in response to the vital need of businesses to tap into the expertise and up-to-date training available through the Huizenga School. The Hudson Institute offers non-degree courses that give companies, managers, and employees that critical cutting edge needed to excel in the intensely competitive environment so prevalent in both the corporate and governmental landscapes of today.

The institute proudly carries the name of Harris W. Hudson, a respected and accomplished Florida business executive for the past 45 years. Hudson currently serves on several area boards and continues to make significant contributions to the growth of our community.

THE INTERNATIONAL INSTITUTE FOR FRANCHISE EDUCATION

Leading a franchise organization in the 21st century means constant learning and continual change. This presents a leadership challenge. The International Institute for Franchise Education helps franchise companies meet that challenge and grow through focused learning that expands knowledge and awareness of best practices in franchising, builds leadership skills, and fosters continuous and systemic improvement and innovation. The institute also provides services to individuals and groups who operate franchise units through management training and leadership development in their personnel, process improvement, and support services through organizational consulting.

NSU & HUIZENGA SCHOOL AFFILIATIONS AND MEMBERSHIPS

AACSB International, The Association to Advance Collegiate Schools of Business	www.aacsb.edu
American Council on Education	www.acenet.edu
Association of American Colleges and Universities	www.aacu.org
Association of Governing Boards of Universities and Colleges	www.agb.org
College Board	www.collegeboard.com
Conference of Southern Graduate Schools	www.csgs.org
Council of Graduate Schools	www.cgsnet.org
Florida Association of Colleges and Universities	www.facufloida.com
Foundation for Independent Higher Education	www.fihe.org
Hispanic Association of Colleges and Universities	www.hacu.net
Independent Colleges and Universities of Florida	www.icuf.org
National Association of Independent Colleges & Universities	www.naicu.edu
National Association of Schools of Public Affairs and Administration	www.naspaa.org
Southern Association of College and University Business Officers	www.sacubo.org
Southern Regional Education Board's Electronic Campus	www.electroniccampus.org
University Continuing Education Association	www.ucea.edu

General Information for Huizenga Students

ADDRESS AND NAME CHANGES

It is the student's responsibility to ensure the university has his/her current contact information including mailing address, home telephone number, work telephone number, and email address. Students may update their personal contact information (excluding name change) through WebSTAR at www.webstar.nova.edu.

During enrollment at NSU, should a student's name legally change, the student should forward proper documentation (typically copy of the social security card) to the Registrar's Office so the student's records may be updated. A student's name will not be changed without official legal documentation.

CAREER SERVICES

Nova Southeastern University operates a placement office for NSU students and alumni. To use the placement service, students must submit an updated resume to the Office of Career Services. This service is available to alumni as a lifetime benefit. The placement office also requires the completion of separate paperwork for membership in the National Alumni Association. Please note that attainment of a degree does not guarantee job placement. For further information, contact Career Services at (954) 262-7201 or online at www.nova.edu/career.

COMMENCEMENT AND DEGREE CONFERRAL

The Huizenga School holds an annual graduation ceremony in Broward County, Florida. Master's students who have completed their degree requirements or who are in their last two courses in the spring term (excluding capstone) and in good academic standing, are invited to attend. Doctoral students must have all degree requirements completed and the degree application approved before the student will be invited to attend graduation. Students are not required to attend the graduation ceremony in order to receive their degree.

A student's degree is conferred once the student has met all of the graduation requirements for their chosen degree. Degrees are conferred on the last day of each term. When the diploma has been printed, it is sent to the students' mailing address on record.

Please note: Students should contact their academic advisor upon registering for their last term to ensure all requirements have been met.

DISABILITY SERVICES

Nova Southeastern University complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. No qualified individual with a disability shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any activity, service, or program of the university solely because of his or her disability. Each qualified individual with a disability who meets the academic and technical standards required to enroll in and participate in Nova Southeastern University's programs shall be provided with equal access to educational programs in the most integrated setting appropriate to that person's needs through reasonable accommodation.

At the postsecondary level, it is the student's responsibility to initiate the process for disability services. The process for obtaining a reasonable accommodation is an interactive one that begins with the student's disclosure of his/her disability to appropriate administrative personnel and a request for a reasonable accommodation. The student has the responsibility to provide Nova Southeastern University with proper documentation of his/her disability from a qualified physician or clinician who diagnoses his/her disabilities and sets forth the recommended accommodations.

Student requests for accommodation will be considered on an individual basis. Each student with a disability should discuss his or her needs with the disability service representative in his or her academic center,

college, or school before classes begin. For additional information on the university disability policy and obtaining reasonable accommodations, please contact your academic advisor.

Disability-related records are kept in a confidential location and are not part of the student's academic record, nor are they shared with others without the student's written consent.

ACADEMIC ACCOMMODATION(S) PROCESS

Requests for accommodation must be made in writing to the disability service representative in the student's academic center, college, or school and must be supported by appropriate documentation of recent medical, psychological, or educational assessment data administered and evaluated by a qualified professional. If the student disagrees with the accommodation(s) proposed by the disability service representative in consultation with the appropriate program director and/or faculty member, he or she may appeal the decision through that center's, college's, or school's appellate process. If the issue cannot be satisfactorily resolved at the center, college, or school level, the student may appeal in writing no later than 10 days after the final decision to the university's Academic Accommodation Appellate Committee, which consists of the university's ADA coordinator and representatives from at least four different academic centers, colleges, and/or schools. The student will be given the opportunity to present his or her appeal in an appearance before the committee. The committee will also review all relevant documents submitted with the written appeal before rendering a decision. The student will be notified in writing of the committee's decision within a reasonable amount of time of the hearing. The decision of the university's Academic Accommodation Appellate Committee is final and binding upon the student without further appeal.

For additional information regarding disability policies and accommodations, students are encouraged to consult the NSU Student Handbook located online at www.nova.edu/cwis/studentaffairs/forms/ustudenthandbook.pdf.

FINANCIAL AID

Nova Southeastern 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. Financial aid is available to "fill the gap" between the cost of education and the amount the student can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be fully admitted 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 financial aid and for application forms, please contact:

Nova Southeastern University
Office of Student Financial Assistance
3301 College Avenue, Horvitz Administration Building
Fort Lauderdale, Florida 33314
Broward County: (954) 262-3380
Miami-Dade County: (305) 940-6447, ext. 27410
(800) 806-3680
www.nova.edu/cwis/finaid

Office hours: Monday – Thursday 8:30 a.m. – 7:00 p.m.; Friday 8:30 a.m. – 6:00 p.m.; and Saturday 9:00 a.m. – noon.

Please note: A select number of courses and seminars may not be financial aid eligible when taken by themselves. Please refer to the degree program pages for details or contact your academic advisor.

GRADE REPORTS

Students may view their grades online through WebSTAR located at www.webstar.nova.edu typically 7 – 10 days (45-60 days for doctoral) after the end of the term (master's: March, June, August, and December; doctoral: April, August, and December). Students may contact their academic advisor if grades are not posted by stated times. Students will not receive grade reports through regular mail.

Students who submit tuition and fees to their employer should use WebSTAR to access the course fees and grades. Students may print out this information from WebSTAR and submit to their employer. If the employer requires additional information, students should contact their academic advisor for assistance.

GRADING SYSTEM

The grading system for graduate programs is as follows:

GRADE		QUALITY POINTS
A	Excellent	4.0
A-		3.7
B+		3.3
B	Good	3.0
B-		2.7
C+		2.3
C	Poor	2.0
F	Failing	0.0
P	Pass	0.0

Note: Students earn grades based on their performance relative to the established criteria and benchmarks for each class. Grades are assigned by professors qualified to make that judgment. Appropriately, final course grades are matters for faculty and students only. Grade appeals are not entertained.

Students who register for a course and do not attend will receive the grade of F on their transcript. It is the student's responsibility to ensure he or she has been officially dropped from a course. This may be done by verifying registrations in WebSTAR.

The University Registrar records and maintains the official student progress records for the university. Official grades are posted at the end of each term.

I	Incomplete	See incomplete grade policy.
IF	Incomplete Failure	Given when students fail to satisfy an incomplete contract within the designated time period or when an incomplete contract has not been

		signed.
IW	Incomplete Withdrawal	Given when a student notifies their academic advisor of their desire to withdraw from a course in which a grade of incomplete has been assigned before the date specified in the incomplete contract.
W	Withdrawal	See drop and refund policies.
WU	University Withdrawal	Withdrawn by the University.

GRADUATE HOUSING/FOOD SERVICE

NSU offers a residential living program for master's and doctoral students that is designed to meet a wide array of student needs. Students who live on campus have numerous opportunities to participate in a variety of programs and activities that maximize intellectual growth and personal development.

Students are invited to obtain information from the Residential Life and Housing Office online at www.nova.edu/reslife/oncampus/graduate.html.

LIBRARY RESOURCES

The university library system is composed of the Alvin Sherman Library, Research, and Information Technology Center, Health Professions Division Library, Law Library, North Miami Branch Library, William S. Richardson Ocean Science Library, and four school libraries. The 325,000 square foot Alvin Sherman Library, Research, and Information Technology Center is a joint-use facility with the Broward County Board of County Commissioners. It serves students, faculty, and staff members of NSU, as well as residents of Broward County. The five-story structure is a high-tech facility using both wireline and wireless technology. Electronic classrooms and group study rooms are popular areas. Using compact shelving, it has a book capacity of 1.4 million volumes. Within the facility is the 500-seat Rose and Alfred Miniaci Performing Arts Center, enhancing university curricular support and the improvement of the quality of life in South Florida. Overall, the current university's libraries house approximately 900,000 volumes and 1,400,000 microform units. Agreements have been signed with several libraries throughout the world to provide library support for NSU programs offered in specific geographical areas. The catalogs of all libraries are accessible to local users, distance education students, and faculty members wherever they may be located, via computers using the electronic library. Online databases complement the paper-based holdings and provide full-text resources. Interlibrary agreements through organizations such as the Online Computer Library Center (OCLC), the Southeast Florida Library Information Network (SEFLIN), the Consortium of Southeastern Law Libraries (COSELL), and the National Library of Medicine (NLM) provide broad access to a wide range of materials.

Distance education and online students have access to books, journal articles, microfiche, dissertations, and reference librarians. Librarians travel to class sites to provide training to distance students. Distance students can request library materials using the online order form on our website at www.nova.edu/library/serv/docdel. To contact Document Delivery by phone, call (800) 541-6682, ext. 24602, or on campus, ext. 24602. Document Delivery may also be contacted by email at library@nova.edu.

MINIMUM COMPUTER REQUIREMENTS

All students are required to have unrestricted access to a personal computer. At a minimum, the computer must meet the following hardware and software requirements: Pentium 1.6 GHz, 1 GB RAM, 56 K modem (cable or DSL strongly recommended), sound card and speakers, microphone, antivirus software, Windows XP, Microsoft Office 2003, and an Internet Service Provider (ISP).

NSU BOOKSTORE

The NSU bookstore is located at University Park Plaza (UPP), which is located at the traffic light just south of 30th Street. To obtain textbook information and NSU gear, visit their website at <http://nsubooks.bncollege.com>.

NSU COMPUTER ACCOUNTS

UNIX

Upon acceptance, NSU requires all students to create an NSU user name and password which is used as their official NSU email account but also provides access to library resources, HS Portal, and online classrooms. This email account is the official method of communication at NSU and is used to notify students of upcoming registration deadlines, scholarship information, and other important NSU information. Students are required to use their NSU accounts for intracampus communication and for submission of class assignments as required by faculty members. In addition, students participating in online coursework use their account to access the electronic classroom.

Each student is required to create an account by filling out the application, available at https://www.nova.edu/sbin/account_request. Usernames are provided immediately and activated within two hours. All email communications between faculty, administration, staff, and students must use the NSU email account. Personal email accounts may not be used.

For technical support or problems with an NSU account, call the Help Desk at (954) 262-HELP. Student NSU accounts are deleted upon notification of academic dismissal, suspension, withdrawal, and conferral from various offices of the university. Students who reenroll at NSU must reapply for an email account.

WEBSTAR

WebSTAR allows students to view grades, transcripts, and holds; apply for financial aid and review the status of financial aid applications and loans; check registration status; view personal class schedules and register for classes; pay for classes; and check and change personal contact information.

WebSTAR can be accessed at www.webstar.nova.edu. Students log in to the secure area using their NSU student number and Personal Identification Number (PIN). Students will receive their PINs through the mail. WebSTAR also has links to the class schedule, course catalog, financial aid website, and NSU homepage. Students who lose or forget their PIN, or current NSU students who have not received a PIN, should contact the NSU PIN specialist by calling (954) 262-4850 between 8:30 a.m. and 5:00 p.m., or via email at pinhelp@nova.edu. Help and log-in instructions are available on the WebSTAR site. Additionally, students can access their PIN number online by visiting: www.nova.edu/sbin/pinhelp.

NSU LETTERHEAD AND OTHER OFFICIAL ATTRIBUTION

NSU does not authorize the use of its letterhead or specifically endorse survey and research efforts unless these efforts have been reviewed, coordinated, and approved by university staff. Accordingly, students are not authorized to use NSU letterhead, or other logos that imply university endorsement, without written authorization from the respective Program Office.

NSU STUDENT EDUCATIONAL CENTER LOCATIONS

Fort Myers Student Educational Center
10100 Deer Run Farms Road
Fort Myers, FL 33966
(239) 267-6278

Jacksonville Student Educational Center
6675 Corporate Center Parkway
Suite 115
Jacksonville, Florida 32216
(904) 245-8932

Miami Student Educational Center
8585 SW 124th Avenue
Miami, Florida 33183
(305) 274-1021

Naples Student Educational Center
2655 Northbrooke Drive
Naples, FL 34119
(239) 591-4528

Nassau Student and Educational Center
C/O BBCC
8 Jean Street; P.O. Box EE 15958
Nassau, Bahamas
(242) 364-6766

Orlando Student Educational Center
4850 Millenia Blvd
Orlando, Florida 32839
(407) 264-5600

Tampa Student Educational Center
9503 Princess Palm Avenue
Tampa, Florida 33619
(813) 393-4990

West Palm Beach Student Educational Center
3970 RCA Boulevard, Suite 7000
Palm Beach Gardens, Florida 33410
(561) 622-7018

OFFICE OF INTERNATIONAL STUDENTS

The Office of International Students (OIS) is committed to providing essential services to assist NSU international students achieve their academic goals. OIS serves as a resource to the university community and provides services and counseling expertise aimed at guiding individual students through the complexities of U.S. government visa regulations.

Students who wish to study at the Huizenga School should contact OIS for details regarding issuance of the I-20. The I-20 will be granted only upon completion of all admission requirements and acceptance into the program of study. In addition, students must be enrolled full-time in order to maintain their I-20 status. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 are required to attend classes in the state of Florida, in Miami-Dade, Broward, or Palm Beach counties. For further information, please contact OIS.

International Student Office
Nova Southeastern University
3301 College Avenue
Fort Lauderdale, Florida 33314
(954) 262-7240 or (800) 541-6682, ext. 27240
Email: intl@nova.edu
www.nova.edu/internationalstudents

Note: Students attending any courses on campus less than three weeks in duration are not required to obtain the I-20.

OFFICE OF STUDENT FINANCIAL SERVICES AND REGISTRATION

The Office of Student Financial Services and Registration is composed of the Office of Student Financial Assistance, the Bursar's Office, the Office of the University Registrar, and the One-Stop Shop. All students (including students not located on the main campus) may obtain assistance with financial aid, student accounts, registration, and records. The One-Stop Shop is located on the first floor of the Horvitz Administration Building at the Davie Campus. For additional information, call (800) 806-3680.

PARKING

Student parking is available free of charge on the main, North Miami Beach, and east campuses. Parking permits are mandatory and are available through the Registrar's Office, located in the Horvitz Administration building on the main campus. For information, contact the Registrar's Office at (954) 262-7200 or (800) 541-6682, ext. 27200.

PLAGIARISM, ACADEMIC DISHONESTY, AND OTHER FORMS OF MISCONDUCT

The H. Wayne Huizenga School of Business and Entrepreneurship (Huizenga School) is strongly committed to a policy of honesty in academic affairs. Students are expected to do their own academic work. Students are awarded degrees in recognition of successful completion of academic coursework in their chosen fields of study. Each student, therefore, is expected to earn his or her degree on the basis of individual personal effort. Consequently, any form of cheating or plagiarism constitutes unacceptable academic dishonesty. Such academic misconduct will not be tolerated at the Huizenga School, and thus will be penalized according to the seriousness of the infraction, in conformity with the standards, rules, and procedures of the Huizenga School and NSU. Accordingly, students are well advised to keep in mind that suspension and expulsion from the Huizenga School are among the sanctions that may be imposed for violations of the Academic Misconduct Policy.

Definitions

- **Plagiarism**, as defined by the Little, Brown Essential Handbook for Writers, 4th edition, is "the presentation of someone else's ideas or words as your own. Whether deliberate or accidental, plagiarism is a serious and often punishable offense" (Aaron, 2001).
- **Deliberate plagiarism** is "copying a sentence from a source and passing it off as your own and, summarizing someone else's ideas without acknowledging your debt, or buying a term paper and handing it in as your own" (Aaron, 2001).
- **Accidental plagiarism** is "forgetting to place quotation marks around other writer's words, omitting a source citation because you're not aware of the need for it, or carelessly copying a source when you mean to paraphrase" (Aaron, 2001).

Guidelines

The United States Naval Academy's statement on academic plagiarism (USNA, 2004) provides the following guidelines that has been implemented verbatim at the Huizenga School.

1. Give credit where credit is due. Inevitably, you will use other people's discoveries and concepts. Building on them creatively. But do not compromise your honor by failing to acknowledge clearly where your work ends and that of someone else begins.
2. "Provide proper citation for everything taken from others. Such material includes interpretations, ideas, wording, insights, factual discoveries, charts, tables, and appendices that are not your own. Citations must guide the reader clearly and explicitly to the sources used, whether published, unpublished, or electronic. Cite a source each time you borrow from it. A single citation, concluding or followed by extended borrowing, is inadequate and misleading. Indicate all use of another's words, even if they constitute only part of a sentence, with quotation

- marks and specific citation. Citations may be footnotes, endnotes, or parenthetical references.
3. Recognize the work of others even if you are not borrowing their words. Theories, interpretations, assessments, and judgments are all intellectual contributions made by others and must be attributed to them.
 4. Paraphrase properly. Paraphrasing is a vehicle for conveying or explaining a source's ideas and requires a citation to the original source. A paraphrase captures the source's meaning and tone in your own words and sentence structure. In a paraphrase, the words are yours, but the ideas are not. It should not be used to create the impression of originality.
 5. Cite sources in all work submitted for credit. Your instructor may also require you to identify the contributions of others in drafts you submit only for review. Ask your instructor for his or her citation requirements and any discipline-specific attribution practices.
 6. Be cautious when using web-based sources, including Internet sites and electronic journals. There is a common misperception that information found on the Internet does not need to be cited. Web-based information, even if anonymous, must be appropriately cited. **Do not cut and paste** or otherwise take material from websites without proper citation.
 7. Provide a citation when in doubt. Always err on the side of caution (USNA, 2004).

Papers will be routinely submitted to www.turnitin.com for review.

Cheating by Plagiarism

Plagiarism is a form of academic misconduct. The Huizenga School views plagiarism as the representation of another's work, words, or ideas, statement of facts not generally known as one's own without use of an academically recognized method of citation. Work submitted at the Huizenga School must be the original work of the student. Original work may include the words and ideas of others, but the **source** of these words and ideas must be indicated in a manner consistent with an academically recognized form, style, and citation manual. Plagiarism subjects the student to penalties pursuant to the Academic Misconduct Policy. Any student helping a student plagiarize is considered as guilty as the student assisted.

Plagiarism involves using the words, information, insights, or ideas of another without crediting that person through proper citation. Proper documentation is required for all source material as discussed in the individual course policy statement which will be provided and explained by each instructor during the first session of each course. It is your responsibility to know the rules for proper citation – claiming ignorance of the proper citation rules is not an excuse for cheating. One can avoid plagiarism by fully and openly crediting all sources used.

In the absence of guidance from the instructor, reference "APA Style Manual" (standards and rules to be followed when referencing source material).

Cheating on Examinations and Assignments

Academic misconduct consists of cheating of any kind with respect to examinations and assignments as well as the unauthorized possession and/or use of exams, papers, and materials. Cheating is defined and characterized by copying answers to examinations, quizzes, presentations, and projects from a source not approved by the professor. This includes but not limited to "crib" notes and "cheat" sheets, cell phones, PDA's, iPods, and of course, collusion with your fellow student (neighbor). In addition the use of test banks, computers, answer keys, stolen exams, and instructor's manuals are expressly forbidden. (USNA, 2004).

Cheating subjects the student to penalties pursuant to the Academic Misconduct Policy. Cheating includes, but is not limited to, the following:

- The unauthorized submission of work previously presented in another course.
- Having someone else write a paper for the student; purchasing a paper from someone or through the Internet.
- Participating in an arrangement whereby work, classroom activity, or an examination is done by another person.
- Unauthorized collaboration on assignments or work to be presented.
- Arranging to have others take examinations or to do assignments.
- Obtaining examinations prior to administration.
- Communicating or exchanging test information with other students during an exam or quiz.
- The manipulating of recorded grades or other class records in a grade book or on a computer system or the falsifying of such information.
- Bribery.

Cheating in the H. Wayne Huizenga School of Business and Entrepreneurship will not be tolerated.

Discipline for Academic Misconduct

The professor/instructor has the authority to determine whether plagiarism or cheating has occurred. She or he will take the appropriate action depending upon the nature of the infraction.

Expulsion: Deliberate plagiarism is unethical and dishonorable! In cases of *deliberate plagiarism and cheating*, the student is subject to immediate dismissal from the program. In these cases, due process is afforded through the appeals process.

Failing Grade: Accidental plagiarism, or sloppy scholarship, is academically unacceptable. In cases of accidental plagiarism, the professor/instructor has the authority to issue a failing grade for the assignment or the course depending upon the severity of the infraction. In these cases, the decision of the faculty member is final.

Disruption to Academic Process

Disruption of the classroom or the teaching environment is unacceptable at the Huizenga School and is considered a form of punishable academic misconduct. This includes email or any other form of communication. Disruption of the academic process includes act(s) or word(s) by a student in a classroom or teaching environment that in the estimation of a faculty member deflects attention from the academic matters at hand. Examples of such disruption encompass: noisy distractions; persistent, disrespectful, and/or abusive interruptions; improper language, dress, and/or behavior; and actions that present a danger to the health, safety, and/or well-being of a faculty member, student, staff member, or guest. Disruption also includes tampering with, defacing, or stealing library or online materials. Punishment for such disruption can range from a verbal reprimand by the faculty member, to dismissal of the student from class with a grade of "F," to suspension or expulsion from the school.

References

Aaron, J. (2001). *The Little, Brown Compact Handbook*. (4th ed.) Needham Heights, MA: Pearson/Longman.

USNA, (2004). *United States Naval Academy 9USNA) Statement on Academic Plagiarism*. May 4, 2004 Faculty Senate Meeting. Retrieved on February 21, 2008 from: www.usna.edu/Library/Plagiarism/Plagiarism.html

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 (including shoplifting at any university service center, e.g., bookstore, food service facility), robbery, and related crimes
- b. vandalism or destruction of property
- c. disruptive behavior / disorderly conduct (e.g., in residence halls and classrooms, or at university-sponsored events, on or off campus)
- d. physical or verbal altercation, assault, battery, domestic violence, or other related crimes
- e. gambling
- f. possession or use of firearms, fireworks, explosives, or other dangerous substances or items
- g. possession, transfer, sale, or use of illicit and/or illegal drugs or alcohol if a minor
- h. appearance in class or on campus under the apparent influence of drugs or alcohol, illegal or illicit drugs or chemicals
- i. any act or conspiracy to commit an act that is harassing, abusive, or discriminatory or that invades an individual's right to privacy; sexual harassment; discrimination and abuse against members of a particular racial, ethnic, religious, on the basis of sex / gender, sexual orientation, marital status or cultural group and/or any other protected group or as a result of an individual's membership in any protected group
- j. sexual misconduct
- k. stalking
- l. unacceptable use of computing resources as defined by the university. Students are also subject to the Acceptable Use of Computing Resources policy at www.nova.edu/common-lib/policies/aucr.policy.html.
- m. impeding or obstructing NSU investigatory, administrative, or judicial proceedings
- n. threats of or actual damage to property or physical harm to others
- o. "Hazing" means any action or situation that recklessly or intentionally endangers the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any organization operating under the sanction of a postsecondary institution. Hazing includes, but is not limited to, pressuring or coercing the student into violating state or federal law; any brutality of a physical nature, such as whipping, beating, branding, or exposure to the elements; forced consumptions of any food, liquor, drug, or other substance or other forced physical activity that could adversely affect the physical health or safety of the student; and any activity that would subject the student to extreme mental stress, such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or other forced activity that could adversely affect the mental health or dignity of the student. Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers legal and legitimate objective. (Florida Hazing Law, 1006.63) Engaging in, supporting, promoting, or sponsoring hazing or violating university rules governing hazing is prohibited.
- p. failure to pay tuition and fees in a timely manner
- q. embezzlement or misuse of NSU and/or student organizational funds or monies
- r. failure to comply with the directives of NSU officials
- s. violation(s) of the terms or condition of a disciplinary sanction(s) imposed
- t. violation of any policy, procedure, or regulation of the university or any state or federal law, rule, regulation, or county ordinance
- u. fraud, misrepresentation, forgery, alteration or falsification of any records, information, data, or identity
- v. plagiarism

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.

PROCEDURES FOR RESOLVING ALLEGATIONS OF STUDENT MISCONDUCT

The procedure for the disposition of allegations of misconduct is as follows:

Step 1: A faculty member, administrative staff member, or student will submit written allegations to the relevant assistant dean/program director. The allegations should contain all pertinent facts, evidence, and witnesses.

Please note: Faculty and students are strongly encouraged to communicate and come to a resolution before following step 1 above. Regarding acts of plagiarism, cheating, and the like, faculty may request a resubmission of the assignment, reduce the grade or give a failing grade for the assignment, or give the student a failing grade for the course.

Step 2: If informal resolution is not achieved as recommended above, the assistant dean/program director will notify the accused student, in writing that an inquiry will be undertaken and will specify the nature of the allegation.

Step 3: The assistant dean/program director will appoint a committee consisting of a faculty member, an administrator or staff member, and a student.

Step 4: 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 5: The accused student, in a timely manner, may request an informal hearing before the committee. 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 6: The committee will examine all the evidence, determine the facts, apply the policy to the facts, and will render a decision as to the student's culpability or lack thereof and, if culpable, the degree of culpability.

Step 7: The committee's findings and decision will be submitted to the accused student's assistant dean/program director, who will forward it to the executive associate dean for review. The assistant dean/program director's decision will be presented to the student in a timely manner.

Step 8: The sanctioned student will be informed in writing of the right to appeal to the executive associate dean in a timely manner the decision of the committee and/or the penalty imposed by the assistant dean/program director. The sanctioned student will be entitled to access the record and will be allowed to rebut in writing the findings/conclusions of the committee and the decision of the assistant dean/program director.

Step 9: The executive associate dean will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.

Step 10: The decision of the executive associate dean will be considered final, and the student will not be given any further opportunity to appeal within the university system, unless the right to such appeal is explicitly conferred by the university.

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

If a student is found guilty of academic misconduct, a notation is placed on the student's transcript. The notation remains on the transcript as a matter of academic record.

RETENTION OF RECORDS

Nova Southeastern University follows the record retention guidelines put forth by the American Association of Collegiate Registrars and Admissions Officers. All permanent records are stored upon graduation or withdrawal from the university in accordance with standard record and retention policies. Academic records are also kept in the student information system computer database. Records of students who have applied but never registered are destroyed after three years.

SCHOLARSHIPS

Scholarship information is available on the Huizenga School website at: www.huizenga.nova.edu/currentstudents/scholarships.cfm.

STUDENT HANDBOOK

The NSU Student Handbook is a comprehensive guide to policies and programs outlined by the administration of Nova Southeastern University. Students are required to become familiar with the contents of the handbook. Failure to read this handbook does not excuse students from the rules, policies, and procedures it contains. The NSU Student Handbook is located at www.nova.edu/cwis/studentaffairs/forms/ustudenthandbook.pdf.

Contents of the student handbook include student life, student rights and responsibilities, policies and procedures, and NSU resources. Specific topics include:

Abuse/physical assault	Hurricane procedures
Alcohol and drug	Privacy of records
Campus security	Sexual misconduct
Cellular phone use	Smoking
Code of student conduct and academic responsibility	Solicitation
Computer ethics	Travel
Disabilities	Trespass
Electronic mail communications	Weapons
Falsification of records	Worthless checks
Health policies	

STUDENT IDENTIFICATION CARD (SHARKCARD)

All students must obtain an NSU student identification SharkCard before starting classes. The SharkCard must be carried at all times when on any of the NSU campuses. The SharkCard is available free of charge and may be obtained by visiting Campus Card Services located in the University Center building on the main campus.

For off campus locations, the form may be downloaded at www.nova.edu/nsucard.

Submit the completed form along with a passport size photo to:

NSU Card Office – Campus Card Services
Nova Southeastern University
University Center, Room 1202
3301 College Avenue
Fort Lauderdale, FL. 33314

For mail-in requests, the NSU Card will be mailed within two weeks from receipt of the request. Questions should be addressed to the NSU Card Office at (954) 262-8929.

Master's Division

The goal of the master's division is to produce complete managers—managers who can cope successfully with the rapidly changing circumstances of today's business world. Whether pursuing degree programs in accounting, business administration, human resource management, international business, leadership, public administration, or taxation, students will be ensured of a solid management base. This base is provided through our strong programs, which emphasize adding value to organizations by recognizing, understanding, and applying state-of-the-art professional competencies required to manage and make decisions in this global economy.

The master's degree programs serve more than 2,500 students on-campus, off-campus at locations throughout Florida, the Caribbean, and online. The Huizenga School faculty and program curricula provide students with the knowledge to upgrade their managerial skills while increasing overall organizational effectiveness and value.

PROGRAM FORMATS

The Huizenga School offers master's degree programs in different formats to meet the needs of its students. The four formats are weekend, online, evening, and day. Depending on the needs of corporate clusters and certain geographic locations, other formats are available.

DAY

Day students pursue their studies on the main campus by attending weekday classes and participating in optional internships, which allow them to put their newly acquired knowledge to work solving real business problems. In the day format option, students meet on Monday and Wednesdays or Tuesdays and Thursdays over a nine-week term.

EVENING

Evening students attend classes one night per week for 3 hours, per course (subject to change). The evening format is designed for students to meet 10 times over the course of a 12 week term.

ONLINE

Most of the master's programs at the Huizenga School are offered in an online format option. The online format supports the university's mission of offering academic programs at times convenient to students and by employing innovative delivery systems. The programs have adopted all the rigors of our ground-based master's degree programs, including identical learning outcomes, virtually the same syllabi and textbook requirements, identical distance library resources, and the same faculty pool. The curricula and admission requirements are identical to the ground-based master's degree programs.

More and more companies are delivering their corporate training through online learning methods. The Huizenga School believes that exposing its students to this type of technology will help them to become better learners and better employees, thereby increasing their knowledge capital and adding value to the workforce.

All Huizenga School students are required to adhere to the minimum computer requirements as stated in this publication. Meeting or exceeding these requirements allows students the opportunity to learn without the restrictions imposed by outdated technology.

WEEKEND

Most working professionals pursue their degree by attending classes in an 18-month weekend delivery format. The weekend format is designed for students to meet five weekends over the course of a 12 week term (typically every other weekend). Classes are set in early and late offerings. The early schedule is Friday evening from 6:00 – 8:00, and Saturday morning from 8:00 – noon. The late schedule is 8:15 – 10:15 Friday night, and Saturday afternoon from 1:00 – 5:00. Depending on the needs of companies and other clients, the Huizenga School may provide customized delivery modalities.

PROGRAM LENGTH AND SCHEDULE

LENGTH

Students pursuing a weekend, weekday, or online master's program typically complete their program in 18 months. Day M.B.A. students may complete their program in one year, but are not required to do so.

SCHEDULE

The program schedule consists of four terms per year, commencing in October, January, April, and July. Students attending class on campus in Fort Lauderdale in a weekend format or taking classes online may join their program in any term. Students attending one of the Huizenga School's off-campus sites typically begin their program in the first two terms as new clusters are formed. For example, a cluster begins in October, students may join the program in October or the following January only. Cohorts for the day M.B.A. program begin in October, January, and April. Students may join an existing cohort in July.

ADMISSION INFORMATION

ADMISSIONS PROCEDURE

All students who wish to apply to the Huizenga School at Nova Southeastern University must provide a variety of documents. Transcripts and all other information concerning admission should be sent to: Nova Southeastern University, Attn: Enrollment Processing Services, H. Wayne Huizenga School of Business and Entrepreneurship, PO Box 299000 Fort Lauderdale, Florida 33329-9905.

APPLICATION FOR ADMISSION

The completed master's admission application and a non-refundable \$50 application fee should be submitted prior to the term for which admission is desired. Students are encouraged to complete the admissions application located on the Huizenga School website.

COLLEGE TRANSCRIPTS

Official transcripts from each college and university attended must be submitted to Enrollment Processing Services. Transcripts are considered official when they are sent directly from a college or university to NSU or provided in a sealed envelope to a Huizenga School admissions official. All transcripts must be in the original language of the program and contain the official institution seal and/or authorized signature. If transcripts were issued under a previous name, applicants must attach a statement providing the previous name. An independent academic evaluation providing course-by-course translation, including course grades and final GPA will be required of the applicant.

To be considered for provisional acceptance, students may submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average). Students with acceptance based upon unofficial documentation at time of application may register for one term only. International students must be fully accepted to begin their program of study. All official documentation, including test scores (GMAT, GRE, and/or English proficiency if applicable) must be received within 45 days from the start of the first term. Registration for future terms is contingent upon receipt and approval of all outstanding documents. If these documents are not received and accepted, the student will not be permitted to register for additional courses and current financial aid will not be awarded.

TRANSFER POLICY

The Huizenga School will consider up to the equivalent of two courses as transfer credits (equal to six semester credits) taken at the master's level or two courses (eight semester credits) taken at the doctoral level (with grades of not less than B) from another regionally accredited institution. Transfer credit will not be accepted in the following situations: (a) courses have been applied toward another degree earned, (b) courses used towards completion of a certificate program, (c) courses where content has been deemed unequal to those in the student's chosen degree program, or (d) courses that are more than five years old from when the student begins a Huizenga School master's program. Applications requesting approval of transfer credit must be made in writing at the time of application. Students may not start a course and transfer

in after the date of their first matriculation in any Huizenga School graduate program. Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

Arkansas disclosure: The student should be aware that these degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

ADMISSION REQUIREMENTS

ALL PROGRAMS EXCLUDING M.S. REAL ESTATE DEVELOPMENT

Applicants are evaluated based on demonstrated academic achievement as evidenced by their undergraduate Grade Point Average (GPA) in the form of official undergraduate transcripts and an official score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), if applicable. Admission to the programs is competitive and regrettably not all those who meet the quantitative standards will be offered admission.

Applicants with an undergraduate degree whose GPA is 2.5 or greater (overall or in the last 60 hours, based on a 4.0 scale) from a regionally accredited institution will be considered for admission. Applicants whose undergraduate GPA is between 2.25 and 2.49 (on a 4.0 scale) must also submit a GMAT score of 450 or greater (or GRE score of 1000 or greater) to be considered for admission. At the discretion of the executive associate dean, additional information may be required from any applicant, including a GMAT score, as part of the admissions application.

Information regarding the GMAT and GRE can be obtained from the Educational Testing Service. P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08451-6000 (GRE).

ADMISSION REQUIREMENTS FOR MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

Applicants are evaluated based on demonstrated academic achievement as evidenced by their undergraduate Grade Point Average (GPA) in the form of official undergraduate transcripts and an official score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), if applicable. Admission to the program is competitive and regrettably not all those who meet the quantitative and qualitative standards will be offered admission. The program will only start in the Winter and Spring terms. All documentation must be submitted at least 60 days prior to term start.

Applicants with an undergraduate degree whose GPA is 3.0 or greater (overall or in the last 60 hours, based on a 4.0 scale) will be considered for admission. All applicants will submit a 500-word essay that describes their career aspirations in the real estate industry and how they and the industry will benefit from earning the M.S. degree. Specific essay criteria is available from the office of admissions. In addition, applicants should have a minimum of two year's work experience in a full-time capacity prior to admission to the program. A resume must be submitted to verify employment history. Two letters of recommendation must be submitted by all applicants. The letters of recommendation should attest to the student's character, work ethic, intelligence, and other factors necessary to be a successful student and professional in the real estate industry. Based upon the quality of the essay, resume and work experience, and letters of recommendation, some applicants will be interviewed by a panel of leaders from the real estate development industry to determine their ability and willingness to meet the rigorous demands of the MS-RED program. Following the interview, applicants will be notified of the panel's decision regarding admission to the program. For those applicants who are not invited to the interview, admission is not granted and such applicants should consider other Huizenga School master's programs. At the discretion of the executive associate dean, additional information may be required from any applicant, including a GMAT score, as part of the admissions application. The panel may consider applicants with significant industry experience but who have a slightly lower undergraduate GPA.

GRADUATE OF FOREIGN INSTITUTIONS

Graduates of foreign institutions are encouraged to apply. In addition to the requirements stated above, to be considered for admission, international transcripts must include a certified English translation. Records must show the equivalent of an earned bachelor's degree or higher from a regionally accredited institution in the United States. International applicants whose native language is not English are required to submit evidence of their proficiency in the use of the English language by submitting an official written score of 550 or higher (213 computerized), or a 79 on the Internet format on the Test of English as a Foreign Language (TOEFL). A score of 6.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL. A letter on official letterhead from the applicant's prior university stating a majority of the program course material was conducted in English may suffice for the TOEFL requirement. The TOEFL must have been taken within one year of application.

ACCESS TO TECHNOLOGY

Candidates applying to a master's program must have unrestricted access to a computer, the Internet, and have demonstrable working knowledge of Microsoft Office software suite (Word, Excel, and PowerPoint). See Table of Contents for Minimum Computer Requirements.

NON-DEGREE SEEKING STUDENTS

Students who wish to take three or fewer courses may apply as a non-degree seeking student. Non-degree seeking students must adhere to identical admission criteria as degree-seeking students. Non-degree seeking student status may not be used by international students on an F-1 visa. Non-degree seeking students are not eligible for federal financial aid.

At the discretion of the assistant dean, students seeking a degree from another regionally accredited institution and requesting to register for courses at the Huizenga School to transfer back to their primary institution may be granted admission with limited admissions documents. Further information may be obtained by contacting the Huizenga School Master's Program Office.

SECOND MASTER'S DEGREE

Students who have earned a Huizenga School master's degree and wish to pursue a second master's degree with us must notify the Office of Academic Advising in writing and complete an application for admission. Upon receipt, prior course work will be evaluated to determine if any courses can be credited toward both degrees. Applicants will be notified in writing of the courses that must be completed to attain the second degree. A minimum of 21 additional credits must be completed to receive a second degree, although more may be required.

Courses taken outside of one's degree program may be applied to a second degree provided the second degree is completed within five years from the first course applied in the second degree. For example, if a student's first degree program is the M.B.A. and the student decides to take courses in the M.S./HRM degree program while still pursuing the M.B.A., the M.S./HRM courses may be used towards the M.S./HRM second degree if they are all taken within a five-year period. The assistant dean reserves the right to accept or deny any courses applied to the second master's degree.

JOINT DEGREE PROGRAMS

The Huizenga School provides a unique environment for combining non-business and business education through a number of joint degree programs between the Huizenga School and other NSU schools and departments. An applicant must be offered admission to both schools to be considered a joint degree candidate. Joint degrees are offered in the following areas: Law/Accounting (J.D./M.Acc.), Law/Business (J.D./M.B.A.), Law/International Business (J.D./M.I.B.A.), Law/Public Administration (J.D./M.P.A.), Law/Tax (J.D./M.Tax), Nursing/Business (M.S.N./M.B.A.), Pharmacy/Business (Pharm.D./M.B.A.), and Psychology/Business (Ph.D./Psy.D./M.B.A.). Please contact the Office of Academic Advising for additional information.

Course Exclusions

Law/Accounting (J.D./M.Acc.)
MGT 5781, MGT 5782, TXX 5761, TXX 5762 *

Law/Business (J.D./M.B.A.)
MGT 5015, MGT 5102

Law/International Business (J.D./M.I.B.A.)
INB 5848, MGT 5812

Law/Public Administration (J.D./M.P.A.)
PUB 5402, PUB 5461

Law/Tax (J.D./M.Tax)
TXX 5761, TXX 5762 *

Nursing/MBA (M.S.N./M.B.A.)
HRM 5030, MGT 5012, MGT 5015, MGT 5020, MGT 5102**

Pharmacy/Business (Pharm.D./M.B.A.)
HRM 5030, MGT 5102, QNT 5040

Psychology/Business (Psy.D./M.B.A.)
MGT 5015, MGT 5020, QNT 5040

*Students wanting to do this joint degree should contact the Office of Program Management for special instructions prior to first enrollment.

**Students must be pursuing the business track as part of their M.S.N. program. Students wanting to do this joint degree should contact the Office of Program Management for special instructions prior to first enrollment.

CORPORATE SPONSORSHIP

Master's applicants who have not met the minimum admission requirements may seek admission through corporate sponsorship. Corporate sponsorship means the applicant is currently in a senior management position with significant responsibilities in a company, has adequate preparation to complete a graduate program, and is eligible for tuition reimbursement. An endorsement on company letterhead verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate human resources official, must accompany the application. Those seeking admission through corporate sponsorship must contact the Office of Academic Advising for further information.

ACCEPTANCE OF STUDENTS

All applicants are notified of the admissions decision. A letter is mailed to the applicant's address on record. The Huizenga School reserves the right to request additional information from all applicants (e.g. resume, additional test scores).

Any student falsifying application records will be subject to immediate dismissal without refund.

ADMISSIONS APPEAL PROCEDURE

Any applicant who is denied admission has the right to appeal the decision, in writing, to the executive associate dean. The applicant will be notified by the executive associate dean when a decision has been reached. Please direct all correspondence to:

Nova Southeastern University
H. Wayne Huizenga School of Business and Entrepreneurship
Attn: Executive Associate Dean
3301 College Avenue
Fort Lauderdale, Florida 33314

PREREQUISITE COURSES

MASTER OF ACCOUNTING

Students in this program are required to complete all prerequisite courses prior to entering into any graduate level courses. ACTP 5712 is required of all students without an undergraduate degree in accounting and those who have an undergraduate degree in accounting but who have not taken an accounting principles course within the past five years. *It is recommended that students speak to an academic advisor prior to taking classes so a course schedule may be mapped out.*

MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

Students in this program are required to complete all prerequisite courses prior to beginning any graduate level course.

ALL OTHER MASTER'S PROGRAMS

Students required to complete prerequisite courses may enter their program of study; however, they may not enroll in graduate course before the corresponding prerequisite course is satisfied. For example, in the M.B.A. program, a student may enroll in an accounting prerequisite course while taking graduate courses in human resources or marketing since the accounting prerequisite course does not serve as a prerequisite.

Undergraduate courses taken outside the Huizenga School with similar course titles, as detailed in the list below, are not automatically accepted. Course descriptions and/or syllabi may be required to ensure undergraduate level coursework satisfying the prerequisite requirement is appropriate. Courses offered from hospitality or other university divisions may not be accepted. Students taking prerequisite courses outside the Huizenga School after matriculation must have the courses approved through their academic advisor, before registration, to ensure equivalency.

PREREQUISITE COURSE SATISFACTION

Satisfactory completion of prerequisite course(s) (of three credits or more) requires grades of "C" or better (2.0 on a 4.0 scale). Students have three options for satisfying a program prerequisite course: (1) they may complete course(s) offered by the H. Wayne Huizenga School of Business and Entrepreneurship (undergraduate or graduate); (2) they may take a required course through an accredited institution with prior course approval in writing from the H. Wayne Huizenga School of Business and Entrepreneurship; or (3) they may complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Consult your academic advisor for details and guidance.

The following undergraduate level courses are required:

Master of Accounting — (a) concentration in accounting at the undergraduate level or the following undergraduate course sequences: principles of accounting, intermediate accounting I, II, and III, cost accounting, advanced accounting*, basic financial statement auditing** and (b) basic understanding of elementary statistics, data processing, and mathematics

Master of Business Administration (includes all concentrations) — Business or corporate finance, financial accounting, marketing, microeconomics, and statistics

Master of International Business Administration — Business or corporate finance, economics (macro or micro), financial accounting, marketing, and statistics

Master of Public Administration — American government, financial accounting, and statistics

Master of Science in Human Resource Management — Human resources or HRM certification

Master of Science in Leadership — none

Master of Science in Real Estate Development — Business or corporate finance, financial accounting, microeconomics, and statistics

Master of Taxation — (a) undergraduate degree in a business discipline, or an undergraduate degree and principles of accounting and (b) basic understanding of elementary statistics, data processing, and mathematics

*For students who wish to enter the Master of Accounting or Master of Taxation programs and who meet all of the admission requirements except item (a) above, NSU offers a special sequence of courses designed to meet that requirement. Contact the Office of Program Management for details, (800) 672-7223, ext. 25195.

**Required as a prerequisite for graduate auditing courses.

CHANGE OF MAJOR

Students who wish to change their major (degree program) within the Huizenga School must do so in writing to the Office of Academic Advising. Student's seeking a change of major must be in good academic standing in their current program before consideration will be given for acceptance into a new program of study. The student's record will be re-evaluated for approval for the program in which they seek admission.

OFFICE OF ACADEMIC ADVISING

The Office of Academic Advising consists of a team of academic advisors who are available to guide students through their studies at the Huizenga School. The academic advisors are versed across the curricula to provide support to students from acceptance through the graduation process. Registration for each new term is accessible online; however, academic advisors are available to counsel students. Advising is strongly recommended but not mandatory. To reach an academic advisor, contact the Office of Academic Advising at (800) 672-7223 or (954) 262-5067. Students attending classes at one of the following sites should contact their academic advisor on-site for assistance: Bahamas, Jacksonville, Miami, Orlando, Tampa, or West Palm Beach.

REGISTRATION POLICY

Students are required to register themselves for courses via the WebSTAR system located at www.webstar.nova.edu during the registration period. To access this system, students must have a WebSTAR PIN, which may be obtained by contacting Pin Help at (954) 262-4850 or (800) 541-6682 ext. 24850 weekdays or via email at pinhelp@nova.edu. Students who have not met their financial obligations to the university may not register until all financial holds are removed. All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

Students must register for all courses prior to the start date; as such, students cannot be registered for a course after the first class meeting date. Students cannot attend class sections for which they are not registered. No credit for work will be granted in a course for which a student is not registered.

Note: Students admitted to the day M.B.A. are not permitted to take courses on the weekend or online (excluding concentration courses) unless an exceptional circumstance arises, such as medical or family emergency. If an exceptional circumstance arises, student must present documentation to and receive permission from the assistant dean or the Office of Program Management.

LATE REGISTRATION POLICY

Students are encouraged to register early in the normal registration period to reserve their space in class. The late registration period follows the normal registration period. During the late registration period, students who have not yet registered for the term may register through WebSTAR and/or their academic advisor; however, a late fee will be added (see Table of Contents for Student Fees). Students adding a class during the late registration period will not be assessed the late registration fee. The Huizenga School reserves the right to refuse any late registrations during the late registration period. Consult the term dates for specific information.

Students who are receiving federal financial aid are advised to register in enough time for their financial aid to be processed. This time frame is usually a minimum of two weeks before the term begins.

DROP POLICY

Master's students wishing to drop a course must do so by completing the online master's drop request form located in the HS portal. Students should be cautious of how a drop may reflect on the transcript or affect their financial aid, academic, or other status.

The refund policy grid below shows the grade, if any, that will display on a student's transcript when a course is dropped. Students who have questions regarding a drop should contact their academic advisor for assistance.

A drop request must be received during the term in which the student is registered for the course, otherwise the drop request will not be considered. Nonattendance/nonparticipation does not constitute a drop or refund request.

REFUND POLICY

Master's students are entitled to a refund of all payments (excluding registration and application fee) if the registration is cancelled by the student prior to the start of the term. In addition, students will receive a full refund of tuition payments and registration fee paid (excluding application fee) if they do not meet minimum admission requirements; for a cancelled course, seminar, or workshop; or for a cluster that does not begin.

Nonattendance/nonparticipation does not constitute a drop or refund request. If a student wishes to drop a course, he/she must complete the online master's drop request form located on the Huizenga School website. Neglecting to do so will result in a failing grade for the course and a zero percent refund.

Master's students who complete the master's drop request form are entitled to a tuition refund based on the following schedules. Students should contact their academic advisor for exact refund amounts. Dropping a course outside the 50% refund window will result in a zero tuition refund. The amounts below are defined regardless of a student's participation or attendance in class, and are based on the date and time posted on the master's drop request form. The day the student drops is calculated into the refund amount.

0-credit courses/workshops

Students registered for any zero credit course/workshop may receive a 100% tuition refund if the drop request is made prior to the start of the class. If the drop request is made after the class begins, no refund will be granted.

5-weekend course:

Weekend	After class begins weekend 1 but prior to weekend 2	After class begins weekend 2 but prior to weekend 3	After class begins weekend 3 but prior to weekend 4	After class begins weekend 4 but prior to weekend 5	After class begins weekend 5
% refund	75%	50%	0%	0%	0%
Grade on transcript	None	None	W	W	Grade earned

How to read this grid: Five-weekend course - students who drop a course after class begins on the fifth weekend will receive the letter grade that reflects their performance in the course. A "W" will display on the transcript when a student drops a course after the second weekend ends but prior to the start of the fifth weekend of class. Drop percentage: If a student attends any part of class the first weekend and drops prior to the second weekend, the student will receive a 75% refund.

4-weekend course:

Weekend	After class begins weekend 1 but prior to weekend 2	After class begins weekend 2 but prior to weekend 3	After class begins weekend 3 but prior to weekend 4	After class begins weekend 4
% refund	75%	50%	0%	0%
Grade on transcript	None	None	W	Grade earned

6-week online course:

Week (Monday – Sunday)	1	2	3	4	5	6
% refund	75%	50%	0%	0%	0%	0%
Grade on transcript	None	None	W	W	W	Grade earned

9-week course (9 or 18 class meetings):

Week (Monday – Sunday)	1	2	3	4	5	6	7	8	9
% refund	75%	50%	0%	0%	0%	0%	0%	0%	0%
Grade on transcript	None	None	W	W	W	W	W	Grade earned	Grade earned

10-week course:

Week (Monday – Sunday)	1	2	3	4	5	6	7	8	9	10
% refund	75%	50%	0%	0%	0%	0%	0%	0%	0%	0%
Grade on transcript	None	None	W	W	W	W	W	W	Grade earned	Grade earned

None indicates the course will not show as an attempt on the transcript. Refunds are made within 30 days after the effective date of withdrawal.

Note: Students who are suspended or dismissed from their program of study due to academic misconduct will not receive a refund of tuition and fees.

ATTENDANCE POLICY

Students are expected to attend all scheduled class meetings. Students must clear any anticipated absence with their instructor (or the Program Office, if an instructor is unavailable) in advance. Excessive absences will affect a student's final course grade. Instructors are required to take attendance at each class session. Nonattendance/nonparticipation does not constitute a drop or refund request. At the discretion of the professor and Program Office, students may be dropped from a course due to excessive absences and the aforementioned refund policies will be in effect.

CLASS CANCELLATIONS

All classes offered are subject to cancellation. The university will refund 100% of tuition and fees paid for courses that are cancelled. The university is not liable for travel expenses incurred by students due to class cancellations.

STUDENT FEES AND TUITION

STUDENT FEES

Registration	\$20
Late Registration	\$200
Student Services (per term for two courses; maximum \$750 per year)	\$187.50
Course Materials: INB 5848, MGT 5102, MGT 5104, PUB 5402	\$150
Field Seminar Non-Refundable Deposit: INB 5846 & 5847	\$350
Field Seminar Service: INB 5846 & 5847 (includes non-refundable deposit)	\$950
Reinstatement & Readmission Request	\$125
Graduation (excluding cap and gown)	\$75
Transcript	\$5

TUITION

Master of Science in Leadership (per credit)	\$475
Weekend and Evening Formats (per credit, excluding M.S.L.)	\$570
Day and Online Formats (per credit)	\$646
Prerequisite Courses Online Format (per course)	\$880
Prerequisite Courses Evening Format (per course)	\$1200
ACTP 5711, MGT 5110, MGT 5111, MGT 5112, and ISM 5804 (per course)	\$100
ACTP 5712 (per course)	\$200
Certificate Courses (by delivery format; see above)	varies

Tuition and fees are subject to change without notice. Student fees are due and payable at the beginning of each term.

To avoid confusion on the matter of fees, students are encouraged to contact an academic advisor in the Office of Academic Advising. The late registration fee is charged anytime a registration is submitted after the closing date of regular registration (excluding first time enrollments).

The reinstatement fee is a charge to reactivate students who have not enrolled in courses for one year or longer and who seek to re-enroll in their program of study (see Table of Contents for Active Status and Reinstatement policy). Payment of the reinstatement fee does not guarantee reinstatement.

The seminar and course materials fees are assessed to defray non-academic expenses associated with the delivery of these course activities. These include such items as logistical support of students and program-related materials typically not covered by tuition.

PAYMENT POLICY

NSU requires tuition for all courses be paid in full within the first 30 days (from the first day of the term) by one of the approved payment options. Approved payment options include check (payable to Nova Southeastern University), money order, credit card, third-party direct billing plans, and authorized financial aid. Check and credit card payments can be made directly by the student via WebSTAR using their PIN at <http://webstar.nova.edu>.

Students who do not meet their financial obligations to the university will have an appropriate hold placed on their record. A late payment fee of \$50 will be charged if a student has a balance remaining after 30 days from the start of the term (note: start of term does not necessarily mean the first class meeting). All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

ALUMNI AWARD

The Huizenga School encourages continuing education by offering an alumni award to qualified applicants. Undergraduate students who have completed their bachelor's degree at Nova Southeastern University and qualify for admissions into one of the Huizenga Schools master's degree programs, are eligible for an alumni award of \$143 off per credit (excluding Master of Science in Leadership) of published tuition rates with the following provisions:

- a) the student must start a master's degree program at the Huizenga School immediately (without skipping a term) upon completion of the bachelor's degree;
- b) the student must take at least one course per term for the duration of the degree program (dropped courses are permitted; however, at least one course must remain active for each term of enrollment to include prerequisites); and
- c) the student remains in good academic standing with no acts of academic dishonesty misconduct on record.

If a student fails to meet any of these provisions, the alumni award will be cancelled. The award will change each year based upon published tuition rates. The award will not apply to prerequisite or day M.B.A. workshops of zero credit. Students will not receive a credit of tuition payments for terms prior to making an official request to the Office of Academic Advising. For students receiving 100% corporate tuition reimbursement, or those students having their tuition paid directly by their company at 100%, the alumni award is not applicable.

ALUMNI AWARD SECOND MASTER'S DEGREE

Graduates of a Huizenga School master's degree program who wish to continue their education by seeking a master's certificate or a second master's degree are granted an alumni award of a 25% reduction off published tuition rates, provided the student remains in good academic standing without any acts of academic dishonesty. The tuition reduction is not applicable on undergraduate level prerequisite courses. If the student does not remain in good academic standing or found guilty of any act of academic dishonesty, the alumni scholarship will be cancelled. To be considered an alumnus of a Huizenga School master's degree program, a student must have their first master's degree conferred, reapply for admission, and gain entry in accordance with the Huizenga School's admissions standards. Students taking certificate or second-degree courses before the first Master's degree is conferred will not receive the alumni award. Students should contact their academic advisor prior to the start of the term to have the award applied.

This tuition reduction may not be used in conjunction with any other type of discount or when repeating a course.

GOVERNMENT EMPLOYEE AWARD

Students who are city, county, federal, or other U.S. government employees may be entitled to a scholarship for the Master of Public Administration program. Persons seeking this scholarship, which is equal to a 30% reduction in tuition costs, must notify their academic advisor prior to the start of the term. Proof of employment will be required, which may include a photocopy of the employee ID and/or letter from the appropriate human resources officer on official original letterhead. Students will not receive a credit of tuition payments for terms prior to making an official request to the Office of Academic Advising. The government employee award may only be applied to the current or future term's registration.

This tuition reduction may not be used in conjunction with any other type of discount or when repeating a course.

INCOMPLETE GRADE POLICY

A student who is passing a course, has completed more than half of the required work, and is unable to complete the course due to exceptional circumstances, such as medical emergency, may request an incomplete. The grade of Incomplete (I) will be granted only in cases of extreme hardship. In such cases, a student requiring an incomplete must submit a written appeal with full rationale to the course professor at least two weeks prior to the end of the course. The student does not have a right to an incomplete, which may be granted only when there is clear evidence of just cause. A student who is absent at or misses the final examination without prior approval is not eligible to receive an incomplete unless extenuating circumstances exist.

Should the student meet the incomplete policy criteria and the course professor agree, an incomplete contract would be prepared by the professor. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (three months). The incomplete contract must be submitted to the Office of Program Management no later than when final grades are due. During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

The Office of Program Management monitors each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to IF. An IF will calculate into the GPA as an F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript.

The Program Office reserves the right to disallow an incomplete grade contract if the student does not qualify based on the above criteria or believes the student is abusing the policy by repeatedly requesting an incomplete grade.

CHANGE OF GRADE POLICY

A change of grade is only entertained by the Office of Program Management if a miscalculation has occurred. If a student believes an error has occurred with the grade calculation, the student should immediately contact the professor. A student has one academic term, from the term the course was taken, in which to seek clarification from the professor. Grade changes will not be accepted after that time. The Office of Program Management retains the final authority to accept or deny grade changes.

REPEATING A COURSE

A student who has earned the grade of B or higher in a course may not repeat the same course for credit. If a student repeats a course one or two times, the higher grade of the attempts will be calculated in the overall GPA. If a course is repeated three or more times (four or more attempts total), only the two lowest grades will be excluded from the GPA. All grades from attempts of the same course will remain on the transcript as a matter of academic record. However, course credit will only calculate once towards degree completion. Students repeating a course must pay full course tuition and fees (tuition discounts are not granted.) Failing grades earned by students convicted of academic misconduct are not excluded from the GPA.

ACADEMIC STANDARDS

GPA REQUIREMENT

All students must maintain a cumulative grade point average (GPA) of 3.0, including certificate courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students must attempt to earn grades for courses in their next registered term to raise their GPA to at least a 3.0. Students who fail to raise the GPA to a 3.0 or higher while on probation will be suspended from the Huizenga School for one academic year with no appeal. If a student possesses a very low cumulative GPA, which could not be raised to a 3.0 or higher with one term on probation, the student will be suspended immediately without the option of probation. The official transcript will indicate the term dates of when a student is on academic probation, suspension, and/or dismissed.

GRADE REQUIREMENT

(Effective Fall 2008 for All Students)

Students must not earn more than two grades below a B during the duration of their course of study. Students who receive more than two grades below a B will be placed on academic probation for one term. Students must retake course(s) for which a substandard grade was received within their next registered term. Students who do not earn a B or higher when retaking a course(s) will be suspended from the Huizenga School for one academic year with no appeal. Note: a B- (2.7 quality points) is below a B (3.0 quality points.) The official transcript will indicate the term dates of when a student is on academic probation and/or dismissed.

ACADEMIC PROGRESS

Huizenga School students are expected to make reasonable progress toward completing degree requirements. An enrollment history containing an excessive number of dropped courses, withdrawn courses, and/or incomplete grades are indicators of unsatisfactory academic performance and progress. Upon examination of the record, the executive associate dean may suspend or dismiss the student.

ACADEMIC STANDING AND PROBATION

Students may only enter probation status one time while in a master's level program. Once a student has satisfied the probation requirements and is no longer on probation, he/she must remain in good academic standing for the duration of their degree program. Students who fall below good academic standing for a second time will automatically be suspended with no appeal, and may not reapply to the program for one year (from term of suspension.) Students are not permitted to change degree programs while on probation.

TAKING COURSES WHILE ON PROBATION

Probation is a serious matter that should not be taken lightly. Students on probation may only take courses in compliance with the terms of their probation. When a student is on probation and the course begins, a drop

request with less than 100% refund (in accordance with the refund policy) will be treated as an attempt in the course (same as a failing grade.) The student will be suspended for one year without appeal for failure to reach academic standards in the first registered term following the onset of probation. Students are advised to take courses under probation only when ready to devote maximum amount of time to their studies.

PROCESS FOR READMISSION

A suspended student may petition for readmission to the Huizenga School after a period of one-year from term of suspension. The student must appeal for readmission in writing to the Office of Admissions at least 30 days prior to the first day of the term in which they wish to enroll. Each petition must include a readmission fee (nonrefundable, see Table of Contents for Student Fees.) In the petition, the student should state the reasons why academic potential has improved since suspension. A notification letter will be sent to the student indicating readmission status. The student may contact an academic advisor for information on the appeals process or a pending appeal. Readmission is not guaranteed.

CONTINUED PROBATION UPON READMISSION

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0.) Readmitted students will automatically be placed on continued probation upon reentry into their program. If the student is unable to achieve and maintain good academic standing in their program during any term following readmission, they will be dismissed from the school and are ineligible for readmission again.

NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record. Students are required to have read this catalog and be cognizant of the probation policies. Ignorance of the policy does not exempt the student from adherence.

ACTIVE STATUS AND REINSTATEMENT

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein. Students are considered actively engaged in master's level study if they are enrolled in one or more master's level or prerequisite courses at the Huizenga School in a given term. Students who interrupt their studies for four consecutive terms (12 months) are considered inactive and will be withdrawn from their program.

Students may seek reinstatement any time prior to the total time limit for the program.

Students seeking reinstatement in a program must submit their application for reinstatement along with the fee (nonrefundable, see Table of Contents for Student Fees). The student will be required to meet the current Huizenga School Catalog standards for admission, matriculation, and graduation in effect at the time of reinstatement. The university reserves the right to not reinstate students who were on academic probation at the time they interrupted matriculation, who were not in good financial standing, or who do not meet the current admission requirements as determined by the admissions committee. Reinstatement is not guaranteed.

TIME LIMIT

The time limit for all master's degree programs is five years from first course taken, excluding prerequisites. Students taking longer than five years to complete the program of study, to include meeting graduation requirements, may be required to retake courses at the discretion of the assistant dean/program director. Students may petition the Office of Program Management for an extension of the time limit, which is granted only in extenuating circumstances. Students who are classified as inactive must follow the process for reinstatement to the program before resuming their studies. 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.

GRADUATION REQUIREMENTS

To be eligible for conferral of a master's degree, the student must fulfill the following requirements.

1. Gain admission as a degree-seeking candidate .
2. Complete all curriculum and program requirements (including prerequisite courses.)
3. Achieve a cumulative GPA of 3.0 or higher (including certificate courses taken at the master's level.)
4. Payment of all tuition and fees.
5. Complete the Application for Degree form and pay the conferral fee. The Application for Degree form may be downloaded from the school's website, or obtained from the Office of Academic Advising or the Office of the University Registrar. Students should complete the form at the time of their final term's registration.
6. Fulfill all obligations to the library, the student's program, and the bursar's office.

Successful completion of a Huizenga School graduate degree culminates in the awarding of a diploma, validating the student's successful fulfillment of all of the above noted graduation requirements.

NSU's Huizenga School awards six master's degrees: Master of Accounting, Master of Business Administration, Master of International Business Administration, Master of Public Administration, Master of Science, and Master of Taxation. The diploma indicates the student has earned a master's degree in one of the areas listed; it does not indicate the major. The academic transcript, the official record of academic achievement at NSU, indicates degree earned, major field of study, and certificate/concentration, if any.

GRADUATION WITH HONORS

SIGMA BETA DELTA

Membership in Sigma Beta Delta is the highest national recognition a business student can receive at a college or university with a Sigma Beta Delta chapter. To be eligible for membership, a master's level business student must rank in the upper 20% of the graduating class and be invited to membership by the faculty officers. M.P.A. students are not eligible for membership.

The purposes of Sigma Beta Delta are to encourage and recognize scholarship and achievement among students of business, management, and administration, and to encourage and promote personal and professional improvement and a life distinguished by honorable service to humankind. The membership of the society is composed of those persons of high scholarship and good moral character who are enrolled in subject matter areas including business, management, and administration.

Each year students are notified by mail, typically in April, if they meet the criteria to join Sigma Beta Delta. Those students who are invited to join may attend a special inductee ceremony typically held the same day as summer graduation. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at sigmabetadelta@huizenga.nova.edu.

PI ALPHA ALPHA – M.P.A. STUDENTS ONLY

Pi Alpha Alpha is the national honor society formed to recognize and promote excellence in the study and practice of public affairs and administration. The organization encourages and recognizes outstanding scholarship and accomplishment in public affairs and administration.

Each year students are notified by mail if they meet the criteria to join Pi Alpha Alpha. M.P.A. students must complete 30 credits of their program by the end of the Winter term each year and maintain a GPA of 3.7. Those students who are invited to join may attend a special inductee ceremony typically held the same day as summer graduation.

Students found to be in violation of the NSU code of student conduct and academic responsibility (including behavioral or academic misconduct) are ineligible to become members of any honor society affiliated with the H. Wayne Huizenga School of Business and Entrepreneurship.

STUDENT GRIEVANCE PROCEDURE

The purpose of this procedure is to promote the orderly resolution of student complaints concerning actions of the H. Wayne Huizenga School of Business and Entrepreneurship. Students and faculty members are encouraged to resolve disputes informally before instituting a formal grievance. The formal grievance policy is as follows:

- A. Any student who has a grievance shall file such a grievance in writing to the executive associate dean within 30 days. The written grievance will contain a concise statement of all relevant facts and the relief sought.
- B. Upon receipt of a written grievance, the executive associate dean shall request proof supporting the grievance and request a response with supporting evidence from the party/department the complaint is against. The executive associate dean will review the grievance and evidence to determine whether the grievance presents a complaint, upon which action should be taken. If the grievance is found to have no basis, to be insubstantial, or to be wholly a question of academic discretion, the grievance shall be dismissed without further action. The student will be notified in writing as to whether the grievance has been dismissed or whether additional action will be taken.
 1. If the executive associate dean decides that further inquiry should be made, he/she may invoke one of the following procedures:
 - a. Informal Resolution Procedure: The executive associate dean may informally meet with all parties in an attempt to resolve the issue(s) brought forth.
 - b. Formal Resolution Procedure: If the executive associate dean is unable to informally resolve the issue, a grievance committee will be convened to make a determination on the issue(s).
 2. The grievance committee shall consist of three NSU persons. One shall be a member of the full-time faculty, one shall be an administrator, and one shall be either an alumna or alumnus or a currently enrolled NSU student.
 3. The parties shall attend the grievance hearing before the panel, at which time both parties shall submit their evidence and arguments concerning the matter. The parties shall be notified of the time, date, and place of the hearing. All hearings shall be conducted on the main campus during normal working hours. There shall be no meeting of the grievance committee unless an active appeal has been filed in accordance with this procedure. It is the practice of the H. Wayne Huizenga School of Business and Entrepreneurship to disallow any individuals, including attorneys, other than the grievant in the grievance hearings. Should any other individual attempt to attend the grievance hearing in any capacity, the hearing will be immediately adjourned and the matter submitted to the panel members for consideration. The grievance committee hearing shall be subject to the following procedures:
 - a. The committee shall have no right to modify, add to, or remove provisions from this grievance procedure.
 - b. A majority vote of the committee shall be determinative.
 - c. In the case of grade appeal or other appeals relating directly to a student's academic performance, the committee may not substitute its judgment for the qualitative academic decision of the faculty member rendering the grade or assessing the student's work.
 - d. The committee may not address sanctions that are wholly within the academic probation or student misconduct policies of the H. Wayne Huizenga School of Business and Entrepreneurship.
 - e. The committee shall render its decision in writing within 14 calendar days following the close of the hearing, to the appropriate senior administrator who will then notify the student.
 4. The decision of the committee shall be final and binding. Any student filing a grievance shall be notified of the committee's decision by certified mail at the student's last official address. Any suit filed to challenge a procedure or determination under these proceedings shall be filed in a court of competent jurisdiction in Broward County, Florida, and the laws of the state of Florida shall apply.

MASTER'S DEGREE PROGRAMS

MASTER OF ACCOUNTING

- Working Professionals (weekend and online)

Program Objectives

The 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 accounting. The program curriculum is designed to provide students with greater depth and breadth in professional courses in accounting than is possible in other master's level programs at the Huizenga School. In addition, it 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, corporate, or institutional accounting. The curriculum includes courses that provide a managerial perspective to the accounting profession, knowledge that is increasingly vital to all types of organizations. The overriding goal of the program is to provide the appropriate skills that successful accountants need as preparers of financial reports and as decision makers.

Program Learning Goals

1. Practice modern techniques of management and cost accounting.
2. Evaluate the theory underlying accounting authoritative pronouncements.
3. Develop the analytical skills required when applying accounting and reporting functions.
4. Apply relevant accounting authoritative pronouncements.

Curriculum

The Masters of Accounting program is a 40 credit hour program, consisting of nine core courses, one auditing elective, and four CPA review courses. Generally, a complete curriculum profile is announced at least one year in advance, showing the intended rotation of all courses.

Prerequisite Courses

	Credits
ACTP 5711 Internet Technology (online students only)*	0
ACTP 5712 Accounting Principles Review (offered online only)	0

Required Courses (in alphabetical order by prefix)

	Credits
ACT 5713 Accounting Theory	3
ACT 5725 Financial Statement Analysis.....	3
ACT 5731 Accounting Information and Control Systems	3
ACT 5733 Advanced Managerial Accounting.....	3
ACT 5741 Financial Accounting and Reporting CPA Review	3
ACT 5742 Business Environment and Concepts CPA Review.....	2
ACT 5743 Auditing CPA Review	3
ACT 5744 Regulation CPA Review	2
ACT 5753 Fund Accounting	3
MGT 5781 Business Law I	3
MGT 5782 Business Law II	3
TXX 5761 Taxation of Individuals.....	3
TXX 5762 Taxation of Corporations & Partnerships	3

Elective Courses**

ACT 5715	Emerging Auditing Technologies.....	3
ACT 5717	Forensic Accounting.....	3
ACT 5721	Research in Accounting Ethics and Professional Responsibility.....	3
ACT 5735	Controllership.....	3
ACT 5736	Internal and Operational Auditing.....	3
ACT 5750	eCommerce Accounting.....	3
ACT 5756	International Accounting.....	3
ACT 5798	Financial Accounting Research.....	1
TXX 5763	Taxation of Estates, Trusts, and Gifts.....	3
TXX 5764	Taxation of Pensions and Profit-Sharing Plans.....	3
TXX 5765	Tax Policy.....	3
TXX 5766	International Taxation.....	3
TXX 5767	IRS Practices and Procedures.....	3
TXX 5768	Real Estate Taxation.....	3
TXX 5769	Tax Planning and Research.....	3
TXX 5770	Taxation of Exempt Organizations.....	3
TXX 5771	Taxation of Limited Liability Companies and Sub-Chapter S Corporations.....	3
TXX 5772	Special Topics in Taxation.....	3
TXX 5773	State and Local Taxation.....	3
TXX 5774	Fiduciary Income Taxation.....	3
TXX 5775	Taxation of Distressed Entities.....	3
TXX 5776	Comparative International Taxation.....	3
Total	40

Note: ACTP 5712 is required of all students without an undergraduate degree in accounting and those students with an undergraduate degree in accounting but who have not taken an accounting principles course within the past five years.

*Required for any M.Acc. student taking an online course. Course must be taken in first term.

**If the equivalent of any required graduate course was taken at the undergraduate level, courses must be substituted for elective courses.

Students intending to qualify for the CPA exam should work closely with the Program Office to ensure their program will satisfy Florida requirements.

Prerequisite Courses

For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of "C" or higher, these courses must be taken prior to taking any graduate course.

ACTP 5001 – Introductory Accounting	ACTP 5008 – Intermediate Accounting III
ACTP 5004 – Cost Accounting	ACTP 5009 – Advanced Accounting
ACTP 5006 – Intermediate Accounting I	ACTP 5010 – Auditing
ACTP 5007 – Intermediate Accounting II	

Master's certificates - see Table of Contents

MASTER OF BUSINESS ADMINISTRATION

- Day and Working Professionals (weekend, online, and evening)

Program Objectives

The principal objective of this curriculum is to substantially change the way students think and work. It provides insights into their behavior and that of their constituents, focusing on continuous personal and professional improvement while adding value to their organizations.

Students are immersed in new and innovative approaches and ideas to meet the challenges of continuous change. The M.B.A. curriculum dares students to shift the way they approach decision-making. The Huizenga School is committed to fostering within our students the ability to work as a team, the tools to manage change, the freedom to cultivate their entrepreneurial spirit, and the orientation of providing customer value.

Program Philosophy

The M.B.A. program emphasizes the philosophy of adding value to the organization, and is based on an approach that the Huizenga School calls “value-driven management.” By experiencing this approach in the M.B.A. curriculum, students will master professional competencies required to manage in this rapidly changing global environment. Students will uncover how to integrate their value-driven perspectives with those of their organization: employees, customers, suppliers, competitors, third parties, owners, and other stakeholders.

Program Learning Goals

1. Develop innovative financial, management, and marketing strategies that creatively and ethically solve global business problems. This is accomplished through emphasizing the sustainability of a business, integrating corporate entrepreneurship, and reflecting cultural diversity and inclusion.
2. Assess the impact of globalization, world economy, legal principles, the regulatory environment, societal and political developments, technological changes, competitive structure, and the natural environment on organizational decisions.
3. Analyze business prospects and problems by gathering relevant data, applying appropriate quantitative and analytical techniques, developing and evaluating innovative courses of action, and determining optimal solutions.
4. Examine the importance of leading and influencing others, maintaining collaborative business relationships, exercising appropriate interpersonal skills, and performing effectively individually and in high-performance teams.
5. Analyze the organization’s bottom line by evaluating financial and environmental/social responsibility metrics.
6. Enhance oral and written communication skills by using ideas, knowledge, and the language of business to maximize value within and among organizations.

Working Professionals Curriculum (in recommended sequencing order)

Credits

MGT	5012	21st Century Management Practices.....	3
ISM	5014	Enterprise Information Systems	3
MGT	5015	Legal, Ethical, and Social Values of Business.....	3
MKT	5017	Delivering Superior Customer Value.....	3
MGT	5020	Managing Organizational Behavior	3
HRM	5030	Managing Human Resources.....	3
QNT	5040	Business Modeling	3
ECN	5050	Economic Thinking.....	3
ACT	5060	Accounting for Decision Makers.....	3
MKT	5070	Managerial Marketing.....	3
FIN	5080	Applying Managerial Finance	3
MGT	5090	Entrepreneurial and Strategic Thinking.....	3
OPS	5095	Service Operations Management.....	3

Working Professionals Capstone (select one)

MGT 5100	Master's Project.....	4
MGT 5101	Master's Thesis	4
MGT 5102	Value Integration Capstone*	4
Total	43

Full-time Day Offering – 44 credits

Designed for full-time students and professionals retraining for a career change, the M.B.A. day program is conducted during weekdays on the campus in Fort Lauderdale, Florida. Students take three or four core courses per semester for four terms. In addition to the M.B.A. core curriculum, the day program includes career development workshops (Resume Writing, Business Communication, and Interviewing.)

Internships are an integral part of the day M.B.A. program. Students choose to learn in the corporate or government setting and apply their M.B.A. skills in a practical setting. The opportunity affords the forum to gain practical experience and establish important contacts within the business community.

Curriculum

First Semester

ISM 5103 Computer Technology Skills (1 credit)
MGT 5012 21st Century Management Practices
MGT 5015 Legal, Ethical, & Social Values of Business
MGT 5110 Effective Resume Writing
MKT 5017 Delivering Superior Customer Value

Second Semester

HRM 5030 Managing Human Resources
ISM 5014 Enterprise Information Systems
MGT 5020 Managing Organizational Behavior
MGT 5111 Business Communication
QNT 5040 Business Modeling

Third Semester

ACT 5060 Accounting for Decision Makers
ECN 5050 Economic Thinking
MGT 5112 Interviewing Techniques
MKT 5070 Managerial Marketing

Fourth Semester

FIN 5080 Applying Managerial Finance
MGT 5090 Entrepreneurial and Strategic Thinking
OPS 5095 Service Operations Management

Capstone (select one)

MGT 5101 Master's Thesis
MGT 5104 Value Integration Capstone*
MGT 5108 M.B.A. Internship

Prerequisite Courses

For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of "C" or higher, these courses (or their equivalents) must be taken before or during the program. Prerequisite courses must be taken prior to the corresponding graduate course.

ACTP 5001 – Introductory Accounting
QNTP 5002 – Introductory Statistics
ECNP 5003 – Introductory Economics

MKTP 5005 – Introductory Marketing
FINP 5008 – Business Finance

*This course is not financial aid eligible when taken by itself.

Master's certificates - see Table of Contents

Internship Program - Day Students

Upon completion of the internship, students will have enriched and supplemented their academic studies and life experiences. Because they have been immersed in the intensive M.B.A. day program for six to nine months, students profit greatly from the opportunity to observe and use the theories under study. Working under an assigned, experienced corporate mentor, students are guided in every-day work duties as well as given the larger picture in the company and field of their chosen internship. In addition, student's gain experience necessary to obtaining a desired position upon graduation.

MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN ENTREPRENEURSHIP

Working Professionals (weekend and partial online)

Program Objectives

The goal of the program is to assist students in gaining the skills, knowledge, and confidence to become successful entrepreneurs. The experiential learning process encourages students to be innovative, while the term project and testing process will improve analytical as well as writing skills. Students participating in the entrepreneurship concentration will build a portfolio of their projects that can be used for real-life situations.

Program Learning Goals

1. Develop innovative financial, management, and marketing strategies that creatively and ethically solve global business problems. This is accomplished through emphasizing the sustainability of a business, integrating corporate entrepreneurship, and reflecting cultural diversity and inclusion.
2. Assess the impact of globalization, world economy, legal principles, the regulatory environment, societal and political developments, technological changes, competitive structure, and the natural environment on organizational decisions.
3. Analyze business prospects and problems by gathering relevant data, applying appropriate quantitative and analytical techniques, developing and evaluating innovative courses of action, and determining optimal solutions.
4. Examine the importance of leading and influencing others, maintaining collaborative business relationships, exercising appropriate interpersonal skills, and performing effectively individually and in high-performance teams.
5. Analyze the organization's bottom line by evaluating financial and environmental/social responsibility metrics.
6. Enhance oral and written communication skills by using ideas, knowledge, and the language of business to maximize value within and among organizations.

Curriculum (in alphabetical order by prefix)			Credits
ACT	5060	Accounting for Decision Makers	3
ECN	5050	Economic Thinking.....	3
ENT	5960	Entrepreneurship/Venture Initiation.....	3
ENT	5980	Entrepreneurship/Management.....	3
ENT	5990	International Trade for Entrepreneurs	3
FIN	5970	Entrepreneurship/Finance	3
ISM	5014	Enterprise Information Systems	3
MGT	5012	21st Century Management Practices.....	3
MGT	5020	Managing Organizational Behavior	3
MGT	5940	Entrepreneurship/Law and Ethics	3
MKT	5070	Managerial Marketing.....	3
MKT	5950	Delivering Superior Customer Value/Entrepreneurship	3
QNT	5040	Business Modeling	3
MGT	5102	Value Integration Capstone*	4
Total			43

Prerequisite Courses

For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of "C" or higher, these courses (or their equivalents) must be taken before or during the program. Prerequisite courses must be taken prior to the corresponding graduate course.

ACTP	5001 – Introductory Accounting	MKTP	5005 – Introductory Marketing
QNTP	5002 – Introductory Statistics	FINP	5008 – Business Finance
ECNP	5003 – Introductory Economics		

*This course is not financial aid eligible when taken by itself. Master's certificates - see Table of Contents

MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN FINANCE

- Working Professionals (weekend and online)

Program Objectives

The finance concentration provides a broad understanding of corporate finance, securities analysis, portfolio management, and financial institutions and markets. By placing primary emphasis on theory and analysis, and making extensive use of the relevant techniques of economic analysis, mathematics, and statistics, the finance concentration courses equip the student with the tools to handle with important practical issues. Graduates may enter their professional careers in financial departments of general businesses, investment banking firms, broker-dealer firms, management consulting firms, and various departments of commercial banks and other domestic and international financial institutions.

Program Learning Goals

1. Develop innovative financial, management, and marketing strategies that creatively and ethically solve global business problems. This is accomplished through emphasizing the sustainability of a business, integrating corporate entrepreneurship, and reflecting cultural diversity and inclusion.
2. Assess the impact of globalization, world economy, legal principles, the regulatory environment, societal and political developments, technological changes, competitive structure, and the natural environment on organizational decisions.
3. Analyze business prospects and problems by gathering relevant data, applying appropriate quantitative and analytical techniques, developing and evaluating innovative courses of action, and determining optimal solutions.
4. Examine the importance of leading and influencing others, maintaining collaborative business relationships, exercising appropriate interpersonal skills, and performing effectively individually and in high-performance teams.
5. Analyze the organization's bottom line by evaluating financial and environmental/social responsibility metrics.
6. Enhance oral and written communication skills by using ideas, knowledge, and the language of business to maximize value within and among organizations.

Curriculum (in alphabetical order by prefix)			Credits
ACT	5060	Accounting for Decision Makers	3
ECN	5050	Economic Thinking.....	3
FIN	5080	Applying Managerial Finance	3
FIN	5530	Money Markets and Monetary Institutions	3
FIN	5535	Futures and Options.....	3
FIN	5560	Advanced Financial Policy	3
FIN	5620	Investment Principles and Policies	3
ISM	5014	Enterprise Information Systems	3
MGT	5012	21st Century Management Practices.....	3
MGT	5020	Managing Organizational Behavior	3
MKT	5070	Managerial Marketing.....	3
OPS	5095	Service Operations Management.....	3
QNT	5040	Business Modeling	3
MGT	5102	Value Integration Capstone*	4
Total		43

Prerequisite Courses

For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of "C" or higher, these courses (or their equivalents) must be taken before or during the program. Prerequisite courses must be taken prior to the corresponding graduate course.

ACTP 5001 – Introductory Accounting

MKTP 5005 – Introductory Marketing

QNTP 5002 – Introductory Statistics

FINP 5008 – Business Finance

ECNP 5003 – Introductory Economics

*This course is not financial aid eligible when taken by itself.

Master's certificates - see Table of Contents

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

- Working Professionals (weekend and online)

Program Objectives and Philosophy

The Master of International Business Administration degree (MIBA) offers exciting, unique, and concentrated coverage of highly relevant international topics in a curriculum designed for global managers and entrepreneurs. The M.I.B.A. leads students to achieve personal goals for success in the international business world, while greatly enhancing student abilities in order to meet the increasing demand for managers skilled in international business in the corporate workplace.

The MIBA program's international faculty combines broad conceptual knowledge with hands-on experience to deliver a global program examining complex issues relating to world trade and foreign investment decisions by the multinational enterprise and international entrepreneurs. The program places emphasis on strategic thinking, leading to the successful formulation and implementation of corporate strategies. With a core focus on the impact of globalization on decision-making, the program educates students to become effective leaders of international business.

The program attracts an international student body from around the world, creating a learning environment in which individual experiences are shared. Students are exposed to a multitude of national business practices and develop intercultural communication skills. The program prepares students for success in a challenging, global business arena.

Program Learning Goals

1. Develop strategic decision-making abilities.
2. Develop integrity in decision-making in international settings.
3. Develop competence in international settings in terms of country institutional context knowledge.
4. Develop competence in leading and managing people in international cross-cultural settings.
5. Develop competence in managing resources and markets in international settings.
6. Develop competence in global initiatives and international trade techniques.

Curriculum (in recommended sequencing order)

Credits

Each course builds on preceding courses in the curriculum; please check for the requirements for each class.

ISM	5804	Managing Information Systems Workshop*	0
FIN	5805	Financial Decisions for International Managers*	3
ECN	5806	International Economics.....	3
INB	5821	Cross Cultural Business Communication	3
MGT	5812	International Business Law	3
MKT	5833	Global Marketing	3
ACT	5809	International Accounting.....	3
INB	5822	Globalization and Emerging Markets.....	3
INB	5827	Import/Export Principles and Practices	3
FIN	5815	International Finance.....	3
HRM	5824	International Human Resource Management.....	3
INB	5818	New International Ventures	3
INB	5839	Global Strategy.....	3

Choose one of the following:

INB	5109	M.I.B.A. Internship**	3
INB	5830	Global Information Technology and Supply Chain Management**	3
INB	5847	International Field Seminar**	3

Capstone (select one)

INB 5846	International Seminar***	4
INB 5848	Strategic International Decisions***	4
MGT 5101	Master's Thesis	4
Total			43

Prerequisite Courses

For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of "C" or higher, these courses (or their equivalents) must be taken before or during the program. Prerequisite courses must be taken prior to the corresponding graduate course.

ACTP 5001 – Introductory Accounting	MKTP 5005 – Introductory Marketing
QNTP 5002 – Introductory Statistics	FINP 5008 – Business Finance
ECNP 5003 – Introductory Economics	

* This course is offered online only . Students should reference the Table of Contents for Minimum Computer Requirements.

**If students elect to enroll in INB 5847 or MGT 5109, they may not enroll in INB 5830. Either MGT 5109 or INB 5847 can be taken in place of INB 5830.

***This course is not financial aid eligible when taken by itself.

Students are eligible for INB 5847 and INB 5846 after completion of 12 credit hours of academic studies and MGT 5109 after completion of 18 credit hours of academic studies.

Participation in 5846 and 5847 is limited based upon space availability. Priority will be given to those who are participating in either 5846 or 5847 for the first time.

Master's certificates - see Table of Contents

MASTER OF PUBLIC ADMINISTRATION

- Working Professionals (weekend and online)

Program Objectives

The mission of the Master of Public Administration program is to provide students with management skills to lead public and community agencies, as well as to understand the social, economic, and political context in which public decisions are made.

The M.P.A. program serves adult learners who are already in public sector careers above the entry level, who aspire to greater responsibility and management positions as agency or organization leaders. The curriculum aims to improve the students' knowledge and skills as public sector managers, enhance their ability to analyze public organization problems, create solutions to issues facing contemporary real-world organizations, and increase their understanding of management principles. The competing organizational goals of accountability and efficiency under fragmented authority that includes political, legislative, judicial, and executive oversight sets public management apart from business organizations. In this environment, programmatic and organization goals are often intentionally unclear and, in addition, all management decisions are open to public and media scrutiny and inspection. M.P.A. students learn to lead and manage their organizations under these conditions, which require unique skills in addition to competencies required in any organization that operates in a business-like manner.

Program Learning Goals

1. Display the capacity to lead and manage in public and non-profit organizations.
2. Develop the capacity to adapt and innovate in changing environments and during unforeseen events.
3. Apply concepts knowledge in relevant circumstances.
4. Embrace diversity and respect others.
5. Demonstrate effective written and oral communication skills.
6. Conduct themselves ethically in all situations.

Curriculum		Credits
PUB 5450	Public Administration Theory and Application.....	3
PUB 5451	Managing Information and Technology in the Public Sector*	3
PUB 5461	Administrative Law and Ethics in the Public Sector	3
PUB 5462	Leadership in the Public Sector	3
PUB 5463	Emergency Management in the Public Sector.....	3
PUB 5465	Public Sector Human Resources	3
PUB 5472	Public Finance.....	3
PUB 5473	Public Budgeting	3
PUB 5477	Public Sector Statistics.....	3
PUB 5480	Public Policy and Program Formulation and Implementation.....	3
PUB 5481	Evaluation of Public Policies and Programs	3
PUB 5499	Strategic Planning in the Changing Public Environment.....	3
PUB 5402	M.P.A. Integrative Capstone**	4
Total	40

Prerequisites Courses

For students who did not complete the required prerequisite courses at the undergraduate level and score a minimum grade of "C", these courses (or their equivalents) must be taken. Prerequisite courses must be taken prior to the corresponding graduate course.

POLS 1010 – American Government & Politics

QNTM 5002 – Introductory Statistics

ACTP 5001 – Introductory Accounting

* This course is offered online only

** This course is not financial aid eligible when taken by itself. Master's certificates - see Table of Contents.

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

- Working Professionals (weekend and online)

Program Objectives

The Master of Science in Human Resource Management program presents perspectives on individual and group behavior and gives students insight into group dynamics and approaches for better management and motivation of employees. Whether it involves organizational restructuring, implementing a more effective communications system, solving intergroup conflicts, complying with legal aspects relating to employment, or training personnel to avoid skills obsolescence, the program provides insight into these strategic management issues.

Program Philosophy

The overriding goal of the program is to prepare human resource and training managers and those in support services with the knowledge to enhance their organizations' effectiveness through the proper management of human resources. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives.

Program Learning Goals

1. Identify and use innovative HR strategies and techniques, such as coaching approaches, leadership models, and financial management metrics to improve workplace productivity and morale.
2. Research and apply the consultation and client management skills required of HR to serve as a trusted advisor providing management advisory assistance, problem resolution, and the appreciative inquiry model.
3. Design strategic and tactical HR talent management plans to attract, develop, and retain high potential and high performing employees. Topics include compensation and benefits, conflict resolution, staffing management, succession planning, and employee and labor relations.
4. Create relevant career and professional development plans to align employee and organizational goals to retain and cultivate a high-performing workforce. This includes the use of various training techniques, HR technology, work/life balance, and the analysis and synthesis of business applications.
5. Research, review, and apply the applicable statute and common law, executive order, and ethical implications regulating employment relationships. Relate corporate social responsibility to the HR function.
6. Investigate HR challenges confronted by multi-national companies, including global diversity, hiring/firing restrictions, compensation, immigration/work authorization, and talent mobility.

Curriculum (in alphabetical order by prefix)	Credits
HRM 5240 Advanced Organizational Development	3
HRM 5260 Employee Relations: Principles, Problems, and Cases	3
HRM 5300 Career Development.....	3
HRM 5340 Measuring Human Resources.....	3
HRM 5355 Strategic Human Resource Management	3
HRM 5360 Human Resource Development	3
HRM 5365 Talent Management	3
HRM 5375 Employee Health and Reward Systems	3
HRM 5381 Special Topics In Human Resource Management.....	3
HRM 5385 Organization Consultation.....	3
ISM 5014 Enterprise Information Systems	3
MGT 5012 21st Century Management Practices.....	3
MKT 5017 Delivering Superior Customer Value	3
Capstone (select one)	
MGT 5100 Master's Project.....	4
MGT 5101 Master's Thesis	4
MGT 5102 Value Integration Capstone**	4
Total	43

Prerequisite Courses

For students who did not complete the required prerequisite courses at the undergraduate level and score the grade of "C" or higher, this course (or their equivalent) must be taken before or during the program. Prerequisite courses must be taken prior to the corresponding graduate course.

HRMP 5200 – Introductory Human Resource Management

**This course is not financial aid eligible when taken by itself

Master's certificates - see Table of Contents

MASTER OF SCIENCE IN LEADERSHIP

- Working Professionals (weekend and online)

Program Objectives and Philosophy

The leadership phenomenon has evolved. No longer is leadership looked upon as a fad, it has developed into the foundation that holds companies together and propels them to achieve greater levels of success. Leadership training is needed in all industries and at all levels. The Master of Science in Leadership (M.S.L.) program provides the training managers need to unleash their leadership abilities.

This curriculum covers theoretical and practical application skills necessary for today's leaders. The program focuses on the role of management and leadership functions of an organization in a growing global arena. Students will build leadership knowledge and competencies influenced by a management philosophy called "value-driven management." The program will address the traditional as well as the more contemporary insights into leadership. Students will build a framework for both leadership reflection and action.

Program Learning Goals

1. Analyze the role of behavioral science in the development of leadership theory.
2. Build a framework for aligning leaders, followers, situations, and experiences for achieving organizational goals.
3. Apply leadership theories and models and personal leadership insights to the management of teams, projects and organizational change for improved performance.
4. Compare and contrast leadership styles and analyze which are appropriate for the various situations and readiness levels of followers.
5. Evaluate leadership strategies such as coaching, mentoring, negotiation, and team leadership for accomplishing organizational goals.
6. Evaluate current leadership literature to apply to organizational scenarios.

Curriculum (in alphabetical order by prefix)	Credits
HRM 5030 Managing Human Resources.....	3
LED 5380 Building and Leading Teams	3
LED 5630 Leadership Theory and Practice	3
LED 5640 Coaching and Influencing for Development.....	3
LED 5651 Cross-Cultural Leadership	3
LED 5660 Situational Leadership® Theory and Practice	3
LED 5670 Project Leadership to Drive Performance.....	3
LED 5680 Leading Change for Innovation and Alignment	3
LED 5691 Strategic Leadership	3
LED 5695 Situational Leadership® Practicum*.....	4
MGT 5012 21st Century Management Practices.....	3
MGT 5015 Legal, Ethical, and Social Values of Business.....	3
MGT 5020 Managing Organizational Behavior	3
Total	40

*This one-week course is only offered on the main campus in the spring term. This course is not financial aid eligible when taken by itself.

Master's certificates - see Table of Contents

No prerequisite courses required.

MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

- Working Professionals (weekend and partial online)

Program Objectives

The Master of Science in Real Estate Development program prepares graduates for key industry leadership positions involving the complex issues of land stewardship and managed growth in a high-risk, increasingly complex, multifunctional, tightly regulated, capital intensive, and highly technical industry. The course of study is rigorous, balanced, and provides an in-depth immersion into the industry through the study of all phases of the real estate development process. The program's comprehensive curriculum includes cash flow analysis, site selection, financing alternatives, control and disposition, negotiations, operations, development law, accounting, market analysis, urban land economics, planning and design, entitlements and environmental remediation, and public policy. It includes the study of the development and sustainability of the built and natural environment through public policies and private initiatives.

Program Philosophy

Today, real estate development is a high-risk, capital intensive, increasingly complex, heavily regulated, multidisciplinary endeavor whose activities are increasingly being commoditized and integrated into mainstream capital markets. Real estate development is a multi-billion dollar business that plays a key role in the US economy, and real estate assets represent the single most important class of tangible wealth held by households and corporations in this country.

Program Learning Goals

1. Demonstrate an understanding of the entire real estate development process, including financial analysis, computing and information systems such as Excel, ARGUS, GIS, and CAD, planning and design principles, construction and project management techniques, investment analysis, marketing, land economics, accounting, and real estate law.
2. Demonstrate an understanding of the techniques of cash flow analysis, site selection, financing alternatives, control and disposition, negotiations, operations, entitlements and environmental remediation, asset management, and public policy.
3. Apply relevant environmental, economic, and design principles to specific development situations.
4. Identify specific issues related to developing the built environment and describe solutions to these issues them.
5. Explain how diversity, ethical decision making, leadership, social responsibility, globalization, and multicultural considerations affect organizations and their environment.
6. Describe appropriate strategies and tactics for long-term development operations.

Curriculum	Credits
REE 5875 Quantitative Tools for Real Estate Development.....	1
REE 5876 Accounting for Real Estate.....	2
REE 5877 Real Estate Market & Feasibility Analysis.....	3
REE 5878 Real Estate Development: Process I	3
REE 5879 Real Estate Development: Process II	3
REE 5880 Real Estate Finance	3
REE 5881 Real Estate Law and Ethics	3
REE 5882 Land Use Planning & Project Design.....	3
REE 5883 Urban Land Economics.....	3
REE 5884 Land Use Regulation: Entitlements & Permitting in a Growth-Managed Environment.....	3
REE 5885 Building Design & Construction Principles.....	3
REE 5886 Managing the Construction Process	3
REE 5887 Real Estate Investments.....	3
REE 5888 Real Estate Development Capstone*	4
Total	40

Prerequisite Courses

For students who did not complete the required prerequisite courses at the undergraduate level and earn the grade of "C" or higher, these courses (or their equivalents) must be taken before enrolling in any Master of Science in Real Estate Development course.

ACTP 5001 – Introductory Accounting

ECNP 5003 – Introductory Economics

QNTF 5002 – Introductory Statistics

FINP 5008 – Business Finance

* This one-week course is offered in the spring term only. This course is not financial aid eligible when taken by itself.

Master's certificates - see Table of Contents

MASTER OF TAXATION

- Working Professionals (weekend and online)

Program Objectives and Philosophy

The Master of Taxation program is designed for students to develop an understanding of the essential elements of the Internal Revenue Code and Regulations. The program provides both a practical and conceptual understanding and the necessary skills and judgment required to apply the IRS Code in actual situations. The taxation courses examine in-depth, particular aspects of the Tax Code and Regulations. The taxation courses provide the student with the foundation necessary to become a successful tax preparer and adviser.

Program Learning Goals

1. Discuss the general Federal tax rules that apply to taxation of individuals, trusts and estates, for-profit and not-for-profit organizations, and property transactions, including international transactions.
2. Understand the general Federal tax rules that apply to the formation, operation, and termination of for-profit and not-for-profit organizations, and to understand the tax differences between the various types of organizations.
3. Identify, explain, and analyze the issues of taxation presented with respect to a particular transaction or situation and to determine which facts are relevant when deciding the proper tax treatment of the transaction or situation.
4. Apply the applicable Federal tax rules under the Internal Revenue Code, Treasury Regulations and other rulings and notices, and court cases to the tax issues presented in light of the relevant facts.

Curriculum		Credits
ACTP 5711	Internet Technology* (online students only)	0
TXX 5761	Taxation of Individuals	3
TXX 5762	Taxation of Corporations & Partnerships	3
TXX 5763	Taxation of Estates, Trusts, and Gifts	3
TXX 5764	Taxation of Pensions and Profit-Sharing Plans	3
TXX 5765	Tax Policy	3
TXX 5766	International Taxation.....	3
TXX 5767	IRS Practices and Procedures	3
TXX 5768	Real Estate Taxation.....	3
TXX 5769	Tax Planning and Research	3
TXX 5770	Taxation of Exempt Organizations.....	3
TXX 5771	Taxation of Limited Liability Companies and Sub-Chapter S Corporations.....	3
TXX 5772	Special Topics in Taxation.....	3
Electives		
TXX 5773	State and Local Taxation	3
TXX 5774	Fiduciary Income Taxation.....	3
TXX 5775	Taxation of Distressed Entities	3
TXX 5776	Comparative International Taxation	3
Total	36

Note: If the equivalent of TXX 5761 and TXX 5762 were taken in the undergraduate program, six hours of additional electives will be substituted with permission of the program director. In addition, TXX 5761 and TXX 5762 or their equivalent must be taken prior to any other TXX. TXX 5772 may only be taken after completion of 25 graduate hours.

* Required for any M.Tax student taking any online course. Course must be taken in first term.

Prerequisite Courses

An undergraduate degree in a business discipline, or an undergraduate degree and principles of accounting. In addition, a basic understanding of elementary statistics, data processing, and math are required.

CPA & CMA EDUCATIONAL REQUIREMENTS

Due to the accounting scandals in recent years and the passage of the Sarbanes-Oxley Act (SOX), the demand for quality accounting services and qualified accountants has increased. Accounting certification is one key measure of expertise, professionalism, and quality.

Certified Public Accountant (CPA) Educational Requirements (Florida)

Listed verbatim below are the Florida educational requirements that an applicant needs to qualify as a candidate for the certified public accountants (CPA) examination as stated on the Florida Department of Business & Professional Regulation website.

Rule Chapter 61H1-27.002(2) Florida Administrative Code

Applicants initially sitting for the CPA examination after November 1983 must meet the new rule education requirements. The new rule requires a bachelor's degree from an accredited college or university, plus 30 semester hours in excess of the bachelor's degree to include a total education program with concentration in accounting and business. The accounting education program consists of 36 semester hours of upper division accounting courses including coverage of tax, auditing, financial, and cost accounting. Not more than three semester hours of an accounting internship can be applied towards the 36 semester hours of upper division accounting.

The business education program consists of 39 semester hours of upper division general business courses, to include six semester hours of business law with coverage of contracts, torts, and the uniform commercial code. The exception to the upper division requirement for general business courses are three semester hours of the six required in business law, three semester hours each of micro-economics, macro-economics, introduction to statistics, and introduction to computers course may be lower division.

Excess upper division accounting courses may be used to meet the general business requirement. However, elementary accounting classes are never acceptable for credit. Neither are courses for non-accounting majors and any MBA courses that are equivalent to elementary accounting.

Students are responsible for keeping current on state requirements.

Florida Board of Accountancy
240 NW 76th Drive, Suite A
Gainesville, FL 32607
Phone: (850) 487-1395
Fax: (352) 333-2508
Website: www.myflorida.com/dbpr/cpa/CPA-examlink1.html

Certified Management Accountant (CMA) Requirements

Listed verbatim below are the requirements for the CMA.

1. The CMA is an international designation, and the ICMA establishes the requirements needed to sit for the CMA exam. Passing the CMA exam does not lead to licensure in a state as the CPA does. The educational requirements that ultimately must be fulfilled to earn the CMA designation are: Hold a bachelor's degree, in any area, from a regionally accredited college or university. or
2. Pass the U.S. CPA examination or hold another professional qualification that is comparable to the CPA, CMA, CFM, etc. or
3. Achieve a score in the 50th percentile or higher on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE).

The ICMA does not specify any number of accounting and/or business credits to sit for the CMA examination. Furthermore, the ICMA requires that the education requirements be fulfilled within seven years of completing the CMA examination. They are not required to be completed at the time the candidate sits for the CMA exam. At present, the state boards of accountancy and the ICMA don't require candidates to have relevant work experiences to sit for the CPA and CMA exams, respectively.

All inquiries regarding the CMA program should be addressed to:

Institute of Management Accountants
10 Paragon Drive
Montvale, New Jersey 07645-1718
(800) 638-4427
Website: www.imanet.org/index.asp

CERTIFICATES

Students may elect to focus their studies in a number of certificate areas. Certificates require that three or four additional courses be taken within a specific content area. A notation of a certificate area is indicated on a student's transcript and a certificate is awarded to students. Certificate courses may be taken while completing graduate degree courses or afterwards. Most certificates are available online. Grades earned in certificate courses calculate into a student's master's level GPA unless the student has his or her degree conferred prior to taking the courses. In addition, certificate courses that calculate into the student's GPA are subject to all Academic Standards requirements (see Table of Contents for Academic Standards). Certificate courses taken after the student's degree is conferred are not financial aid eligible. Students may not use courses to satisfy more than one certificate.

Below are the certificates currently available. Please note: many of the certificates require specific prerequisite course work. Please consult your academic advisor before pursuing a certificate.

Entrepreneurship	International Management
ENT 5960 Entrepreneurship/Venture Initiation	HRM 5824 International HRM
ENT 5980 Entrepreneurship/Management	INB 5821 Cross Cultural Management and Negotiations
FIN 5970 Entrepreneurship/Finance	MKT 5833 Global Marketing Management
Finance (select three of the following)	International Strategy
FIN 5530 Money Market and Monetary Institutions	INB 5818 New International Ventures
FIN 5535 Futures and Options	INB 5822 Globalization and Emerging Markets
FIN 5560 Advanced Financial Policy	INB 5839 International Competitiveness
FIN 5620 Investment Principles and Policies	Leadership
Human Resource Development	LED 5630 Leadership Theory and Practice
HRM 5300 Career Development	(plus two of the following courses)
HRM 5360 Human Resource Development	LED 5660 Situational Leadership® Theory & Practice
HRM 5385 Organization Consultation	LED 5670 Project Leadership to Drive Performance
Human Resource Management	LED 5680 Leading Change for Innovation and Alignment
HRM 5355 Strategic Human Resource Management	LED 5695 Situational Leadership® Practicum
HRM 5365 Talent Management	Management Information Systems (offered through SCIS)
HRM 5375 Employee Health and Reward Systems	MMIS 501 Introduction to Java Programming
Information Security (offered through SCIS)	MMIS 620 Management Information Systems
MMIS 683 Fundamentals of Security Technologies	MMIS 630 Database Systems
MMIS 684 Information Security Management	MMIS 653 Telecommunications and Computer Networking
MMIS 685 Information Security Policy, Privacy, & Ethics	Marketing (select three of the following)
MMIS 686 Information System Auditing & Secure Ops	MKT 5550 Sales Management
MMIS 687 Information Security Project	MKT 5565 Marketing in an eBusiness Environment
International Business	MKT 5570 Marketing Research
FIN 5815 International Finance	MKT 5833 Global Marketing Management
INB 5821 Cross Cultural Management and Negotiations	Real Estate Development (12 credits)
MKT 5833 Global Marketing Management	REE 5875 Quantitative Tools for Real Estate Development
International Economics	REE 5876 Accounting for Real Estate
ACT 5809 International Accounting	REE 5878 Real Estate Development: Process I
ECN 5806 International Economics	REE 5879 Real Estate Development: Process II
FIN 5815 International Finance	Select one of the following:
International Logistics	REE 5877 Real Estate Market & Feasibility Analysis
INB 5827 Import/Export Management	REE 5882 Land Use Planning & Project Design
INB 5830 Global Supply Chain Management	REE 5884 Land Use Regulation
MGT 5812 International Legal Environment	

MASTER'S COURSE DESCRIPTIONS

Course Descriptions and Prerequisite Requirements Subject to Change. Refer to WebSTAR for updates.

Accounting (ACT)

ACT 5060 Accounting for Decision Makers (3 cr)

Students will learn to reconsider accounting information for managerial decision making, and will then take this information and transform it into financial guidelines for deciding among capital ventures, product and service offerings, funding options, and budgets. Prerequisites: ACTP 5001 or equivalent, FINP 5008, and QNT 5040.

ACT 5713 Accounting Theory (3 cr)

This course serves as the first graduate course students take in the Master of Accounting program. This course studies the generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income, influence of professional standards, and the future of the profession are examined. Prerequisites: ACT 5741 and ACT 5743.

ACT 5715 Emerging Auditing Technologies (3 cr)

This course focuses on the assurances given to financial statements and other documents by the independent auditor in the context of auditing organizations and their business strategies. It compares the traditional independent auditing procedures to those found in the emerging new audit process and risk models (Bell et al., 1997; AICPA, SAS no. 104-114, 2007). Prerequisites: ACT 5741 and ACT 5743.

ACT 5717 Forensic Accounting (3 cr)

This course studies deceptions in financial and accounting processes. The topics that are part of this course include financial fraud understanding, identification, prevention and auditing, its legal proceedings and its required testimony by an expert witness, and the corresponding professional responsibilities of the CPA. Prerequisites: ACT 5741 and ACT 5743.

ACT 5721 Accounting Professional Ethics (3 cr)

This course reviews the research on moral development and ethical choices, their dilemmas and accepted solutions for accounting professionals. It reviews the psychological, social, and other theories used to predict human choices and applies them to the current practice and environments of public and corporate accounting. Prerequisites: ACT 5741 and ACT 5743.

ACT 5725 Financial Statement Analysis (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 financial reports. Prerequisites: ACT 5741 and ACT 5743.

ACT 5731 Accounting Information and Control Systems (3 cr)

Focuses on the design, implementation, and evolution of accounting information systems with emphasis on the internal control implications of EDP systems. Prerequisites: ACT 5741 and ACT 5743.

ACT 5733 Advanced Managerial Accounting I (3 cr)

An advanced-level discussion of variance analysis, cost allocation, transfer pricing, and the use of modeling to solve business problems. Prerequisites: ACT 5741 and ACT 5743.

ACT 5735 Controllership (3 cr)

A seminar on the function of financial controllers, including their role in planning, controlling, reporting, and administering today's business environment. Prerequisites: ACT 5741 and ACT 5743.

ACT 5736 Internal and Operational Auditing (3 cr)

A seminar that investigates the duties and responsibilities of the internal auditor with an emphasis on operational auditing. Prerequisites: ACT 5741 and ACT 5743.

ACT 5741 Financial Accounting and Reporting CPA Review (3 cr)

This course is a comprehensive review of accounting and reporting topics including topics from intermediate, advanced, and cost accounting courses. The course is an intensive review designed to facilitate the successful completion of the FAR section of the CPA exam. Prerequisite: Completion of all program prerequisite courses.

ACT 5742 Business Environment and Concepts CPA Review (2 cr)

This course is a comprehensive review of finance, economics, IT, and managerial topics tested on the BEC section of the CPA

exam. The course is an intensive review designed to facilitate the successful completion of the BEC section of the CPA exam. Prerequisites: ACT 5741 and ACT 5743.

ACT 5743 Auditing CPA Review (3 cr)

This course is an intensive review of all auditing topics. The course covers topics typically covered in basic and advanced auditing classes. The course is an intensive review designed to facilitate the successful completion of the auditing section on the CPA exam. Prerequisite: Completion of all program prerequisite courses.

ACT 5744 Regulation CPA Review (2 cr)

The course covers topics found in business law and taxation courses. The course is an intensive review designed to facilitate the successful completion of the Regulation section of the CPA exam. Prerequisites: ACT 5741 and ACT 5743.

ACT 5750 eCommerce Accounting (3 cr)

This course is an interdisciplinary course that incorporates concepts from accounting, computer science, management, and business law. The focus is on the accountant's role in electronic commerce including such topics as EDI, security considerations, third party assurance services, and the eCommerce legal environment. Prerequisites: ACT 5741 and ACT 5743.

ACT 5753 Fund Accounting (3 cr)

An in-depth exposition of the current standards and specialized accounting practices of state and local governments, school systems, colleges, universities, and hospitals. Prerequisites: ACT 5741 and ACT 5743.

ACT 5756 International Accounting (3 cr)

Focus is on the evolution of the international dimensions of accounting and national differences in accounting thought and practice, problems, and issues. Prerequisites: ACT 5741 and ACT 5743.

ACT 5797 Consulting for Accountants (1 cr)

This course introduces the student to the concepts and techniques of consulting in the accounting industry.

ACT 5798 - Financial Accounting Research (1 cr)

This course provides the skills necessary to conduct research to be used in problem solving. Prerequisites: ACT 5741 and ACT 5743.

ACT 5809 International Accounting (3 cr)

This course examines the international dimension of financial reporting and analysis. It provides students with an in-depth look at the multinational enterprise and the preparation and presentation of financial statements in different nations. Topics covered include international corporate taxation, transfer pricing, foreign currency translation, financial disclosure, and international accounting harmonization. Prerequisite: FIN 5805.

Accounting Prerequisite (ACTP)

ACTP 5001 Introductory Accounting (3 cr)

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

ACTP 5004 Cost Accounting (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. Prerequisites: ACTP 5001 or equivalent and ACTP 5711.

ACTP 5006 Intermediate Accounting I (3 cr)

This course is a continuation and expansion of Introductory Accounting. The concepts underlying financial accounting are examined, including those relevant to standard setting, the basic financial statements, time value of money, and assets. Prerequisites: ACTP 5001 or equivalent and ACTP 5711.

ACTP 5007 Intermediate Accounting II (3 cr)

This course is a continuation of ACTP 5006. The concepts and application of underlying financial accounting are examined, including those relevant to: liabilities, intangible assets, equity, and investments. Prerequisites: ACTP 5006 or equivalent and ACTP 5711.

ACTP 5008 Intermediate Accounting III (3 cr)

This course is a continuation of ACTP 5007. The concepts and application of underlying financial accounting are examined, including those relevant to: inter and intra-period income taxes, revenue recognition, pensions and other postretirement benefits, leases, error analysis and cash flow statements. Prerequisites: ACTP 5006 or equivalent and ACTP 5711.

ACTP 5009 Advanced Accounting (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. Prerequisites: ACTP 5007 or equivalent and ACTP 5711.

ACTP 5010 Auditing (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. Prerequisites: ACTP 5007 or equivalent and ACTP 5711.

ACTP 5711 Internet Technology (0 cr)

A one-week course in utilizing the Internet for classroom purposes, research, (including the use of the library), and other skills needed to successfully complete the online graduate accounting program. Required for any student taking a course online in the MACC or MTAX programs.

ACTP 5712 Accounting Principles Review (0 cr)

This is a non-credit, two week course covering accounting principles required of all students taking the Intermediate I prerequisite course. If the student has taken a principles course within the past five years, he/she may choose to take a competency exam and if passed, will not be required to complete this course.

Economics (ECN)**ECN 5050 Economic Thinking (3 cr)**

Students will learn how to use economic thinking in making managerial decisions and motivating others to make decisions that increase the value of organizations. Prerequisites: ECNP 5003 or equivalent and QNT 5040.

ECN 5443 Economics of Health Services (3 cr)

Students will learn to apply principles of economic thinking in making managerial decisions and motivating others to make decisions that increase the value of health service organizations. Prerequisite: ECNP 5003 or equivalent.

ECN 5806 International Economics (3 cr)

Students examine trade theory in the light of political economy, and the role of trade institutions in the regulation of international trade in goods and services. The course includes consideration of regional trading blocs and common markets, and global economic relations. Students learn about macroeconomic motivations for trade and consequent tariff and non-tariff barriers to trade by individual nations. Prerequisite: ECNP 5003 or equivalent.

Economics Prerequisite (ECNP)**ECNP 5003 Introductory Economics (3 cr)**

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

Entrepreneurship (ENT)**ENT 5960 Entrepreneurship/Venture Initiation (3 cr)**

Introduction to Entrepreneurship with an emphasis on the employment process, managing growth, and the legal environment using the case-study method, guest speakers and feasibility plan software.

ENT 5980 Entrepreneurship/Management (3 cr)

Strategic planning, operations management, inventory management, selling and sales management using the case-study method, and guest speakers. Student teams will be assigned consulting work at selected businesses in the community. Prerequisite: FIN 5970.

ENT 5990 International Trade for Entrepreneurs (3 cr)

This course provides students with key concepts and skills to identify international opportunities/threats, analyze their impact, formulate appropriate strategies and implement applicable action plans to achieve company goals. The course will help students understand today's competitive global environment, marketing, finance, and policy. The course examines legal, logistical, organizational and cultural issues.

Finance (FIN)

FIN 5080 Applying Managerial Finance (3 cr)

Students will gain a working knowledge of managerial finance by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. Prerequisites: FINP 5008 or equivalent, ECN 5050, and QNT 5040.

FIN 5530 Money Market and Monetary Institutions (3 cr)

This course examines the structure and functions of modern US and international financial markets and institutions. The course covers the nature of the global financial system, interest rate determination, pricing of interest-rate dependent securities, money market instruments, the goals and roles of central banks, and commercial banking. Students will develop a thorough understanding of modern financial institutions and will learn to apply modern financial theory to practical problems in liability pricing and management. Prerequisites: ECN 5050, FINP 5008 or equivalent, FIN 5080, and QNT 5040.

FIN 5535 Futures and Options (3 cr)

This course examines the structure and functions of the futures and options markets. The course covers the structure of options and futures markets with an emphasis on American markets such as the CME and CBOE. Additional topics include arbitrage restrictions, option pricing, hedging with futures, options on futures, exotics, trading strategies, and an introduction to corporate securities as options on the underlying cash flows. Prerequisites: FIN 5530 and FIN 5620.

FIN 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. Prerequisite: FIN 5080 or 5815.

FIN 5620 Investment Principles and Policies (3 cr)

This course will deal with a thorough analysis of the theory and application of investments in relation to business cycles, institutional behavior and risk and return opportunities in the economics setting. The course is presented from the investor's viewpoint and incorporates applied and empirical methodologies. The course covers investment strategies and policies. Prerequisite: FIN 5080 or 5815.

FIN 5805 Financial Decisions for International Managers (3 cr)

Delivered online, Financial Decisions for International Managers examines basic accounting concepts and corporate financial statement components, and develops students financial decision-making abilities. The course is developed as a preliminary requirement for more advanced work in the courses, International Accounting and International Finance. Financial statement analysis is considered to consist of the application of analytical tools and techniques to financial statements and data in order to derive measurements and relationships that are significant and useful for decision-making. This analysis can be used for objectives such as screening for the selection of investments or merger candidates. It can also be used as a forecasting tool for future financial conditions and results; a process of diagnosis for managerial, operating, or other problem areas; and a tool for the evaluation of management. Overall, the course places a strong emphasis on improving managerial decision-making. Prerequisites: ACTP 5001 and FINP 5008 or equivalents.

FIN 5815 International Finance (3 cr)

International Finance covers the broad scope of the international monetary system, examining financial markets and financial instruments. Investigating the interrelationship of foreign exchange operations with corporate financial management decisions leads students to understand the intricacies of finance, contiguous with international operations. Attention is paid to capital management and investment analysis in the context of risk exposure for foreign investment. Prerequisites: FIN 5805 and QNTP 5002 or equivalent.

FIN 5970 Entrepreneurship/Finance (3 cr)

Developing the business plan, capital formation, valuation, and financial management using the case-study method, guest speakers, and business plan software. Prerequisites: FINP 5008 or equivalent and ENT 5960.

Finance Prerequisite (FINP)

FINP 5008 - Business Finance (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 degree programs.

Human Resource Management (HRM)

HRM 5030 Managing Human Resources (3 cr)

Students will gain a working knowledge of planning, organizing, and managing human resource systems; and will gain hands-on abilities to design, direct, and assess human resource systems in enhancing relationships with internal and external customers, leading to organizational effectiveness.

HRM 5240 Advanced Organizational Development (3 cr)

This course addresses the need for planned change focused on an organization's ability to compete over the long term. It addresses individual, team, and organization-wide interventions that can raise productivity/quality, improve competitiveness, increase skills, improve morale, and renew commitment to employee involvement. It will incorporate both the scientific and systems perspective in the use of behavioral science knowledge. In addition, students will compare and appreciate inquiry with the standard problem-solving approach as they learn about a variety of models, methods, and tools. Prerequisites: MGT 5012, ISM 5014, MKT 5017, HRM 5260, HRM 5300, HRM 5340, HRM 5360, HRM 5365, or HRM 5381.

HRM 5260 Employee Relations: Principles, Problems, and Cases (3 cr)

An in-depth examination of labor relations, 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 union-management relations. Prerequisite: HRMP 5200 or equivalent.

HRM 5300 Career Development (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 students who want to improve their abilities and skills and real-world opportunities. Prerequisite: HRMP 5200 or equivalent.

HRM 5340 Measuring Human Resources (3 cr)

This course affects every aspect of the organization. This course addresses how to build measurement strategies for all HR activity so that the impact can be determined. A value-adding approach will be taken so that HR practitioners will be able to exhibit an understanding of the business. This will include aspects that influence organizational quality, productivity, services, and profitability. HR will be assessed as a system within a system. Students will learn how to position HR as a strategic partner. Prerequisite: HRMP 5200 or equivalent.

HRM 5355 Strategic Human Resource Management (3 cr)

This course compares where HRM is now and where it needs to be in the future based upon needed competencies. There are many business trends that will influence the future of organizations. HRM must play a key role during those time of transition; students will learn to link successful tools and strategies to fulfilling that role. This course will address ways in which HRM can provide services that help the organization meet business objectives. Students will learn how to assess the state of an HR department as a major contributor to successful problem-solving and decision-making. Students will learn how to develop alignment among vision, strategy and values in the development of a paradigm that rejects the traditional approach to HR that many organizations have not yet escaped from. Students will build skills in strategy development, inclusive of key explosion points. Prerequisite: HRMP 5200 or equivalent.

HRM 5360 Human Resource Development (3 cr)

This course addresses the entire range of topics that have traditionally been included in an organization's HRD function such as designing systems of instruction as well as content that reflects the future of HRD such as job aids and electronic performance support systems. The course will focus on various aspects of a corporate training and development function, training program design and development, various methods and media for training delivery, 17 different training applications, and various resources available for HRD efforts. Students will analyze an aspect of their organization's HRD efforts.

Prerequisite: HRMP 5200 or equivalent.

HRM 5365 Talent Management (3 cr)

This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to recruit high quality talent; development of systems that will provide highest levels of both personal and professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength the organization; development of retention strategies that tie rewards to performance of talent; creation of workforce planning systems that will provide succession planning of best talent within the organization; and utilization of technological systems to support these functions within human resources planning.

Prerequisite: HRMP 5200 or equivalent.

HRM 5375 Employee Health and Reward Systems (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. Prerequisite: HRMP 5200 or equivalent.

HRM 5381 Special Topics in Human Resource Management (3 cr)

Topics include Quality of Work Life; Second-Career Decision and Midlife Change; Conflict Management/Team Management; Incentive Systems and Incentive Contracting; and Management Education and Training. Prerequisite: HRMP 5200 or equivalent.

HRM 5385 Organization Consultation (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. Prerequisite: HRMP 5200 or equivalent.

HRM 5824 International Human Resource Management (3 cr)

This course examines the strategic role of international human resource management in conjunction with effective organizational structures, to meet the requirements of multinational corporations. Topics include international staffing, expatriation and repatriation, training, compensation, benefits, union and employee relations, labor law, health and safety issues. Students compare country-specific HRM practices, and they discuss the future of IHRM. Prerequisite: INB 5821.

Human Resource Management Prerequisite (HRMP)

HRMP 5200 Introductory Human Resource Management (3 cr)

A survey course to acquaint students with the major policies and procedures dealing with the Human Resources activities in most organizations. The course is designed to provide an overview of several major functions in human resources. Topics include staffing, recruitment, performance evaluation, development, compensation, labor relations, and safety. Techniques for improving the legal impact will be integrated throughout the course. Some consideration to international HRM will also be given.

International Business (INB)

INB 5109 Master of International Business Administration Internship (3 cr)

The Huizenga School fosters learning through the application of classroom theory in the workplace. M.I.B.A. students have the option of participating in the Internship Program for academic credit. In conjunction with our corporate partners, students work under supervision developing their managerial capabilities. The minimum requirement for the internship is completion of 200 hours of work during one term. M.I.B.A. students take this course as a 3 credit substitute for INB 5830, Global Information Technology and Supply Chain Management. Course registration for internship is done through the Huizenga School Office of Academic Advising, not online, after conferral with the M.B.A./M.I.B.A. Intern Program Office. **ACADEMIC REQUIREMENTS:** Full matriculation, good academic standing with a minimum GPA of 3.0, good financial standing with the University, and completion of a minimum of 18 GPA credit hours in M.I.B.A. program. **VISA REQUIREMENTS:** International students with a U.S. student visa are eligible for an internship (paid or nonpaid) after completion of 18 credits. Approval by the NSU Office of International Students is required (Curricular Practical Training).

INB 5119 Master of International Business Administration Internship Extension (0 cr)

Students may register for this course to continue working in their current internship position during the next academic term.

5119 is allowed once only and must be for the term immediately following 5109 registration. Course registration for internship is done through the Huizenga School Office of Academic Advising, not online, after conferral with the M.BA./M.I.BA. Intern Program Office. The course is "0" credit. Grading is Pass/Fail. VISA REQUIREMENTS: International students with a U.S. student visa need approval by the NSU office of International Students (Curricular Practical Training extension).

INB 5818 New International Ventures (3 cr)

New International Ventures focuses on developing students abilities to prepare to start a new international business. Students develop a specific business idea, then examine the political risk, market opportunity, and operating conditions of their international market destination. The business plan is developed using market research options, entry modes, resource allocation, financial projections, and overall strategy for new ventures. The emphasis is on developing the ability of students to start a new business in another country using the business plan model. Prerequisites: ACT 5809, ECN 5806, FIN 5815, INB 5821, INB 5827, MGT 5812, and MKT 5833.

INB 5821 Cross Cultural Business Communication (3 cr)

The course provides the theoretical and experiential framework for examining the meaning and impact of culture in global business. By focusing on the analysis of national and organizational cultures, it aims to increase the student's awareness of cultural values and communication differences and similarities. This course facilitates student learning about diversity in a professional and ethical manner, by providing knowledge, sensitivity, and respect for the values of others, but equally important, with knowledge of and respect for their own values. Additionally, the course provides students practical means of managing cultural differences and negotiating across cultures. The course is interdisciplinary, drawing from studies of communication, anthropology, and sociology.

INB 5822 Globalization and Emerging Markets (3 cr)

The course offers a comprehensive analysis of emerging markets including but not limited to the BRIC countries (Brazil, Russia, India and China). This course identifies issues germane to developing markets as they integrate into the global economy. The conceptual framework used in this course covers three perspectives: multinational firms from developed countries seeking to tap into the vast potential of emerging markets; entrepreneurs and multinationals from emerging markets seeking to develop global, world-class organizations; and global investors seeking to profit from opportunities in emerging markets. The course will build on previous understanding of legal, cultural, political, and other environmental differences across countries to offer insights into evaluating risk and strategy in emerging markets. Prerequisite: ECN 5806.

INB 5827 Import/Export Principles and Practices (3 cr)

This course covers a comprehensive review and analysis of operations planning, documentation, financing, and transportation. Students learn about the role of service providers, such as freight forwarders, the importance of free trade zones, existing export regulations and control, and import tariff structures. Prerequisites: ECN 5806 and MGT 5812.

INB 5830 Global Information Technology and Supply Chain Management (3 cr)

The competitive environment in today's global markets has forced manufacturing and service firms to integrate internal operations, outsource non-critical and even critical activities, establish strategic partnerships with suppliers, and develop integrated systems that link these separate activities into a seamless electronic organization capable of developing products and services, when, where, and how a customer desires. Without new technologies and new organizational forms, building and managing these complex global systems would be impossible. With them, however, the management of these internal and external supply chains is a formidable task. In recognition of this strategic challenge, this course explores the development and management of strategic global supply chains. Prerequisites: ECN 5806, INB 5821, MGT 5812, and MKT 5833. INB 5847 or INB 5109 may substitute for INB 5830.

INB 5839 Global Strategy (3 cr)

Multinational firms compete globally for markets and resources and develop global strategy to guide them. This course focuses on understanding how firm's create competitive advantage in the global arena, and how firms can implement strategy, and covers the concepts of strategic management from a global perspective. The course uses an international corporate simulation which requires students to develop a strategy to lead their own company, and implement the strategy through tactics for operations, management, marketing, finance, logistics, and manufacturing. The simulation is an interactive competition between firms and includes random environmental factors which play a moderating role by impacting the performance of individual firms. Students are measured by a 6 dimensional scorecard estimating their performance in each area and their preparation for the future. Prerequisites: ACT 5809, ECN 5806, FIN 5805, FIN 5815, HRM 5824, INB 5821, INB

5827, MGT 5812, and MKT 5833.

INB 5846 International Seminar (4 cr)

Designed as an optional capstone course for the M.I.B.A. program the international seminar develops graduate students understanding and knowledge of international business in a foreign nation. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the course is offered in a center of foreign business. The increasing interlocking of national interests presents additional challenges and opportunities for business organizations. Corporations of all sizes face a range of challenges and decisions, which are affected by changes in free trade possibilities and common-market bloc agreements. The weeklong series of seminars, held at a host educational institution, covers a broad range of topics, linked by a common focus on international strategy. Student must complete the seminar exam and a written report on return to USA. Prerequisites: Full matriculation, completion of a minimum of 12 credit hours of academic studies, and a 3.0 GPA.

INB 5847 International Field Seminar (3 cr)

The international seminar is designed to develop graduate students understanding and knowledge of international business in a foreign nation. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the course is offered in a center of foreign business. The increasing interlocking of national interests presents additional challenges and opportunities for business organizations. Corporations of all sizes face a range of challenges and decisions, which are affected by changes in free trade possibilities and common-market bloc agreements. The weeklong series of seminars, held at a host educational institution, covers a broad range of topics, linked by a common focus on international strategy. M.I.B.A. students take this course as a substitute for Global Information Technology and Supply Chain Management. Students are examined on completion of the week seminar. Prerequisites: Full matriculation, completion of a minimum of 12 credit hours of academic studies, and a 3.0 GPA.

INB 5848 Strategic International Decisions (4 cr)

Strategic International Decisions is designed as a capstone course for the M.I.B.A. Program, integrating skills developed throughout the M.I.B.A. curriculum. The workshop covers personal and business strategies that create value for the individual and the organization. Topics covered include international career decisions, such as national identity, recruitment, remuneration, immigration and emigration, international taxation and estate taxes, change management, international leadership, cross-cultural ethics, strategies for changing locations of businesses and assets, corporate responsibility to foreign employees, and the national identification of corporations. Prerequisites: Full matriculation, completion of all required courses, and a 3.0 GPA. This class does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself in one term.

INB 5850 Emerging Markets Seminar I (1 cr)

The Emerging Markets Seminars (EMS) is designed to further develop graduate students understanding and knowledge of international business in a foreign nation in an emerging market. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the courses are offered in a center of foreign business. The weeklong series of seminars covers a broad range of topics, linked by a common focus on international strategy. The aim of the seminars is to introduce a global business approach to students, whose particular backgrounds will determine their level of conceptual understanding and subsequent learning experience. Recognizing the importance of conceptual and practical learning, the seminars are conducted by both academic and industry speakers. Topics covered include cultural differences, international strategy, regional politics, the internal political situation, marketing, international finance, quality in services, organizational development and change, international negotiations, and international operations. The selection of topics will vary each year, as will the host institution and city.

INB 5851 Emerging Markets Seminar II (1 cr)

The seminar is designed to further develop graduate students understanding and knowledge of international business in a foreign nation in an emerging market. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the course is offered in a center of foreign business.

INB 5852 Emerging Markets Seminar III (1 cr)

The seminar is designed to further develop graduate students understanding and knowledge of international business in a foreign nation in an emerging market. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the course is offered in a center of foreign business.

Information Systems Management (ISM)

ISM 5014 Enterprise Information System (3 cr)

Information and communication technologies are essential tools in today's global business environment. They are also important to the development of innovative business models. This course explores the use of these technologies both to build innovative systems to gain competitive advantage and also to optimize operations for competitive advantage, particularly through the use of enterprise systems. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed.

ISM 5103 Computer Technology Skills (1 cr)

This course is designed to enhance students' competence with business-related software as well as the Internet. Functional exercises are done utilizing spreadsheets, databases, Microsoft Word, PowerPoint, and Web page development. This course is a mandatory requirement for the day M.B.A. program. This course consists of eight 2-hour sessions in the lab and is held during the first term.

ISM 5804 Managing Information Systems Workshop (0 cr)

The online course introduces M.I.B.A. students to the use of technology for managing workload, information, and electronic access, and for completing online courses.

Leadership (LED)

LED 5380 Building and Leading Teams (3 cr)

This course focuses on a variety of models within the spectrum of team building. It will maintain a direct focus upon the concept of This course focuses on how to build and lead successful teams to strengthen the overall performance of organizations. Team building models will be analyzed with emphasis on actionable steps that can be taken to overcome common hurdles and build cohesive, high performing teams. An emphasis will be placed on the role of the leader in developing successful work teams, project teams, virtual teams, and inter-organizational teams. Prerequisites: MGT 5020 and LED 5630.

LED 5630 Leadership Theory & Practice (3 cr)

This is the introductory leadership course in the MS in Leadership program. The course examines leadership as a process with a tri-fold focus: the leader, the followers, and the situation. Students will have the opportunity to explore several leadership theories and build their own leadership skills. An additional focus will be on leadership development in organizational and private life.

LED 5640 Coaching and Influencing for Development (3 cr)

21st century organizations use effective coaching as a competitive business strategy for recruiting and retaining high performing talent. This course allows students to develop core coaching competencies to create an impact on personal growth, leadership effectiveness, and organizational success. The course offers coaching skills to inspire and influence others to excel while maximizing employee productivity and morale. Proven methodologies provide the framework for this course and enable students to develop powerful leadership tools which accelerate their performance and those of others for gaining a competitive advantage. Coaching Best Practices and real world cases are used to anchor coaching methodologies in the business world. Students will apply coaching materials at the individual, team, and organizational level. Prerequisites: MGT 5020 and LED 5630.

LED 5651 Cross Cultural Leadership (3 cr)

In a rapidly changing world, leaders risk failing to attain their goals and those of their organizations unless they recognize the dynamics of cross-cultural communication. They must also understand how cultural forces influence many aspects of the leadership phenomenon. As part of this course, participants will analyze various theoretical frameworks to help them identify culture's effect on attitudes and behaviors, as well as on approaches to ethics, motivational practices, negotiation patterns, strategic decision making, and change. Participants will also develop practical skills that will contribute to the effectiveness and success of their organizations. Case studies and experiential exercises will be used to support learning. Prerequisites: MGT 5020, LED 5630 and LED 5660.

LED 5660 Situational Leadership® Theory and Practice (3 cr)

This course provides a behavioral science background for the development of current leadership theory. Beginning with organizational research in the early 20th century, the course reviews the landmark theories and research that have paved the

way for our current understanding of such concepts as motivation, management and leadership. The course will also emphasize the theory and practice of the Situational Leadership® Model by Hersey and Blanchard which emerged from the earlier behavioral science theories. Students will have the opportunity to evaluate their own leadership style through self- and peer-assessment and improve their ability to adjust their style to match the needs of those they attempt to influence. Prerequisites: MGT 5020 and LED 5630.

LED 5670 Project Leadership to Drive Performance (3 cr)

Project Management has become more than a method for undertaking large projects, and the purpose of this course is to enhance the student's understanding of the role of leadership in a project management environment. This will enable students to influence effectively in such an environment or lead an organization in the development of sound project management practices by utilizing leadership approaches such as the Situational Leadership® model and team leadership. Students will have the opportunity to become familiar with concepts such as just-in-time, Theory of Constraints, Total Quality Management, and Six Sigma. Prerequisites: MGT 5020 and LED 5630.

LED 5680 Leading Change for Innovation and Alignment (3 cr)

Individuals in organizations are continuously required to change their actions in response to changes in leadership, structures, regulatory requirements, markets, and products/services. These efforts can be more successful when individuals choose to take a leadership role in the change process. The course will allow students to become familiar with theories and models which focus on effective change, innovation and organizational alignment. Students will have the opportunity to examine and apply practical tools for individual and organizational change through case studies and class projects. Prerequisites: MGT 5020 and LED 5630.

LED 5691 Strategic Leadership (3 cr)

Without a well-defined strategy, leaders lack effectiveness, for they have no vision or direction. This course will help participants to develop their strategic thinking by challenging them to identify, evaluate, and address strategic issues at the organizational, departmental, and individual levels. Current approaches to the development and implementation of strategic plans will be explored including financial, environmental, and cultural considerations. The role of the leader in aligning others towards a strategic vision will be analyzed as a key element in promoting an organization's sustainable competitive advantage. The course will require participants to synthesize the knowledge gained throughout their program of study in order to formulate a developmental framework to lead strategically. Prerequisites: MGT 5020, LED 5630 and LED 5660.

LED 5695 Situational Leadership® Practicum (4 cr)

This course allows students to improve their leadership skills by examining and applying the Situational Leadership® Model taught by a team which includes Dr. Paul Hersey, a developer of the model. Students will have the opportunity to practice applying the model and to improve their skills for diagnosing performance readiness of followers and communicating the appropriate leadership style. The course uses an interactive format and includes case studies, group projects, and role plays. It is only offered in a four day, on-campus intensive format. Prerequisites: LED 5630 and LED 5660.

Management & Law (MGT)

MGT 5012 21st Century Management Practices (3 cr)

Students will gain an understanding of leading state-of-the-art business theories and will be able to apply them to real-world situations. They will learn to understand and challenge the ideas of 20th century management thinkers, and to practice developing and challenging their own theoretical and applied models and paradigms.

MGT 5015 Legal, Ethical, and Social Values of Business (3 cr)

Students will gain an understanding of the meaning and importance of the law, ethics, personal morality, and corporate social responsibility. They will exhibit moral, ethical, and socially responsible behavior, and will be able to analyze business decisions from a legal, ethical, and social responsibility perspective.

MGT 5020 Managing Organizational Behavior (3 cr)

Students will gain a working knowledge of how to manage personal, interpersonal, and group processes by having the interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders. Students will learn to manage individual and group behaviors in improving organizational productivity and performance. Through experiential learning, students will learn to integrate home, work, and educational observations and experiences and to convert them into proactive practical applications for growth and renewal.

MGT 5090 Entrepreneurial and Strategic Thinking (3 cr)

Students will gain a well-developed understanding of business enterprises and the entrepreneurial and strategic thinking that drives them in a dynamic, competitive regional, national, and global economy. Students will learn to apply entrepreneurial and strategic management practices (e.g., using case analysis) to organizations of varying sizes. Prerequisites: FINP 5008 or equivalent, HRM 5030, MKT 5070, and QNT 5040.

MGT 5100 Masters Project (4 cr)

The development and preparation of an independent research project. Prerequisites: Full matriculation, completion of all required courses, and a 3.0 GPA. This class is pass/fail and does not calculate into the student's GPA.

MGT 5101 Master's Thesis (4 cr)

The development and preparation of an independent research thesis. Prerequisites: Full matriculation, completion of all required courses, and a 3.0 GPA. This class is pass/fail and does not calculate into the students GPA.

MGT 5102 Value Integration Capstone (4 cr)

Students will develop the leadership skills to assume individual responsibility for effectively creating and producing appropriate regional, national, or global organizational outcomes; and skills in reflective thinking and critical analysis (e.g., using action research methods and tools) to convert organizational core competencies into organizational performance consistent with an organization's vision. Prerequisites: Full matriculation, completion of 39 credit hours in the appropriate degree program and a 3.0 GPA. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself.

MGT 5104 Value Integration Capstone (4 cr)

Students will develop the leadership skills to assume individual responsibility for effectively creating and producing appropriate regional, national, or global organizational outcomes; and skills in reflective thinking and critical analysis (e.g., using action research methods and tools) to convert organizational core competencies into organizational performance consistent with an organization's vision. Prerequisites: Full matriculation, completion of 39 credit hours in the appropriate degree program and a 3.0 GPA. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself.

MGT 5108 Master of Business Administration Internship (4 cr)

The Huizenga School fosters learning through the application of classroom theory in the workplace. M.B.A. One-Year Program students have the option of participating in the Internship Program for academic credit. In conjunction with our corporate partners, students work under supervision developing their managerial capabilities. The minimum requirement for the internship is completion of 200 hours of work during one term. The internship is offered as an alternative to the Value Integration Capstone. Registration for internship is done through the Huizenga School Office of Academic Advising, not online, after conferral with the M.B.A. Intern Program Office. ACADEMIC REQUIREMENTS: Full matriculation, good academic standing with a minimum GPA of 3.0, good financial standing with the University, and completion of a minimum of 18 GPA credit hours in M.B.A. program. VISA REQUIREMENTS: International students with a U.S. student visa are eligible for an internship (either paid or nonpaid) after completion of 18 credits. Approval by the NSU Office of International Students is required (Curricular Practical Training).

MGT 5110 Effective Resume Writing (0 cr)

This course is the first of three Business Development Workshops, is held during the first term. It consists of three sessions, each lasting 2 hours. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course.

MGT 5111 Business Communication (0 cr)

This course is the second of the three Business Development Workshops, is held during the second term. It consists of three sessions, each lasting 3 hours. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and practicing the skills learned through role-play exercises, group discussion, and small group activities.

MGT 5112 Interviewing Techniques (0 cr)

This course is the last of the three Business Development Workshops, is held during the third term. It consists of three sessions, each lasting 3 ½ hours. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and discussion. Considerable class time is spent in preparing and executing practice oral structured interviews.

MGT 5118 Master of Business Administration Internship Extension (0 cr)

Students may register for this course to continue working in their current internship position during the next academic term. 5118 is allowed once only and must be for the term immediately following 5108 registration. Course registration for internship is done through the Huizenga School Office of Academic Advising, not online, after conferral with the M.B.A. Intern Program Office. The course is "0" credit. Grading is Pass/Fail. VISA REQUIREMENTS: International students with a U.S. student visa need approval by the NSU Office of International Students (Curricular Practical Training extension).

MGT 5781 Business Law I (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, and the legal liability and responsibilities of agencies and accountants. Prerequisites: completion of all program prerequisites.

MGT 5782 - Business Law II (3 cr)

A continuation of MGT 5781, this course will advance student's knowledge in the area of business law as it applies to accounting. Prerequisite: MGT 5781.

MGT 5812 International Business Law (3 cr)

The course is a study of the international political, bureaucratic, and legal structures regulating and governing international trade and commerce, including multilateral and bilateral arrangements and organizations. Planning for the removal of trade barriers, methods of international contracting, and doing business abroad in the context of international legal environment will be a primary course focus. The definition and role of business ethics in national contexts is considered.

MGT 5940 Entrepreneurship/Law & Ethics (3 cr)

Legal aspects of Entrepreneurship including contract law, intellectual property law, arbitration, mediation, court proceedings, internet law, buy/sell agreements, and partnership agreements with case studies, and a legal feasibility project. Additionally, this course will examine ethical ramifications of Entrepreneurship within the Value Driven Management model.

Marketing (MKT)**MKT 5017 Delivering Superior Customer Value (3 cr)**

Students will learn to apply the customer-value paradigm in creating a market-driven culture that designs and delivers optimum long-term value to customers. They will examine strategies for optimizing and communicating customer value, measuring customer orientation, and building customer relationships; and will learn (using case analysis and exercises) how to blend the delivery of service and product quality with pricing strategies to maximize value.

MKT 5070 Managerial Marketing (3 cr)

Students will gain a working knowledge of marketing management by learning to think strategically and to develop marketing plans aligning marketing initiatives with market opportunities. Students will be able to implement the functional strategies and marketing plans to optimize customer and organizational value. Prerequisite: MKTP 5005 or equivalent.

MKT 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. Prerequisite: Graduate level marketing.

MKT 5565 Marketing in an eBusiness Environment (3 cr)

This course will cover the unique aspects of creating marketing strategy in the eBusiness environment and focuses on the Internet as a medium for promotion and distribution. Emphasis will be on redefining the business model to reflect a dynamic

external environment. The course will discuss how traditional marketing areas such as segmentation and customer service can be transformed in this environment. Prerequisite: Graduate level marketing.

MKT 5570 Marketing Research (3 cr)

This course concentrates on the application of marketing research techniques and theory in order to aid decision makers in the solution of marketing problems. Topics include problem definition, research design, (including exploratory, conclusive, and survey research), collection of marketing information from primary and secondary sources, sample design, and analysis of data including statistical techniques and specific research application in marketing. Prerequisite: Graduate level marketing.

MKT 5833 Global Marketing (3 cr)

The course is an overview of the unique aspects of marketing in the global economy and provides a framework for analysis. Emphasis is placed on the development of strategies for diverse national, cultural, political, and economic situations, in diverse markets. The course focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution. Prerequisites: MKTP 5005 and ECNP 5003

MKT 5950 Delivering Superior Customer Value/Entrepreneurship (3 cr)

Students will learn to apply the customer-value paradigm in creating a market-driven culture that designs and delivers optimum long-term value to customers. They will examine strategies for optimizing and communicating customer value, measuring customer orientation and building customer relationships; and will learn (using case analysis and exercises) how to blend the delivery of service and product quality with pricing strategies to maximize value for the entrepreneurial firm.

Marketing Prerequisite (MKTP)

MKTP 5005 Introductory Marketing (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 of marketing for master's degree programs.

Management Information Systems & Information Security (offered through SCIS)

MMIS 501 Introduction to Java Programming (3 cr)

An introduction to the Java programming language. The course includes an introduction to the concepts of object-oriented programming and shows how Java supports this programming paradigm. Students learn about the Java environment and write both applets (programs that execute in a web browser) and applications (stand-alone programs). In addition to learning about basic language statements, students learn how Java provides support for such diverse applications as web pages, multimedia, education, etc.

MMIS 620 Management Information Systems (3 cr)

The application of information system concepts to the collection, retention, and dissemination of information for management planning and decision making. Issues such as personnel selection, policy development, and organizational interfacing are discussed. Conceptual foundations and planning, and development of management information systems. The role of MIS in an organization and the fit between the system and the organization.

MMIS 630 Database Systems (3 cr)

The application of database concepts to management information systems. Design objectives, methods, costs, and benefits associated with the use of a database management system. Tools and techniques for the management of large amounts of data. Database design, performance, and administration. File organization and access methods. The architectures of database systems, data models for database systems (network, hierarchical, relational, and object-oriented model), client-server database applications, distributed databases, and object-oriented databases.

MMIS 653 Telecommunications & Computer Networking (3 cr)

This course provides a framework for understanding computer network functionality, characteristics, and configurations. Topics include network topologies, protocols, and architectures and emerging trends in network technologies and services. The role of optical technologies in supporting national and international implementations is explored. Strategies for network planning, implementation, management, and security are introduced. Recent advances in standardization, internetworking, and deployment of LANs (local area networks), MANs (metropolitan area networks), and WANs (wide area networks) are introduced.

MMIS 683 Fundamentals of Security Technologies (3 cr)

This course investigates fundamental assurance technologies that can be applied to interface specifications, architectures, and implementations of information security mechanisms. Principles of testing are discussed and applied to demonstrative and vulnerability testing. The selection of appropriate security applications, security lifecycles, and interoperability issues will also be covered. Prerequisites: MMIS 610 and MMIS 627.

MMIS 684 Information Security Management (3 cr)

This course will integrate concepts and techniques from management and organizational behavior in order to identify, understand, and propose solutions to the problems of computer security and security administration. Particular focus will be on the role of managers in the security process and the development of effective policies and procedures. Prerequisites: MMIS 620 and MMIS 621.

MMIS 685 Information Security Policy, Privacy, and Ethics (3 cr)

This course will cover the development and need for information security policies, issues regarding privacy, and the application of computer ethics. The course will also focus on legal issues and legislation that impacts the design, implementation, and administration of secure infrastructures. Prerequisite: MMIS 620.

MMIS 686 Information Systems Auditing and Secure Operations (3 cr)

Information security ultimately depends upon correct usage of available security features. This course covers principles and practice related to secure operation of existing information technology. Topics related to security auditing and accountability will also be discussed. Prerequisites: MMIS 620 and MMIS 621.

MMIS 687 Information Security Project (3 cr)

This project course integrates all of the knowledge accumulated through the previous courses and serves as a capstone for the Specialization in Information Security. The class focuses on best practices demonstrated through case studies and systems assessment. Students may enroll in this class only after completing all of the information security concentration courses. Prerequisites: MMIS 683, MMIS 684, MMIS 685, and MMIS 686.

Operations & Systems Management (OPS)**OPS 5095 Service Operations Management (3 cr)**

This course focuses on services management in general and service operations in particular. It explores the elements that unite services, that differentiate service processes from non-service processes and that differentiate various types of services from each other. Customers generally participate in the service process, often with direct and uncensored interactions with employees and facilities. The resulting variations in demand present a challenge to the operations manager to use effectively the perishable service capacity. This results because production and consumption occur simultaneously and thus the inability to inventory services. The course covers strategic and tactical issues associated with designing and managing service operations. It provides tools to help assess operations, redesign processes, and establish systems to ensure an excellent customer experience. Student operations service learning experience is reinforced with case studies. Prerequisites: ECN 5050, FINP 5008 or equivalent, MGT 5020, QNT 5040.

Public Administration (PUB)**PUB 5402 M.P.A Integrative Capstone (4 cr)**

The M.P.A. capstone workshop focuses on the knowledge, skills, and abilities that define a competent public or non-profit sector manager. A central theme of the course is the roles, responsibilities, and outlooks of the manager today and the competing influences in public decision making under fragmented authority that result in public sector management as the art of compromise. Through role-playing in the various roles of elected officials or professional administrators, students will conduct a city council meeting to experience the actual administration of the political agenda. They will learn to integrate public values and ethical perspectives in decision-making including the mobilization of support for decision-outcomes and garnering resources for implementation of policy. This course gives students first-hand experience in dealing with political mandates that often come loaded down with special interests that make it hard to reconcile the manager's desire to guard the general public interest with politically driven policy. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself.

PUB 5450 Public Administration in Theory and Application (3 cr)

This course examines the role of public administration and not-for-profit organizations in a democratic society. Students

examine the cultural and intellectual evolution of the field, the theories, forces, and people that drive the public sector and the specific management techniques used to implement public policy. Finally, attention is given to how public policies are developed and the institutions that governments use to implement those policies.

PUB 5451 Managing Information and Technology in the Public Sector (3 cr)

Delivered online. Students will gain an overview of the key issues and challenges involved with managing projects involving hardware, software, and telecommunications; data warehousing and data mining systems; systems development and implementation; and end-user computing. The emphasis is to assist students with the tools and techniques to be able to manage information as a resource and to use it to help transform public sector organizations and promote innovative best practices.

PUB 5461 Administrative Law and Ethics in the Public Sector (3 cr)

This course introduces students to fundamental legal concepts regarding administrative law and the administrative process. The course also introduces students to the field of ethics and shows how ethical principles are applied to administrative agencies to ensure not only legal but also moral government decision-making. Administrative law is the body of law concerned with the actions of administrative agencies, frequently called the "4th branch of government" in the United States. The course thus examines how administrative agencies are created, how they exercise their powers, how they make laws and policy, formally as well as informally, the laws that govern agency rulemaking and adjudications, especially the Administrative Procedure Act, Constitutional and other legal protections afforded against agency actions, and how agency actions are reviewed and remedied by the courts and legislative branch of government. The course also examines the intergovernmental relations and the political and practical constraints that influence administrative policy. Prerequisites: POLS 1010 or equivalent.

PUB 5462 Leadership in the Public Sector (3 cr)

This course will explore the dimensions of leadership and decision making within the public sector. Students will explore the major theoretical frameworks of leadership as well as the relationship of leadership to organizational change and effective management strategies. Emphasis is given to assisting practitioners and students with in-depth reflection for self-development in such areas as decision-making, ethics, and emotional intelligence.

PUB 5463 Emergency Management in the Public Sector (3 cr)

This course will explore several major issues, theories, and strategies in contemporary disaster and emergency management. The main objectives of this course are to expose the students to: 1) The historical, administrative, institutional, and organizational framework of disaster and emergency management in the United States; 2) The role of the federal, state, and local governments in disasters; 3) The role of nongovernmental organizations in emergency management; 4) The role of land use regulation, the media, crisis communication, insurance and citizen participation; 5) The social and economic costs of disasters; and 6) The management of a natural or man-made disaster.

PUB 5465 Public-Sector Human Resources (3 cr)

The political and institutional environment of public human resource management is examined. Emphasis is given to the challenges facing the public sector in attracting and developing human assets in an environment of conflicting goals, stakeholder obligations, and a highly aware electorate. Specific topics include the evolution of the modern public service, the functions of human resource management, employment discrimination, labor management relations, professionalism and ethics.

PUB 5472 Public Finance (3 cr)

This course focuses on the economics of the public sector. It delineates the goods and services provided by government and how they are funded. It deals with the public goods and their characteristics. It explores income redistribution. The efficiency, equity and incentive effects of taxation are studied. Multilevel government relations and finances are examined.

PUB 5473 Public Budgeting (3 cr)

The budgeting process required to determine how public sector organizations spend money is often characterized as a time-consuming and frustrating process. Yet, it is also the central vehicle for determining the public policy agenda. Budgeting is at once a highly technical, structured, even rational process and simultaneously a politically charged and controversial event. This course explores both sides of this budget equation. Students become familiar with the techniques and practices of budget preparation and documentation including how to develop and present a government budget. In addition, students gain an appreciation of the political and policy implications of budget decisions. Prerequisites: ACTP 5001 or equivalent and PUB 5472.

PUB 5477 Public Sector Statistics (3 cr)

Students gain an overview of the commonly used statistics and research methods in public administration including descriptive statistics, statistical distributions, probability, hypothesis development and testing, correlation, contingency table analysis, and regression. Research design, measurement strategy, data collection, data analysis, and reporting results are discussed. A broad range of quantitative and qualitative methods are covered in order to provide the analytical tools necessary to examine the myriad public sector issues. Prerequisite: QNTP 5002 or equivalent.

PUB 5480 Public Policy and Program Formulation and Implementation (3 cr)

Students develop a working knowledge of public-sector policymaking and learn to analyze public policy problems in order to understand how public policy is formulated, decided upon, and implemented. Emphasis is on agenda setting, program design, and implementation. Prerequisite: PUB 5450 and PUB 5473.

PUB 5481 Evaluation of Public Policies and Programs (3 cr)

Students develop a working knowledge of public sector policy and program evaluation with an emphasis on the history of evaluation, the social indicators movement, the politics of program evaluation, goal identification, Wilson's Law, performance measurement, methods of analysis, who uses evaluations and the problem of partisanship. Prerequisite: PUB 5480.

PUB 5499 Strategic Planning in the Changing Public Environment (3 cr)

This course emphasizes two broad approaches to strategic planning: explicit planning and adaptive planning. Students develop a working knowledge of how to do planning in the public sector according to these two approaches. In the usual way, students learn about the SWOT method, but then much more is gained by studying how planning is actually carried out according to three adaptive perspectives and other ancillary and explicit approaches including learning theory and contingency theory. Prerequisite: PUB 5450 and PUB 5481.

Quantitative Analysis/Statistics (QNT)**QNT 5040 Business Modeling (3 cr)**

This course covers the techniques of problem solving, optimization and business modeling using the concepts of statistics and management science in a spreadsheet environment. The course focuses on that practical application of quantitative analytical techniques. Prerequisites: FINP 5008 and QNTP 5002 or equivalents.

Quantitative Analysis/Statistics Prerequisite (QNTP)**QNTP 5002 Introductory Statistics (3 cr)**

This course satisfies the prerequisite of statistics for master's degree programs. The concepts of statistical notation, probability are covered as well as the principles of estimation using the central limit theorem.

Real Estate (REE)**REE 5875 Quantitative Tool for Real Estate Development (1 cr)**

This course provides students with a foundation in the use of two quantitative software programs used extensively in the real estate development industry. Geographic Information Systems (GIS) is a tool for real estate development analysis, including site selection. Students are introduced to fundamental GIS concepts including displaying, downloading, and analyzing geographical data sets. Excel is the most popular current spreadsheet software for real estate financial analysis. Students are expected to have some degree of familiarity with Excel, and possess the knowledge and skills necessary to use the software to perform in-depth analyses of complex pro formas and discounted cash flow studies. Prerequisites: all foundation courses.

REE 5876 Accounting for Real Estate (2 cr)

Real estate assets have some unique features, which can affect the way real estate transactions are structured, accounted for, and audited. This course introduces the student to accounting for real estate assets and transactions, and provides an understanding of the uses of accounting in the real estate and construction industries. The course addresses the acquisition and development of real estate, the holding, operating, and (possible) write down of real estate assets, sales and transfers of real estate, and techniques for estimating the fair value of real estate assets. Prerequisites: all foundation courses.

REE 5877 Real Estate Market & Feasibility Analysis (3 cr)

The course enhances the students' knowledge of the functioning of various urban real estate markets – residential – both single and multifamily, office, retail, industrial, and resort-recreational. Additionally, methodologies for accurate measurement

of demand for real estate products and specific projects are addressed. The course aims to develop students to be sophisticated users of real estate market studies by acquainting them with modern market research methodologies and computerized market analysis packages at both the site- and project-specific levels. By developing skills for modeling techniques for forecasting supply and demand in specific markets and evaluating sites based on product criteria, the student learns how to estimate market supply and demand for specific property types at a specific location. Topics include income capitalization, highest and best use analysis, the cost approach, the direct sales comparison approach, and DCF analysis. Prerequisites: REE 5875 and REE 5879.

REE 5878 Real Estate Development: Process I (3 cr)

This course will be taken upon entry into the program and will be followed by REE 5879 in order to provide the student with an understanding of the overall operation of the real estate development process and the industry. Together these courses will serve as an introduction to the remaining courses in the program, each of which will build in-depth upon one or more aspects of this course and REE 5879. This course focuses on the initial stages of the real estate development process. Course materials, lectures, and cases provide a comprehensive examination of the nature and current state of the development process including market analysis, acquisitions, discounted cash flow analysis, financial feasibility, pro forma building, the use of debt and equity, site selection, due diligence, and interrelationships of the functional components of the process to each other. Deal-making aspects such as negotiation, structuring, and acquisition strategies also will be included. The course consists of lectures, reading assignments, a group project, and a mid-term test and final exam. Invited lecturers include leading practitioners from the industry. Prerequisites: all foundation courses.

REE 5879 Real Estate Development: Process II (3 cr)

This course will be taken immediately after successful completion of REE 5878 in order to provide the student with an understanding of the overall operation of the real estate development process and the industry. Together these courses will serve as an introduction to the remaining courses in the program, each of which will build in-depth upon one or more aspects of this course and REE 5879. This course focuses on to the remaining stages of the real estate development process. Course materials, lectures, and cases provide a comprehensive examination of the nature and current state of the development process including advanced pro forma analysis, land development, land use regulation, dealing with the public sector and the community interests, planning and design, construction management, and the life cycle of projects. The course consists of lectures, reading assignments, a group project, and a mid-term test and final exam. Invited lecturers include leading practitioners from the industry. Prerequisite: REE 5878.

REE 5880 Real Estate Finance (3 cr)

This course provides an introduction to real estate investment and financing principles and practices. The class begins with an introduction to time value of money and discounted cash flow techniques. Using these building blocks, investment theory, asset allocation, and the role that real estate plays in a diversified investment portfolio are presented and discussed. Students develop spreadsheet models to forecast cash flows and sales residuals, using current case studies. Equity returns are measured and evaluated with an emphasis on understanding how returns are impacted by changes in key assumptions. The course reviews leases, expense analyses, market analyses, and the valuation of property. The course reviews the financing of income-producing properties and real estate construction and development projects. Sources of financing and financing techniques are presented along with legal instruments involved in mortgage underwriting and lending. The course concludes with an introduction to alternative financing methods, including joint ventures, private placements, and mezzanine structures. Prerequisites: REE 5875, REE 5876, and REE 5879.

REE 5881 Real Estate Law and Ethics (3 cr)

This course focuses on the legal aspects of Real Estate Development, including real and personal property, land, air, and water rights, forms of ownership of land, leases and landlord-tenant relationships, business organizations, purchase agreements and closing transactions, mortgages and other liens, transfer of title, legal instruments, and governmental regulation of real estate development. This course will examine ethical ramifications of Real Estate Development. Prerequisites: all foundation courses.

REE 5882 Land Use Planning & Project Design (3 cr)

This course examines the role of planning and design in the development process as the key stage between acquisition and permitting, and its importance in the overall real estate development process. This course is designed to facilitate an understanding of the importance of site planning and product design. Project planning and design combines art and science for arranging uses of parcels of land to achieve their highest and best operational character and profitability. These disciplines

involve the efforts of architects, planners, designers, landscape architects, and others in a coordinated effort. Site visits and guest lecturers from the industry will plan major roles in this course. Prerequisite: REE 5879.

REE 5883 Urban Land Economics (3 cr)

This course uses economic concepts to analyze real estate markets, values, and trends. It focuses on the study of cities and their market dynamics, with an emphasis on how urban growth and local and federal government policies impact urban development and real estate pricing. It examines the conditions under which some regions thrive while others decline. It evaluates the performance of specific property types during different business and growth cycles and changing monetary conditions. Major urban development issues, decentralization, population and labor force composition, industrial location, urban and regional growth, and land use are examined. The course provides a framework for real estate analysis, including economic and other factors affecting trends in urban structure and land use. This course will also draw on legal principles and prepare the student for other real estate development courses such as market analysis, land use regulation, and finance. Prerequisites: REE 5877 and REE 5879.

REE 5884 Land Use Regulation: Entitlements & Permitting in a Growth-Managed Environment (3 cr)

This course discusses the legal and regulatory requirements of the entitlement and development approval or permitting process. This includes discussion of laws pertaining to wetlands, endangered species, historical and archaeological sites, air and water quality, hazardous wastes and toxic substances, as well as the purpose, content, and use of environmental impact statements. Issues of Smart Growth and sustainable development are covered. Also covered is the impact on private property rights of land use regulation and growth management through developments of regional impact, comprehensive planning laws, adequate public facilities requirements, concurrency requirements, zoning, and impact fees and other exactions. The course emphasizes strategic thinking and creative approaches to navigating the labyrinth of federal, state, and local laws, rules, and regulations. Primary attention will be focused on growth management and development controls in Florida, but not to the exclusion of other states. Prerequisite: REE 5879.

REE 5885 Building Design & Construction Principles (3 cr)

This course examines the essential principles for quality design and construction, including specifically the architectural and engineering aspects of construction management for the real estate developer. Emphasis is on design, programming, and sustainability issues for different project types. The nature and characteristics of construction materials, equipment, and systems used in modern buildings are examined, as well as how they affect function and feasibility. This course also addresses the various roles and responsibilities of the owner/developer, and the relationships among owners, designers, contractors, suppliers, and developers. In addition, students address the importance of teamwork and communication in the development process. The course also reviews the nature and characteristics of the construction materials, equipment, and systems that are used in modern buildings. Emphasis is placed on how the selection of materials, equipment, and systems can affect both the function and cost of the building. Also included is an examination of building code requirements. Prerequisites: REE 5882 and REE 5884.

REE 5886 Managing the Construction Process (3 cr)

This course focuses specifically on the stage in the development process that follows entitlements and development permitting and integrates the knowledge learned in previous courses. It is designed especially for real estate development professionals, in both the public and private sectors, who do not work in construction but who need to understand the construction process from excavation to final landscaping. This course will provide the student with a broad foundation in all the essential elements in the life cycle of any construction project, including the basics of contracts and documents, contract pricing, building functions, components, materials and building systems delivery methods, construction sequencing, and types of construction, and considerations in hiring construction professionals, control of cash flow, procurement, management of subcontractors, job records, contract changes and payment procedures. Developing and applying policies and procedures, risk management in the building phase of development project start up and close out techniques, and bid, performance, and payment bonding will be included. Prerequisites: REE 5880 and REE 5885.

REE 5887 Real Estate Investments (3 cr)

This course focuses on the techniques used to analyze, finance, and structure real estate transactions from the equity owner's/developer's perspective. It examines the risk and return characteristics of real estate, real estate space and capital markets, project ownership, lease analysis, portfolio management concepts, taxation, and financial structure appropriate for each of the five major categories of real estate investments and developments – multifamily, retail, office, industrial, and hospitality. Students learn traditional and innovative methods of finance such as joint ventures, private placements, and

mezzanine structures as well as the derivation of rates of return, cash flow analysis and modeling, estimates of residual and present intrinsic value, commercial lease and expense analysis and inflation sensitivity analysis for new development projects as well as redevelopment/repositioning opportunities. Using Excel as well as ARGUS software, this course explores forecasting project viability and estimating present value as well as analytical techniques of valuation including after-tax cash flow analysis, lease and expense analysis, and sensitivity analysis for both stabilized and new development opportunities. Prerequisite: REE 5880.

REE 5888 Real Estate Development Capstone (4 cr)

Upon completing the classroom requirements, the students will be required to attend the Urban Land Institute - ULI Fall meeting for the four days of discussions, panel sessions, trends analyses, project tours, and meetings. A fifth day will be added onsite for a comprehensive examination, and possible additional presentations by top practitioners in the industry. Prerequisites: Completion of a minimum of 30 credit hours of courses in the Master of Science in Real Estate Development program and a 3.0 GPA. This class is pass/fail and does not calculate into the student's GPA. This course is not financial aid eligible when taken by itself.

Taxation (TXX)

TXX 5761 Taxation of Individuals (3 cr)

An in-depth analysis of the federal income tax structure, use of tax services, and the concept of taxable income for individuals.

TXX 5762 Taxation of Corporations and Partnerships (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 corporations and partnerships. Prerequisite: TXX 5761.

TXX 5763 Taxation of Estates, Trusts, and Gifts (3 cr)

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

TXX 5764 Taxation of Pensions and Profit-Sharing Plans (3 cr)

The course looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis on ERISA. Prerequisite: TXX 5762.

TXX 5765 Tax Policy (3 cr)

A study of tax issues, particularly those pertinent to individual and corporate taxes. This course focuses on the purposes of taxation and development of tax systems. Prerequisite: TXX 5762.

TXX 5766 International Taxation (3 cr)

This course surveys the U.S. income tax on foreign-earned income. The taxation methods of other countries are also examined. Prerequisite: TXX 5762.

TXX 5767 IRS Practice and Procedure (3 cr)

This course introduces the student to the structure, organization, practices and procedures of the Internal Revenue Service. The course is intended to give students an understanding of the organizational makeup of the Internal Revenue Service and the authority of its various employees. The different approaches to resolving tax controversies will be explored through the study of assigned readings and in-depth class discussions. The course will be conducted in a seminar-like fashion with each student expected to make significant contributions to class discussions. Attentiveness to news items affecting the area of federal tax procedures is expected, as well as conveyance to class of these newsworthy developments. Prerequisite: TXX 5762.

TXX 5768 Real Estate Taxation (3 cr)

Examines the tax consequences of owning real estate including the ownership and operation of real property; sales, conversions, foreclosures, leases and abandonments; tax aspects of financing; real estate investment trusts; and real estate holding companies. Prerequisite: TXX 5762.

TXX 5769 Tax Planning & Research (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: TXX 5762.

TXX 5770 Taxation of Exempt Organizations (3 cr)

Examines and applies section 501c of the Code. Covers tax planning for charitable contributions, trusts, gifts, and bargain

sales. Compares taxation of exempt organizations with for-profit entities. Prerequisite: TXX 5762.

TXX 5771 Taxation of Limited Liability Companies and Sub-Chapter S Corporations (3 cr)

Examines the use of S Corporations versus other forms of business entities. Issues such as eligibility, election, revocation, and termination are discussed. Prerequisite: TXX 5762.

TXX 5772 Special Topics in Taxation (3 cr)

Discussions may include, but not limited to, such topics as: transfer pricing, tax timing, and taxation of independent contractors. Prerequisite: TXX 5762.

TXX 5773 State and Local Taxation (3 cr)

This course introduces the student to the fundamentals of state and local taxation. The course is not intended to make the student technically proficient in all areas of state and local taxation, but rather, it surveys the taxes that states generally impose on its citizens, corporations, and other entities. The impact on society of current and proposed state and local taxes will be explored through the study of assigned readings and in-depth class discussions. Prerequisite: TXX 5762.

TXX 5774 Fiduciary Income Taxation (3 cr)

Fiduciary Income Taxation covers the income taxation of trusts, estates, and their beneficiaries; the quasi-conduit approach of Subchapter J; distributable net income and the distribution deduction; in kind distributions; post-mortem planning; funding of marital deduction trusts; basis to beneficiaries; income in respect of a decedent; grantor trusts; trusts for minors; charitable trusts; and the effects of the uniform income and principal act. This is an in-depth treatment of the subject matter introduced in TXX 5762. Prerequisite: TXX 5762.

TXX 5775 Taxation of Distressed Entities (3 cr)

Examines the relationship between tax and bankruptcy law in the bankruptcies of business entities. This course includes the consequences of cancellation and modifications of indebtedness; the priority and discharge of tax claims; and the tax aspects of reorganizations and restructuring of distressed businesses.

TXX 5776 Comparative International Taxation (3 cr)

The objective of the course is to broaden knowledge in the field of international taxation by introducing the student to the study of comparative foreign tax systems. The coverage is wide-ranging, touching on several countries and substantive categories of taxes as well as procedural aspects. While the income tax will be stressed, value added tax (VAT) will also be discussed. The differences in legal frameworks of various countries, such as constitutional, legislative, and statutory structures in relation to tax law will be studied. An understanding will be obtained of the definitions of income and of the varying and alternative approaches to taxing corporations and its owners. Areas of concern such as anti-avoidance rules and taxation of e-commerce will be reviewed. After completing this course, the student will have a basic understanding of how other countries tax their citizens, residents, nonresident aliens, and corporations; and how those approaches compare to those of the United States.

Doctoral Division

The Huizenga School's doctoral program expounds the knowledge base of those in education and business by strengthening their understanding of the core business areas needed to meet today's challenges. The Huizenga School prepares executives and scholars to assume an increasingly higher level of responsibility in their workplace; to enhance their problem-solving capabilities; and to design, implement, and evaluate research.

Successful doctoral candidates are self-actualizing individuals who are motivated to improve upon their professional accomplishments and invest in themselves. Most Huizenga School doctoral students are academicians or senior-level professionals returning to academia during or after successful careers in business and industry. The Huizenga School's delivery formats and national locations give doctoral students the flexibility to plan around the considerable demands of their careers.

The Huizenga School's doctoral program places strong emphasis on strategic planning and management decision making as requisites for success in business and as academicians. The program also provides students with experience in research and writing. Students specialize in one or more areas of business as they deem important to their careers. The interdisciplinary program is carefully balanced to ensure the depth and rigor associated with doctoral education. The program is divided into four components: common core courses, specialty courses, competencies, and research (including dissertation.)

PROGRAM SCHEDULE

The academic year is divided into three terms. Students may choose to take most core and management specialization courses in a weekend and/or national seminar format. Weekend courses meet one weekend per month (all day Saturday and Sunday) for three months. The weekend format meets on the main campus in Fort Lauderdale, as well as at several locations throughout the United States. National seminars meet six consecutive days on the main campus and are scheduled three times per year (April, August, and December.) Additionally, a Summer Institute program offered on the main campus in July offers weeklong courses in many specialty areas.

<i>Term</i>	<i>Begins</i>	<i>Ends</i>
Winter	January 1	April 30
Summer	May 1	August 31
Fall	September 1	December 31

The Seminar in Academic Research (DOC 6080), a required component of the program, is held as a three to six day course in conjunction with professional association meetings. Research courses are held on the main campus.

Although classes meet according to a set schedule, pre-class assignments are often required and due several weeks before the first in-class meeting. A final assignment is normally due within 30 days of the final class meeting. Every effort is made to hold classes on scheduled dates and at the scheduled locations. On rare occasions, at the discretion of the Program Office, meeting dates may be changed or cancelled. Students are notified via email, mail, or phone of the change.

Students should consult the Huizenga School website for specific doctoral class meeting dates.

ADMISSION INFORMATION

ADMISSION REQUIREMENTS

The goal of the admission process is to identify candidates who exhibit high potential for successfully completing the doctoral program. Applicants are evaluated based on demonstrated academic achievement as evidenced by their graduate GPA in the form of official graduate transcripts, score on the Graduate Management Admission Test (GMAT) and their professional experience as indicated on the resume or curriculum vitae. GMAT scores that date more than five years prior to the date of program application are typically not accepted. Please note, the admissions committee will not evaluate applications until all necessary documentation, including official transcripts and GMAT score, have been received. Applicants with an earned doctoral degree from a regionally accredited institution designation may not be required to submit a GMAT score.

Admission to the doctoral programs is competitive, and regretfully, not all those who meet the stated quantitative standards will be offered admission. Most accepted applicants have graduate GPA's of 3.25 or higher and GMAT scores of 550 or higher.

Students may begin the doctoral program in the fall and winter terms.

To be considered for admission, applicants must submit:

1. A completed doctoral application form with signature page.
2. A \$50 nonrefundable application fee.
3. An earned master's or doctoral degree from a regionally accredited institution or foreign evaluation. An academic background in business or public administration is preferred.
4. Official GMAT test score.
5. Official transcripts from all undergraduate and graduate institutions attended, received directly from each institution. If transcripts were issued under a previous name, a statement to the Huizenga School admission's office providing the previous name is requested.
6. A career essay between 500 to 1000 words in length, discussing professional development goals and objectives. Prospective students are encouraged to discuss potential fields of research, as appropriate.
7. A resume or curriculum vitae with detailed explanation of previous and current employment responsibilities that demonstrates minimally seven years of professional-level experience in business, industry, government, military service, education, or consulting.
8. Attend interview before admissions committee, if required.

All application materials should be sent to:

Nova Southeastern University
Attn: Enrollment Processing Services
H. Wayne Huizenga School of Business and Entrepreneurship
PO Box 299000
Fort Lauderdale, Florida 33329-9905.

Candidates applying to the doctoral program must meet the minimum computer requirements (see Table of Contents for Minimum Computer Requirements.) Candidates must have a working knowledge of computers and of the Microsoft Office suite including Word, Excel, and PowerPoint.

The executive associate dean or the admissions committee reserves the right to request additional information from any applicant.

GRADUATES OF NON-REGIONALLY ACCREDITED INSTITUTIONS

Applicants with a master's GPA of 3.25 or higher on a 4.0 scale from non-regionally accredited institutions and a GMAT score of 550 or higher, may be required to submit additional information at the discretion of the executive associate dean or the admissions committee.

GRADUATES OF FOREIGN INSTITUTIONS

Applicants with a master's or doctoral degree from a foreign institution may be considered for admission with:

- Determination that the degree is equivalent to a U.S. master's or doctoral degree. A professional evaluation may be required and original documents must be submitted.
- Determination of the graduate GPA on a 4.0 scale. A professional evaluation may be required and original documents must be submitted.
- Official Test of English as a Foreign Language (TOEFL) score of 250 or higher on the computer-based test, or a 100 on the Internet format. The TOEFL must have been taken within one year of application. A score of 7.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL.
- Official GMAT score test score of 550 or higher.

TRANSFER POLICY

The Huizenga School will consider as transfer credit up to the equivalent of two courses (eight credits) taken at the doctoral level (with grades of not less than B, or a 3.0 on a 4.0 scale) from another regionally accredited institution, provided the courses (a) have not been applied toward another degree, (b) the course content and credits are the equivalent of courses offered in the student's program, and (c) the courses have been taken within the five-year period prior to matriculation. Applications for approval of transfer credit must be made in writing at the time of application. Students may not transfer credits taken after the date of their first matriculation in any Huizenga School graduate program. Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

NON-DEGREE SEEKING STUDENTS

Students submitting applications to the Huizenga School who do not intend to complete a degree program must adhere to identical admission and academic standards as degree-seeking students. Non-degree seeking students are only permitted to complete eight credits at the doctoral level. For a complete disclosure of admission, academic, and other requirements, please refer to the Table of Contents for appropriate sections.

Non-degree seeking student status may not be used by international students on an F-1 visa. Non-degree seeking students are not eligible for federal financial aid.

ADMISSIONS APPEAL PROCEDURE

Any applicant who is denied admission has the right to appeal the decision, in writing, to the executive associate dean. The applicant will be notified by the executive associate dean when a decision has been reached. Please direct all correspondence to:

Nova Southeastern University
H. Wayne Huizenga School of Business and Entrepreneurship
Attn: Executive Associate Dean
3301 College Avenue
Fort Lauderdale, Florida 33314

PREREQUISITE COURSES

Students may be accepted to the doctoral program prior to completing their prerequisite course requirements. These students, however, must complete prerequisite courses prior to enrolling in the corresponding doctoral course. Students may not enroll concurrently in a prerequisite course and its corresponding doctoral course. Students must complete all prerequisite course requirements within one year of acceptance to the program with the grade of “B” or better (3.0 on a 4.0 scale). If students intend to complete their prerequisite course requirements at Nova Southeastern University, they must satisfy any undergraduate level prerequisite course requirements for the master’s level course. Students taking graduate level prerequisite courses with Nova Southeastern University will not be eligible for federal financial aid unless the prerequisite courses are taken concurrently with doctoral courses. Students who do not complete their prerequisite courses within one year of acceptance to the program will not be eligible to take doctoral level courses until their prerequisite courses are completed. Official transcripts must be submitted during this one-year period.

Students may complete their prerequisite course requirements by enrolling in master’s level courses through NSU or another regionally accredited institution. Any prerequisite course taken through NSU will appear on the student’s transcript, although the grade will not calculate into the student’s cumulative doctoral GPA.

MASTER’S LEVEL PREREQUISITE COURSE REQUIREMENTS

All courses required except where indicated.

- Accounting (additionally, the Accounting specialty requires sufficient background in field)
- Business Statistics
- Economics
- Finance
- Human Resource Management (Human Resource Management specialty only)
- Management or Organizational Behavior or Human Resource Management (Finance, International Business, Marketing, and Operations Management only)
- Marketing
- Organizational Behavior (Management specialty only)

OFFICE OF ACADEMIC ADVISING

The Office of Academic Advising consists of an academic advisor who is available to guide doctoral students through their studies at the Huizenga School. The academic advisor provides support to students from acceptance through the graduation process. Registration for each new term is accessible online; however, the academic advisor is available to counsel students. Advising is strongly recommended, but not mandatory. To reach the academic advisor, contact the Office of Academic Advising at (800) 672-7223 x 25067, or (954) 262-5067.

REGISTRATION POLICY

Students are required to register themselves for courses via the WebSTAR system located at www.webstar.nova.edu during the registration period. To access this system, students must have a WebSTAR PIN, which may be obtained by contacting Pin Help at (954) 262-4850 or (800) 541-6682 ext. 24850 weekdays or via email at pinhelp@nova.edu. Students who have not met their financial obligations to the university may not register until all financial holds are removed. All questions about student billing and accounts should be directed to the Bursar’s Office at (954) 262-5200.

Students must register for all courses prior to the start date; as such, students cannot be registered for a course after the first class meeting date. Students cannot attend class sections for which they are not registered. No credit for work will be granted in a course for which a student is not registered.

DROP AND REFUND POLICY

Students are entitled to a tuition refund should the student drop courses prior to the first day of the term. In addition, students will receive a full refund of tuition payments and registration fees paid for a cancelled course, seminar, or workshop.

After the first day of instruction, students who inform their academic advisor of their intention to drop are entitled to a tuition refund based on the following schedule: during the first 67% of a course, a student who drops a course is entitled to a refund for the percentage of time not attended. No refund is issued when more than 67% of a course is complete.

Students are encouraged to contact their academic advisor for drop refund amounts.

Example: Student attended two (16 clock hours) of six class meetings (48 clock hours) , for which the tuition charge was \$3,104.

Based on number of classes

$6 - 2 = 4$ classes not attended

$4 / 6 = 66.6\%$ of the term not completed

$66.6\% \times \$3,104 = \$2,067.26$ refunded

Based on clock hours

$48 - 16 = 32$ hours not received

$32 / 48 = 66.6\%$ clock hours not completed

$66.6\% \times \$3,104 = \$2,067.26$ refunded

ATTENDANCE POLICY

Attendance is mandatory at all scheduled class meetings. Students are cautioned that they will jeopardize their grade in a course, as well as their overall performance in the program, should they miss class. Nonattendance/nonparticipation does not constitute a drop or refund request. Excessive course absences may result in an administrative withdrawal with no tuition refund.

CLASS CANCELLATIONS

All class offerings are subject to cancellation. The university will refund 100% of tuition and fees paid for courses that are cancelled. The university is not liable for travel expenses incurred by students due to class cancellations.

STUDENT FEES AND TUITION

STUDENT FEES

Registration	\$25
Late Registration	\$200
Drop/Add*	\$25
Student Services (per term, 4 or more credits; maximum \$750 per year)	\$250
DOC 6080	\$50
Comprehensive Examination	\$50
Dissertation Continuation (per term)	\$1552
Reinstatement & Readmission Request	\$500
Graduation (excluding cap and gown)	\$75
Transcript	\$5

TUITION

Doctoral (per credit)	\$776
DOC 6072	\$50

* Fee assessed if a student drops and adds a course after the late registration period has ended.

Tuition and fees are subject to change without notice.

To avoid confusion on the matter of fees, students are encouraged to contact their academic advisor. The late registration fee is charged anytime a registration is submitted after the closing date of regular registration (excluding first time enrollments). The reinstatement fee is a charge to reactivate students who have not enrolled in courses for two terms or longer and who seek readmission to the program. Payment of the reinstatement fee does not guarantee reinstatement.

The seminar and workshop fees are assessed to defray non-academic expenses associated with the delivery of these course activities. These include such items as logistical support of students and program-related materials typically not covered by tuition. Student fees are due and payable at the beginning of each term.

PAYMENT POLICY

NSU requires tuition for all courses be paid in full within the first 30 days (from the first day of the term) by one of the approved payment options. Approved payment options include check (payable to Nova Southeastern University), money order, credit cards (MasterCard, VISA, American Express, or Discover), third-party direct billing plans, and authorized financial aid. Check and credit card payments can be made directly by the student via WebSTAR using their PIN at <http://webstar.nova.edu>.

Students who do not meet their financial obligations to the university will have an appropriate hold placed on their record. A bursar late fee of \$50 will be charged if a student has a balance remaining after 30 days from the start of the term (note: start of term does not necessarily mean the first class meeting.) All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

INCOMPLETE GRADE POLICY

A student who is passing a course, has completed more than half of the required work, and is unable to complete the course due to exceptional circumstances, such as medical leave, may request an incomplete. The grade of Incomplete (I) will be granted only in cases of extreme hardship. In such cases, a student requiring an incomplete must submit a written appeal with full rationale to the course professor at least two weeks prior to the end of the course. The student does not have a right to an incomplete, which may be granted only when there is clear evidence of just cause. A student who is absent at or misses the final examination without prior approval is not eligible to receive an incomplete unless extenuating circumstances exist.

Should the student meet the incomplete policy criteria and the course professor agree, an incomplete contract would be prepared by the professor. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (four months.) The incomplete contract must be submitted to the Doctoral Program Office no later than when the course grades are due. During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

The Doctoral Program Office monitors each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to IF. An IF will calculate into the GPA as an F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript. The grade of I does not apply to doctoral dissertation registrations.

CHANGE OF GRADE POLICY

Change of grades are only entertained by the Doctoral Program Office if a miscalculation has occurred. If a student believes an error has occurred with the grade calculation, the student should immediately contact the professor. A student has one academic term, from the term the course was taken, in which to seek clarification from the professor. Grade changes will not be accepted after that time. The Doctoral Program Office retains the final authority to accept or deny grade changes.

REPEATING A COURSE

A student who has earned a grade of B or higher in a course may not repeat the same course for credit. A student may repeat a course in which a grade of B- or lower has been earned but credit toward the degree and the GPA will be granted only once. The transcript will show both the original and repeat grades; however, only the higher grade will be calculated in the student's GPA. Students repeating a course must pay full course tuition and fees (tuition discounts are not granted.)

When repeating a course due to academic misconduct, the original grade is not discharged and may calculate into the student's GPA.

ACADEMIC STANDARDS

GPA REQUIREMENT

Students must maintain a cumulative grade point average (GPA) of 3.0, including specialty courses, for the duration of their course of study. Students whose cumulative GPA falls below a 3.0 will be placed on academic probation for one term. Students must attempt to earn grades for courses in their next registered term to raise their GPA to at least a 3.0. Students who fail to raise the GPA to a 3.0 or higher while on probation will be suspended from the Huizenga School for one academic year with no appeal. If a student possesses a very low cumulative GPA, which could not be raised to a 3.0 or higher with one term on probation, the student will be suspended immediately without the option of probation. The official transcript will indicate the term dates of when a student is on academic probation, suspension, and/or dismissed.

GRADE REQUIREMENT

Students must not earn more than two grades below a B during the duration of their course of study. Students who receive more than two grades below a B will be placed on academic probation for one term. Students must retake course(s) for which a substandard grade was received within their next registered term. Students who do not earn a B or higher when retaking a course(s) will be suspended from the Huizenga School for one academic year with no appeal. Note: a B- (2.7 quality points) is below a B (3.0 quality points.) The official transcript will indicate the term dates of when a student is on academic probation and/or dismissed.

ACADEMIC PROGRESS

Huizenga School students are expected to make reasonable progress toward completing degree requirements. An enrollment history containing an excessive number of dropped courses, withdrawn courses, and/or incomplete grades are indicators of unsatisfactory academic performance and progress. Upon examination of the record, the executive associate dean may suspend or dismiss the student.

ACADEMIC STANDING AND PROBATION

Students may only enter probation status one time while in the doctoral program. Once a student has satisfied the probation requirements and is no longer on probation, he/she must remain in good academic standing for the duration of their degree program. Students who fall below good academic standing for a second time will automatically be suspended with no appeal, and cannot reapply for one year from term of suspension. Students are not permitted to change area of specialty while on probation.

TAKING COURSES WHILE ON PROBATION

Probation is a serious matter that should not be taken lightly. Students on probation may only take courses in compliance with the terms of their probation. When a student is on probation and the course begins, a drop request with less than 100% refund (in accordance with the refund policy) will be treated as an attempt in the course (same as a failing grade.) The student will be suspended for one year without appeal for failure to

reach academic standards in the first registered term following the onset of probation. Students are advised to take courses under probation only when ready to devote maximum amount of time to their studies.

PROCESS FOR READMISSION

A suspended student may petition for readmission to the Huizenga School after a period of one-year from term of suspension. The student must appeal for readmission in writing to the executive associate dean at least 30 days prior to the first day of the term in which they wish to enroll. Each petition must include a readmission fee (nonrefundable, see Table of Contents for Student Fees.) In the petition, the student should state the reasons why academic potential has improved since suspension. A notification letter will be sent to the student indicating readmission status. The student may contact the doctoral academic advisor for information on the appeals process or a pending appeal. Readmission is not guaranteed.

CONTINUED PROBATION UPON READMISSION

Readmitted students are subject to all current program policies and degree requirements. Readmitted students will be required to retake courses in which substandard grades were earned in order to regain good academic standing (e.g., a GPA of 3.0.) Readmitted students will automatically be placed on continued probation upon reentry into their program. If the student is unable to achieve good academic standing in their program during the two terms following readmission, they will be dismissed from the school and are ineligible for readmission again.

NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record. Students are required to have read this catalog and be cognizant of the probation policies. Ignorance of the policy does not exempt the student from adherence.

ACTIVE STATUS, INACTIVE STATUS, AND REINSTATEMENT

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein. Students are considered actively engaged in doctoral study if they are enrolled in at least one doctoral course or enrolled in a two-credit course or dissertation unit in a given term. Students who fail to register for and complete any course or dissertation credits for two consecutive terms will be reclassified as inactive.

An inactive student may petition for reinstatement. There is a reinstatement fee, which must accompany an official request for reinstatement. Students petitioning for reinstatement are required to meet all admission, matriculation, and graduation in effect at the time of the petition. The university reserves the right to not reinstate students who were on academic probation at the time they interrupted matriculation, who were not in good financial standing, or who do not meet the current admission requirements as determined by the admissions committee. Such students petitioning for reinstatement may be required to retake certain courses. Reinstatement is not guaranteed.

TIME LIMIT

Students are expected to complete the doctoral program within six years of first matriculation of doctoral coursework. Students must maintain their active status in the program by taking courses and participating in program activities. Students who are classified as inactive must follow the process for reinstatement to the program before resuming their studies.

Reinstated students may be required to retake course work that is more than four years old as a condition of their reinstatement to the program. All reinstated students will be subject to the specific course and degree requirements in effect at the time of their reinstatement to the program, as well as any specific requirements imposed as a condition for reinstatement.

The four-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 NSU dating from acceptance by NSU 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.

COMPREHENSIVE EXAMINATION

Students seeking the doctoral degree are required to successfully complete the comprehensive examination. The exam may only be taken after the completion of all required course work. Students are permitted to take the comprehensive exam twice. Students who fail to pass the comprehensive exam on the second attempt will be dismissed from the program.

PUBLICATION REQUIREMENT

Considered part of the competency component of the doctoral program, the publication requirement [DOC 6096] is designed to demonstrate the research, writing, and presentation abilities that have been acquired and/or refined through doctoral studies. Doctoral students specializing in management should focus their publication on a business area of choice. The following accomplishments satisfy the Huizenga School's publication requirement:

1. An article published in an academic journal or similar publication;
2. A full-article published in the proceedings of a national professional conference, such as the Academy of Management, where rigorous criteria must be met;
3. A report or monograph published by a professional organization, corporation, or public agency where rigorous criteria for selection can be demonstrated; or
4. Other printed materials may be submitted for consideration, at the discretion of the doctoral program office. Such materials will be judged on their academic content.

The student's status as a doctoral candidate of Huizenga School's DBA program should be noted in the documentation of the article, if possible. Publications, along with supporting documentation, should be submitted for review to the doctoral program office for review by the faculty chair of the doctoral program.

DISSERTATION

The dissertation, considered part of the research component, is the culmination of the doctoral program. The dissertation demonstrates the student's ability 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 research; it also demonstrates the student's ability to link theory to analysis, and strategy to operations in the real world.

An academic committee of three doctoral qualified persons assists the student in the dissertation process. One of these committee members must be a full-time faculty member at NSU. Students are provided with dissertation guidelines that describe in detail the philosophy and the scope of the dissertation. The Research Methodology course (QNT 6001, including CITI training) is the starting point for the research component, and provides the guide by which dissertation research will be conducted and presented. Students should take this course during their first term in the program. The courses in Research Methodology (QNT 6001), Quantitative Methods (QNT 6007), Qualitative Methods (QNT 6008), and Special Topics in Research Techniques (QNT 6009) are designed to train students in statistical techniques and methods that are used in dissertation research.

The dissertation process is divided into its component parts to facilitate student progress. First, the student identifies his or her research area and develops a concept paper, which is reviewed by the area chair and faculty chair of the doctoral program. A formal dissertation proposal is then written which becomes the blueprint for the dissertation. This proposal is approved by the dissertation committee and reviewed by the faculty chair of the doctoral program. Upon approval, the student must seek IRB approval. Submission to the IRB is conducted through the doctoral program office. IRB approval must be granted prior to data collection. Data collection, analysis, interpretation, assessment, and evaluation are conducted in accordance with the plan described in the proposal. The summary and conclusions flow naturally from this point. All dissertation components must be presented in accordance with the APA Style Manual and Huizenga School dissertation guidelines.

DISSERTATION REGISTRATION GUIDELINES

Students eligible to register for DOC 6011 Literature Review must register every term thereafter for dissertation courses. If a student is working on any portion of the dissertation with any faculty member or dissertation committee member, the student must register for dissertation credits. Students who are not registered for dissertation credits are ineligible for service from dissertation committee members.

If a student does not have an approved dissertation draft by the completion of DOC 6094, he/she must register for DOC 6097 (Dissertation Continuation) each term until the draft is approved. The tuition for DOC 6097 is equal to two credit hours.

Students are required to register for dissertation credits during the normal registration period for a term. Students who register for dissertation credits after the end of normal registration in a term must pay the late registration fee.

GRADUATION REQUIREMENTS

To be eligible for graduation, students must fulfill the following requirements:

1. Gain admission as a degree-seeking candidate
2. Complete all curriculum and program requirements (including prerequisite courses)
3. Achieve a cumulative GPA of 3.0 or higher
5. Successful completion of comprehensive examination
4. Successful completion of publication requirement
5. Completion and approval of dissertation
6. Payment of all tuition and fees
7. Completion of the Application for Degree form and pay conferral fee. The Application for Degree form may be downloaded from the school's website or obtained from the Office of Academic Advising or the Office of the University Registrar
8. Fulfill all obligations to the library, the student's program, and the bursar's office

Successful completion of a Huizenga School graduate degree culminates in the awarding of a diploma, validating the student's successful fulfillment of all graduation requirements. The diploma indicates the student has earned a doctoral degree; it does not indicate the area of specialty. The academic transcript, the official record of academic achievement at NSU, indicates degree earned and area of specialty.

GRADUATION WITH HONORS

Membership in Sigma Beta Delta is the highest national recognition a business student can receive at a college or university with a Sigma Beta Delta chapter. The purposes of Sigma Beta Delta are to encourage and recognize scholarship and achievement among students of business, management, and administration, and to encourage and promote personal and professional improvement and a life distinguished by honorable service to humankind. The membership of the society is composed of those persons of high scholarship and good moral character who are enrolled in subject matter areas including business, management, and administration.

Students who have graduated from the doctoral program are invited to join Sigma Beta Delta. Graduates are notified by mail typically in April of each year, with their invitation to join. Those students who decide to join are invited to attend a special inductee ceremony typically held the same day as summer graduation. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at sigmabetadelta@huizenga.nova.edu.

Students found to be in violation of the NSU code of student conduct and academic responsibility (including behavioral or academic misconduct) are ineligible to become members of any honor society affiliated with the H. Wayne Huizenga School of Business and Entrepreneurship.

STUDENT GRIEVANCE PROCEDURE

The purpose of this procedure is to promote the orderly resolution of student complaints concerning actions of the H. Wayne Huizenga School of Business and Entrepreneurship. Students and faculty members are encouraged to resolve disputes informally before instituting a formal grievance. The formal grievance policy is as follows:

- A. Any student who has a grievance shall file such a grievance in writing to the executive associate dean within 30 days. The written grievance will contain a concise statement of all relevant facts and the relief sought.
- B. Upon receipt of a written grievance, the executive associate dean shall request proof supporting the grievance and request a response with supporting evidence from the party/department the complaint is against. The executive associate dean will review the grievance and evidence to determine whether the grievance presents a complaint, upon which action should be taken. If the grievance is found to have no basis, to be insubstantial, or to be wholly a question of academic discretion, the grievance shall be dismissed without further action. The student will be notified in writing as to whether the grievance has been dismissed or whether additional action will be taken.
 1. If the executive associate dean decides that further inquiry should be made, he/she may invoke one of the following procedures:
 - a. Informal Resolution Procedure: The executive associate dean may informally meet with all parties in an attempt to resolve the issue(s) brought forth.
 - b. Formal Resolution Procedure: If the executive associate dean is unable to informally resolve the issue, a grievance committee will be convened to make a determination on the issue(s).
 2. The grievance committee shall consist of three NSU persons. One shall be a member of the full-time faculty, one shall be an administrator, and one shall be either an alumna or alumnus or a currently enrolled NSU student.
 3. The parties shall attend the grievance hearing before the panel, at which time both parties shall submit their evidence and arguments concerning the matter. The parties shall be notified of the time, date, and place of the hearing. All hearings shall be conducted on the main campus during normal working hours. There shall be no meeting of the grievance committee unless an active appeal has been filed in accordance with this procedure. It is the practice of the H. Wayne Huizenga School of Business and Entrepreneurship to disallow any individuals, including attorneys, other than the grievant in the grievance hearings. Should any other individual attempt to attend the grievance hearing in any capacity, the hearing will be immediately adjourned and the matter submitted to the panel members for consideration. The grievance committee hearing shall be subject to the following procedures:
 - a. The committee shall have no right to modify, add to, or remove provisions from this grievance procedure.
 - b. A majority vote of the committee shall be determinative.
 - c. In the case of grade appeal or other appeals relating directly with a student's academic performance, the committee may not substitute its judgment for the qualitative academic decision of the faculty member rendering the grade or assessing the student's work.
 - d. The committee may not address sanctions that are wholly within the academic probation or student misconduct policies of the H. Wayne Huizenga School of Business and Entrepreneurship.
 - e. The committee shall render its decision in writing within 14 calendar days following the close of the hearing, to the appropriate senior administrator who will then notify the student.
 4. The decision of the committee shall be final and binding. Any student filing a grievance shall be notified of the committee's decision by certified mail at the student's last official address. Any suit filed to challenge a procedure or determination under these proceedings shall be filed in a court of competent jurisdiction in Broward County, Florida, and the laws of the state of Florida shall apply.

Students attending class in South Carolina may also contact the South Carolina Commission on Higher Education at (803) 737-2260 as part of the grievance procedure.

DOCTORAL DEGREE PROGRAM

DOCTOR OF BUSINESS ADMINISTRATION

Program Objective and Philosophy

The Doctor of Business Administration program will change the way students think about their business and education. Students use knowledge gained from this program to enhance their careers in business and higher education through an in-depth study of business and research subjects. Doctoral candidates not only learn the most advanced decision-making techniques, but also develop the research and writing skills needed for advanced positions in the academic and business environments. This program transforms managers, administrators, and instructors into leaders, executives, and professors. The lives of students who complete this program are forever changed.

Program Learning Goals

1. Demonstrate application of management theories to "Real World" general business and/or leadership situations.
2. Apply the theories or concepts of marketing, economics, operations management, finance, strategy, and/or human resources management to various aspects of national and global business situations and decisions.
3. Research and apply theories and concepts to emerging issues in business to develop a deeper understanding of how theory impacts and expands the practice of business.
4. Demonstrate comprehension of program concepts by preparing in essay format responses to comprehensive examination questions.
5. Demonstrating proficiency in research, writing, and statistical analysis.

All courses are 4 credits except where noted.

Component One: Common Core - 30 credits (26 credits for the Finance and Accounting specialties)

DOC	6080	Seminar in Academic Research (2 cr.)
ECN	6040	Emerging Issues in Economics
FIN	6130	Emerging Issues in Financial Decision Making *
INB	6110	Emerging Issues in International Business
MGT	6020	Emerging Issues in Organizational Behavior and Human Resources Management
MGT	6140	Emerging Issues in Strategic Decision Making **
MKT	6120	Emerging Issues in Marketing
OPS	6050	Emerging Issues in Operations Management

Component Two: Specialty

Accounting - 16 credits

ACT	6710	Seminar in Financial Accounting
ACT	6730	Seminar in Managerial Accounting **
ACT	6760	Seminar in Accounting Information Systems and Auditing
ACT	6770	Current Issues in Accounting Research

Finance - 16 credits

FIN	6500	Seminar in Corporate Finance *
FIN	6510	Seminar in International Finance
FIN	6540	Seminar in Investments
FIN	6580	Seminar in Special Topics in Finance

Human Resource Management - 12 credits

Select three courses:

HRM	6315	Seminar in Strategic Planning in Human Resource Management
HRM	6325	Seminar in Employee Relations and Services
HRM	6330	Seminar in Performance and Reward Systems
HRM	6335	Seminar in Special Topics in Human Resource Management

International Business - 12 credits

INB	6410	Seminar in Global Management
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INB 6460 Seminar in Global Strategy

Select one of the following courses:

FIN 6510 Seminar in International Finance

INB 6490 Seminar in Special Topics in International Business

MKT 6420 Seminar in International Marketing

Management - 12 credits

MGT 6010 Seminar in the History of Management Thought

MGT 6015 Seminar in the Sociological and Psychological Principles of Management

MGT 6100 Advanced Leadership Studies

Marketing - 12 credits

MKT 6810 Seminar in Marketing Theory

MKT 6830 Seminar in Research Analysis for Marketing Decisions

Select one of the following courses:

MKT 6420 Seminar in International Marketing

MKT 6890 Seminar in Special Topics in Marketing

Operations Management - 12 credits

Select three courses:

OPS 6630 Seminar in Quality and Productivity Management

OPS 6670 Seminar in Global Supply Chain Management

OPS 6680 Seminar in Innovation in Project Management

OPS 6690 Seminar in Special Topics in Operations Management

Component Three: Competencies - 2 credits

All competencies are zero credit except where noted.

DOC 6072 Online Communications and Internet Competency

DOC 6073 Orientation

DOC 6090 Comprehensive Examination

DOC 6096 Publication Requirement

DOC 6098 or 6099 Seminar in Teaching Methods or Seminar in Consultancy Practice (2 cr.)

Component Four: Research - 12 credits

All research courses are 3 credits.

QNT 6001 Research Methodology

QNT 6007 Quantitative Methods

QNT 6008 Qualitative Methods

QNT 6009 Special Topics in Research Techniques

Dissertation – 12 credits

All dissertation courses are 2 credits.

DOC 6011 Literature Review

DOC 6012 Seminar in Research Presentation

DOC 6091 Dissertation I

DOC 6092 Dissertation II

DOC 6093 Dissertation III

DOC 6094 Dissertation IV

* Finance specialty candidates replace FIN 6130 with FIN 6500

** Accounting specialty candidates replace MGT 6140 with ACT 6730

DOCTORAL COURSE DESCRIPTIONS

Course Descriptions and Prerequisite Requirements Subject to Change. Refer to WebSTAR for updates.

Accounting (ACT)

ACT 6710 Seminar in Financial Accounting (4 cr)

This course examines the discipline of financial accounting by tracing the historical backgrounds and evolution of current financial accounting theory and practice, reviewing key parts of the related literature, and discussing future directions of financial accounting research. Current financial reporting issues and areas of controversy are studied with an emphasis on the relationship between accounting practice and research. Student skills in research topics selection and refinement, literature selection and review, and research project structuring are advanced. Current issues and development in accounting education are discussed as an integral part of the course. Prerequisite: Graduate level accounting.

ACT 6730 Seminar in Managerial Accounting (4 cr)

This course addresses the major issues in the area of managerial accounting by reviewing the historical and current literature, analyzing appropriate case studies, and discussing related issues in human resource, behavioral, and social responsibility-accounting. Ethical concerns are also examined. Student research skills are enhanced through the exploration of potential research topics in the managerial accounting discipline. Prerequisite: Graduate level accounting.

ACT 6760 Seminar Accounting Information Systems & Auditing (4 cr)

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

ACT 6770 Current Issues in Accounting Research (4 cr)

This course will focus on current issues in accounting research. The topics include, but are not limited to accounting ethics, accounting history, and international accounting. The course content will concentrate on recent research in the chosen area. Prerequisite: Graduate level accounting.

Dissertation & Competencies (DOC)

DOC 6011 Literature Review (2 cr)

All dissertations rely heavily on a sound review of the underlying theory to the research problem being investigated. This course will introduce students to the methods of writing a literature review and will be customized to their own research problem. Prerequisites: QNT 6007 and QNT 6008.

DOC 6012 Seminar in Research Presentation (2 cr)

Student will conduct a live presentation of chapters 1-3 of their dissertation before the faculty for discussion and approval. Prerequisites: Approved proposal and DOC 6011.

DOC 6072 Online Communications & Internet Competency (0 cr)

This course includes both facility on a microcomputer of the student's choice and the use of the Nova Southeastern University campus-based computer system. Students who complete NSU's master's-level computer competency course will be exempt from this course.

DOC 6073 Orientation (0 cr)

An introduction to the doctoral programs, the school, and the university in the form of a one-day orientation session. Topics include an introduction to the doctoral programs office staff and their functions, a discussion of program policies and procedures, a demonstration of computer and technology resources available to students, a tour of main campus library facilities, and tutorials on the use of the NSU distance library services. Prerequisite: DOC 6072.

DOC 6080 Seminar in Academic Research (2 cr)

A required two-credit workshop held every year in conjunction with the Society for Human Resource Management annual conference for D.B.A./HRM students; the Academy of International Business' annual meeting for D.B.A./IB; the American

Accounting Association annual meeting for the D.B.A./ACC students; the Financial Management Association annual meeting 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 meeting in August is the workshop site for D.B.A. students. Consult the schedule of classes for dates and locations for individual workshops. Although NSUs programs are not sponsored by these associations, it is felt that participation in these professional group meetings will expose students to contemporary thoughts and research in their areas of interest. You are also encouraged to submit papers or participate as discussant at these meetings.

DOC 6090 Comprehensive Examination (0 cr)

Students must successfully pass the comprehensive examination as part of their degree requirements. Students should contact the Program Office for details. Prerequisite: Completion of all coursework.

DOC 6091 Dissertation I (2 cr)

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

DOC 6092 Dissertation II (2 cr)

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

DOC 6093 Dissertation III (2 cr)

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

DOC 6094 Dissertation IV (2 cr)

The student works independently with a committee of three qualified individuals to develop a proposal and final draft in the specialty area in which they are enrolled.

DOC 6096 Publication Requirement (0 cr)

The publication requirement of the doctoral programs is designed to demonstrate the research, writing, and presentation abilities acquired and/or refined through doctoral studies. The publication should make a contribution to the students area of specialty.

DOC 6097 Dissertation Continuation (0 cr)

Students enroll in this course after enrolling in Dissertation I-IV and have not received final dissertation approval from committee.

DOC 6098 Seminar in Teaching Methods (2 cr)

This course provides participants with additional knowledge required to understand teacher characteristics and teaching styles, learner characteristics and learner styles, theories of motivation and their application to the classroom, and strategies for making course content relevant to students, to apply appropriate principles in planning and presenting curricula; to tap into institutional learning resource, and to use effective, practical learning/study tools in the classroom to maximize learning outcomes.

DOC 6099 Seminar Consultancy Practice (2 cr)

This course will help participants understand management consultancy from the client and consultant perspectives. Use of key consulting tools and techniques, role of the consultant, and project planning, monitoring, and management will be discussed.

Economics (ECN)

ECN 6040 Emerging Issues in Economics (4 cr)

This course is designed to familiarize doctoral students with economic techniques applicable to both public and private business decision making, and to impart the skills necessary for their utilization. An economic focus will be provided for the application of quantitative analyses. Applications such as supply and demand functions, elasticities, pricing strategies for both public and private goods, human capital and market structures will be examined. Fiscal policy and monetary policy, international trade and globalization, inflation, unemployment and other current macroeconomic issues will be discussed. The focus of the course will be on case analysis and the preparation by each student of a research paper, which applies one of these techniques to the solution of a work-related economic issue. Prerequisite: Graduate level economics.

Finance (FIN)

FIN 6130 Emerging Issues in Financial Decision Making (4 cr)

An examination of the theory and practice of finance with emphasis given to financial analysis, management, and control. Topics to be offered include the theory and practice of finance to include the firm's investment, financing, and dividend decisions; analytical techniques available for problem solving; and the environment in which financial decisions are made. Coverage of these topics will be accomplished by utilizing a balance among concept applications, case analysis, and problems. Content includes: 1) principles and functions of finance; valuation of financial market instruments; time value of money, financial ratio analysis; forecasting; 2) management of liquidity and other current assets; short- and intermediate-term financing, leasing; 3) capital investment, capital budgeting methods, required returns for companies and divisions and acquisitions; 4) theory of capital structure; dividend policy; 5) long-term financing; equity capital, long-term debt; inflation and financial market returns; and 6) mergers and acquisitions; failures and reorganizations. Prerequisites: Graduate level accounting, economics, and finance.

FIN 6500 Seminar in Corporate Finance (4 cr)

Financial Management covers a variety of topics in corporate finance from a theoretical perspective: unanimity, agency theory, management compensation, capital structure, dividends, application of Option Pricing Theory to the pricing of corporate liabilities, common stock, corporate bonds, mergers and acquisitions, leasing, capital budgeting, and international corporate finance. The course offers a rigorous theoretical treatment of the major subject areas in corporate finance. The student will gain an understanding of the classic work in each subject area, as well as some of the most recent advances in corporate finance. Since much of the material covered in the course is not found in textbooks, the student must become familiar with the major journals in finance. Prerequisites: Graduate level finance, accounting, and economics.

FIN 6510 Seminar in International Finance (4 cr)

This course is designed to 1) extend the student's knowledge of corporate finance and investment to the international arena, and 2) direct the student's effort to publish in a refereed journal. The current academic research will be covered in the areas of foreign exchange market efficiency, international corporate diversification, foreign direct investment, multi-nationalization and firm value, multinational capital structure, and international corporate governance. It is imperative that students read all the research papers with an asterisk before the first class. Prerequisite: FIN 6500.

FIN 6540 Seminar in Investments (4 cr)

This course is designed to 1) extend the student's knowledge of finance to the areas of investments, asset pricing and related research methods, and 2) direct the student's effort to publish in a refereed journal. The current academic research will be covered in the areas of portfolio theory, equilibrium, and arbitrage-based pricing models including CAPM, APT and option pricing models, efficient market hypotheses, corporate hedging, and mergers and acquisitions. Related databases and methods will also be covered. It is imperative that students read all reading materials before the first class. Prerequisite: FIN 6500 or instructor approval.

FIN 6580 Seminar in Special Topics in Finance (4 cr)

This doctoral seminar examines topics of current interest among researchers and practitioners in the field of Finance. The course is taught alternately by various full-time finance faculty, and the topics change from year to year to reflect trends and developments in the discipline. It is centered around readings from recent articles and recently-published books on the selected topic. The first iteration of this seminar will focus on empirically observed anomalies in the Efficient Market Hypothesis, collectively also known as Behavioral Finance. This course is intended as the capstone of the DBA specialization in Finance. Prerequisites: FIN 6510 and FIN 6540.

Human Resource Management (HRM)

HRM 6315 Seminar in Strategic Planning in Human Resource Management (4 cr)

This course will emphasize decision-making processes in the development and maintenance of various program elements in human resource management. Decision analysis will also be considered. Traditional and current issues-oriented programming will be addressed. Program elements that may be included are human resource planning, recruitment and selection, performance and promotion systems, incentives and awards, compensation and benefits, and human resource information systems (HRIS). Prerequisite: MGT 6020.

HRM 6325 Seminar in Employee Relations & Services (4 cr)

This course will focus on assessing, designing, implementing, managing, and evaluating various functions related to Employee

Relations and Services. It provides in depth coverage of HR/OB research and measurement issues. Specific topics included in this course are: legal updates of EEO, AA, anti-discrimination legislation, current research on staffing (selection and placement) and employment practices (including interviewing, assessment and hiring) in the context of legal, ethical and financial constraints. The potential for dissertation research deriving from related areas is considered. Global/international HRM implications are also assessed. Prerequisite: MGT 6020.

HRM 6330 Seminar Performance & Reward Systems (4 cr)

This course focuses on performance appraisal, compensation, benefits, and incentive systems. In the area of performance appraisal, topics to be studied include systems, methods, rater errors, and interviewing. Other topics to be explored include pay plans, compensation administration, flexible benefits, health plans, individual and group incentives, employee motivation, and HRIS. Prerequisite: MGT 6020.

HRM 6335 Seminar Special Topics in Human Resource Management (4 cr)

This course will address in-depth contemporary human resource philosophies, policies and practices that focus on unique areas of talent management in a variety of organizational settings. It will accomplish this through positive organization scholarship. Students will be assigned special readings which may change each time the course is offered. Students will be expected to conduct a field study in positive organization scholarship. Prerequisite: MGT 6020.

International Business (INB)

INB 6110 Emerging Issues in International Business (4 cr)

This course covers major theoretical underpinnings for the study of International Business (IB). Drawing on the research streams relating to the Multinational Enterprise (MNE), international trade, foreign direct investment, and the impact of globalization, this course aims to provide a solid framework for all doctoral students and for the doctoral concentration in IB. Major topics of the framework to be covered include MNEs, trade and FDI theory, and the role of global institutions. The MNE operates within a global political, economic, and social environment and in this course we consider emerging issues in IB, such as cross-cultural links, labor and environmental standards, MNE corporate responsibility, intellectual property rights, developmental aid and economic development, outsourcing/offshoring, and risk management. Students are encouraged to focus on developing their research interests in the international arena. Bear in mind that all functional disciplines (marketing, finance, HR, management, operations, law, accounting, and economics) have streams of research which focus on international dimensions. The course will both accommodate and expand your own interest in a functional discipline.

INB 6410 Seminar in Global Management (4 cr)

The course is a review of the field of global management, specifically focusing on three main areas of research. First, we examine theories of international management and culture, secondly, we examine the management of people across borders - international human resource management, and the role of women in international business. Thirdly, we examine academic research related to defining and managing values and ethics in the international environment. Prerequisite: INB 6110.

INB 6460 Seminar in Global Strategy (4 cr)

This course introduces the student to the concepts of Global Strategy. The course covers the following major topic areas: multinationals and national markets, national competitiveness; multinational competition and cooperation, knowledge in the multinational, international mergers and acquisitions and international entrepreneurship. Within these course modules we will examine the dynamic between the multinational and nation-state, and the constraints and impetuses which drive business globally. Emphasis will be placed on examining entrepreneurial and innovative strategies for succeeding globally. Prerequisite: INB 6110.

INB 6490 Seminar in Special Topics in International Business (4 cr)

Students will be introduced to special topics in international business, such as international entrepreneurship, international law, intellectual property, security in the MNC, international tax. Prerequisite: INB 6110.

Management (MGT)

MGT 6010 Seminar in History of Management Thought (4 cr)

The focus of the course is on a critical and analytical review of the history of management theory. Students are encouraged to compare and contrast management theories and to examine them in the critical light of practical experience. In addition, through the preparation of literature research papers, students give attention to the development of dissertation-supporting literature-review skills. There are no prerequisites for this course.

MGT 6015 Seminar in the Sociological & Psychological Principles of Management (4 cr)

This course focuses on the micro and macro approaches to management as they evolved from psychology, sociology and anthropology over the last century. Special attention is given to Organizational Theory and the study of groups, organizations, networks and populations of organizations. Prerequisites: MGMT 6010 or MGT 6020.

MGT 6020 Emerging Issues in Organizational Behavior & Human Resources Management (4 cr)

A seminar in the theories and practices of organizational behavior and the techniques of applied management. Focus on individual and group behavior in organizations. Discussion of traditional behavioral theories, organizational dynamics, current trends, and future directions in behavioral sciences and human resource management fields to include concepts of team-building practices and high-performance perception and values. Responsibilities of human resource management and skills of applied management practices in the organization to include survey research and employee motivation, leadership, workplace trends, and personnel planning. Cases and experiential exercises will enhance the transfer of learning. Prerequisites: Graduate level organizational behavior and human resource management.

MGT 6100 Advanced Leadership Studies (4 cr)

This course for the doctoral program focuses on the theoretical and practical use of Situational Leadership®. Students will spend one full week at the Center for Leadership Studies, in Escondido, California. There the students will participate in the Situational Leadership® course as provided by the expert training staff of the center. The course will have an additional requirement of a research paper. The course provides students with theory and application from the individual and organizational perspective to conduct doctoral research and/or participate in leadership activities. The intent of this specialty course is to integrate Leadership and OB theory with the doctoral program core and align dissertation research potential with program requirements. The workplace is analyzed for its adaptation to manage change, define its culture, utilize group dynamics and team building, integrate Leadership practices and theories, and create leadership potential.

MGT 6140 Emerging Issues in Strategic Decision Making (4 cr)

This is the capstone course in the doctoral program. Students from the various specialty programs bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders - key executives, customers, buyers, owners, and other interested parties - will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. Prerequisites: Completion of all other coursework in common core and specialty areas. Students must register with their advisor to take this course.

Marketing (MKT)**MKT 6120 Emerging Issues in Marketing (4 cr)**

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

MKT 6420 Seminar in International Marketing (4 cr)

This course is designed to develop an understanding of the problems and 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: MKT 6120.

MKT 6810 Seminar in Marketing Theory (4 cr)

This course is designed to prepare doctoral candidates in marketing for the dissertation by providing them with the skills to develop theory within a marketing context. The students will be exposed to a structured theory development procedure and will complete a theory development paper. In addition, students will read and critique works in the field. Prerequisite: MKT 6120.

MKT 6830 Seminar in Research Analysis for Marketing Decisions (4 cr)

The course is designed to help D.B.A. 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 SPSS software. Prerequisite: MKT 6120.

MKT 6890 Seminar Special Topics in Marketing (4 cr)

This doctoral seminar examines various topics in the marketing discipline. The topics may include, but are not limited to, segmentation, brand equity, international marketing, buyer behavior, marketing communications, etc. and change year to year with each offering of the course. The course content will concentrate on recent research in the chosen area.

Operations & Systems Management (OPS)**OPS 6050 Emerging Issues in Operations Management (4 cr)**

This course 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 activities of businesses and public agencies. The operations management function is to provide acceptable service to clients and customers and provides the underlying theme for case analysis and discussion. Prerequisite: Graduate level statistics/quantitative methods.

OPS 6630 Seminar Quality Productivity Management (4 cr)

The ability to meet and exceed customer expectations is critical to the success of an organization. This course addresses various methods for measuring and improving our ability to meet and exceed these expectations, such as surveys, Six Sigma, TQM and TOC. A key component of the course is the development of the understanding of the cause-and-effect relationships related to quality and satisfaction. The second key component addresses how to ensure that the policies and measures of the organization are aligned with the achievement of its goal and customer satisfaction and quality. Prerequisite: OPS 6050.

OPS 6670 Seminar Global Supply Chain Management (4 cr)

This course focuses on the design and management of the global supply chain, which includes the links of suppliers, manufacturers, distributors and retailers. The design component addresses where to locate facilities, in addition to the product flow decisions. The management component focuses on how to manage the inventory in the supply chain. This course also addresses the Distribution the TOC Way solution. Prerequisite: OPS 6050.

OPS 6680 Seminar Innovation in Project Management (4 cr)

Current research emphasizes an increased awareness concerning the importance of project management. Project management is relevant to all work activities in manufacturing and service industries, as well as the public sector. Typical corporate projects include new-product development, proposals, event planning, budgets, marketing plans, construction, computer software, improvement projects, and any other work that includes a set of activities. This course focuses on the current research dedicated toward Critical Chain Project Management (CCPM), a technique for scheduling, planning and managing projects that is based on the Theory of Constraints (TOC). CCPM has been used successfully by a number of organizations. This course will also focus on other tools from TOC that can be used to manage projects. Prerequisite: OPS 6050.

OPS 6690 Seminar Special Topics in Operations Management (4 cr)

This seminar focuses on an emerging topic in Operations Management that has been important to the field. Each time this course is offered, a different topic could be the focus of the course. Prerequisite: OPS 6050.

Quantitative Analysis & Research (QNT)**QNT 6001 Research Methodology (3 cr)**

This course introduces students to the concepts and philosophies underlying academic research and the scientific method. The process, assumptions, strengths and weaknesses of the scientific method are explored together with alternative paradigms. Students will be in a position to define their research problem on completion of this course.

QNT 6007 Quantitative Methods (3 cr)

After a synopsis of the various statistical metrics (mean, variance etc.), students will be introduced to a battery of inferential

statistical tests. The emphasis will be on the appropriate selection, application and interpretation of both parametric and non-parametric hypothesis tests. Prerequisites: Undergraduate level statistics/quantitative methods and QNT 6001.

QNT 6008 Qualitative Methods (3 cr)

The five major qualitative research approaches will be examined in more detail in this course. The process, application and interpretation of biography, ethnography, grounded theory, case studies and phenomenology will be studied. Prerequisite: QNT 6001.

QNT 6009 Special Topics in Research Techniques (3 cr)

This course will cover advanced topics in quantitative and/or qualitative research methods. The specific topics covered will depend on the students specialty area. Prerequisites: QNT 6007 and QNT 6008.

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Ph.D., University of Nebraska

Susan Ohrablo

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M.S., SUNY College at Oneonta

Joseph Pineda

Assistant Dean for External Affairs
M.S., Florida State University

Grisell Sotolongo

Director of the Hudson Institute for Entrepreneurship and Executive Education
M.P.A., Florida International University

Tamara Terry

Assistant Dean of Operations and Chief Financial Officer, Finance & Administration
D.B.A., Nova Southeastern University

Kristie Tetrault

Director of Doctoral Program Administration
M.B.A., Nova Southeastern University

Stephanie Y. Zedlar

Director of Institutional Relations, Planning, and Accreditation
Ed.D., Nova Southeastern University

Faculty

Rebecca Abraham

Professor

D.B.A., U.S. International University

M.B.A., U.S. International University

Russell Abratt

Professor

Ph.D., University of Pretoria

M.B.A., University of Pretoria

H. Young Baek

Associate Professor

Ph.D., University of South Carolina

M.I.B.S., University of South Carolina

F. Barry Barnes

Professor

Ph.D., University of Kansas

M.B.A., University of Missouri-Kansas City

James Barry

Assistant Professor

D.B.A., Nova Southeastern University

M.B.A., DePaul University

Michael Bendixen

Professor

Ph.D., University of Witwatersrand

M.B.A., University of South Africa

Charles W. Blackwell

Professor

D.P.A., Nova Southeastern University

M.B.A., Samford University

Nicholas Castaldo

Lecturer

M.B.A., Harvard University

Frank J. Cavico

Professor

J.D., St. Mary's University

L.L.M., University of San Diego

Ramdas Chandra

Associate Professor

Ph.D., New York University

M.B.A., University of Delhi

David Daewhan Cho

Assistant Professor

Ph.D., University of Chicago

M.B.A., University of Chicago

M.Sc., London School of Economics

Ruth Clarke

Associate Professor

Ph.D., University of Massachusetts, Amherst

M.S., University of Massachusetts, Amherst

Charles D. Collver

Assistant Professor

Ph.D., Syracuse University

M.B.A., Russell Sage Graduate School

Barbara R. Dastoor

Professor

Ph.D., University of Texas at Dallas

M.A., University of Mississippi

Peter T. DiPaolo

Professor

D.B.A., Nova Southeastern University

M.B.A., Nova Southeastern University

John Wayne Falbey

Assistant Professor

D.B.A., Nova Southeastern University

M.B.A., Nova Southeastern University

Peter Finley

Assistant Professor

Ph.D., University of Northern Colorado

M.A., Western Michigan University

Jeffrey Fountain

Assistant Professor

Ph.D., University of Northern Colorado

M.S., Indiana University

Jane W. Gibson

Professor

D.B.A., Nova Southeastern University

M.S., Nova Southeastern University

Baiyun Claire Gong
Assistant Professor
Ph.D., University of Pittsburgh
M.B.A., Tsinghua University

Regina Greenwood
Professor
D.B.A., Nova Southeastern University
M.B.A., University of Wisconsin-Lacrosse

Thomas E. Griffin
Professor
D.B.A., Nova Southeastern University
M.B.A., Clemson University

Charles W. Harrington
Lecturer
M.A., Northeastern University

William J. Harrington
Professor
Ed.D., Nova Southeastern University
M.A., Boston College

Judith A. Harris
Associate Professor
D.B.A., Boston University
M.B.A., Boston University

Michael Hoffman
Professor
D.B.A., Indiana University
M.B.A., Indiana University

Joung W. Kim
Associate Professor
Ph.D., University of South Carolina
M.A.S., University of Illinois
M.B.A., Korea University

Barbara Landau
Assistant Professor
LL.M., New York University
J.D., New York Law School

Terrell G. Manyak
Professor
Ph.D., University of California
M.P.A., Syracuse University

Timothy O. McCartney
Professor
Endowed Professor of Leadership and
Organizational Behavior
Ph.D., University of Strasbourg
M.S., St. Cloud State College

Karen McKenzie
Professor
Ph.D., Louisiana State University
M.Acc., University of Central Florida

Bahaudin Mujtaba
Associate Professor
D.B.A., Nova Southeastern University
M.B.A., Nova Southeastern University

Ronald E. Needleman
Professor
Ph.D., City University of New York

Ordean G. Olson
Associate Professor
D.B.A., U. S. International University
M.B.A., U. S. International University

Pedro F. Pellet
Professor
Ph.D., University of Miami
M.A., University of Puerto Rico

Jack Pinkowski
Associate Professor
Ph.D., Florida Atlantic University
M.P.A., Georgia Southern University

Robert C. Preziosi
Professor
D.P.A., Nova Southeastern University
M.Ed., Florida Atlantic University

Randall W. Renfro
Assistant Professor
Ph.D., Florida Atlantic University
M.A.S., University of Illinois

Cynthia Ruppel
Associate Professor
Ph.D., Kent State University
M.B.A., Cleveland State University

Robert J. Sellani
Associate Professor
D.B.A., Nova Southeastern University
M.B.A., University of Miami

John T. Sennetti
Professor
Ph.D., Virginia Polytechnic Institute
M.S., University of Florida

Belay Seyoum
Associate Professor
Ph.D., McGill University
LL.M., McGill University

Randi L. Sims
Professor
Ph.D., Florida Atlantic University
M.B.A., Nova Southeastern University

Leslie Tworoger
Assistant Professor
D.B.A., Nova Southeastern University
M.B.A., Nova Southeastern University

Thomas Tworoger
Associate Professor
D.B.A., Nova Southeastern University
M.B.A., Nova Southeastern University

Art J. Weinstein
Professor
Ph.D., Florida International University
M.B.A., Florida International University

Albert Williams
Assistant Professor
Ph.D., University of Georgia
M.A.E., University of Georgia

Pan G. Yatrakis
Professor
Ph.D., New York University
M.B.A., Columbia University

Nova Southeastern University Directory of Resources

<u>Department</u>	<u>Web Site</u>	<u>Telephone</u>
Athletics	http://nsuathletics.nova.edu	(954) 262-8250
Bookstore	http://nsubooks.bncollege.com	(954) 262-4750
Bursar	www.nova.edu/cwis/bursar	(954) 262-5200
Campus ID Card	www.nova.edu/nsucard	(954) 262-8929
Campus Recreation	www.rec.nova.edu	(954) 262-7301
Career Services	www.nova.edu/career	(954) 262-7200
Financial Aid	www.nova.edu/cwis/finaid	(954) 262-3380
International Students (OIS)	www.nova.edu/cwis/registrar/iss	(954) 262-7242
Libraries	www.nova.edu/library	(954) 262-4600
Public Safety	www.nova.edu/cwis/pubsafety	(954) 262-8999
Registrar	www.nova.edu/cwis/registrar	(954) 262-7200
Residential Life & Housing	www.nova.edu/reslife	(954) 262-7052
Student Counseling	www.nova.edu/studentcounseling	(954) 262-7050
Student Disability Services	www.nova.edu/disabilityservices	(954) 262-7189
Student Employment	www.nova.edu/cwis/finaid/stuemploy.html	(954) 262-7419
Student Medical Center	www.nova.edu/smc	(954) 262-1262
University Center	www.nova.edu/ucenter	(954) 262-7301
Veterans Affairs	www.nova.edu/cwis/finaid/veterans	(954) 262-7236

Provisions

The provisions set forth in this document are not to be regarded as an irrevocable contract between the student and Nova Southeastern 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 and fees. The balance due Nova Southeastern 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 non-academic, are paid.

Any Nova Southeastern 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 has the right to petition Nova Southeastern 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 Southeastern University, 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 Southeastern University does not discriminate on the basis of disability, 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 ensure compliance with the provisions of the applicable laws and regulations relative to nondiscrimination.

The school is authorized under federal law to enroll nonimmigrant alien students.

Nova Southeastern 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 (954) 262-7236 or (800) 541-6682, ext. 27236.

State Licensure Disclosures

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.

The following states have provided these disclosures.

Arkansas Disclosure

Arkansas Higher Education Coordinating Board certification does not constitute an endorsement of any institution or program. Such certification merely indicates that certain criteria have been met as required under the rules and regulations implementing institutional and program certification as defined in Arkansas Code §6-61-301.

Indiana Disclosure

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

In-state number (800) 227-5695 or (317) 232-1320

South Carolina Disclosure

Nova Southeastern University is licensed by the Commission on Higher Education, 1333 Main Street, Suite 200, Columbia, South Carolina 29201; (803) 737-2260. Licensure indicates only that minimum standards have been met; it is not equivalent to, or synonymous with, accreditation by an accrediting agency recognized by the U.S. Department of Education.

Vermont Disclosure

Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

In the event that a decrease in enrollment makes continuing a program academically non-viable or if the program is forced to close for any other reason, provisions will be made for students to continue the program at another site without additional cost to the student. If it is not possible to provide a completion alternative, students will be given a full refund of tuition and fees.

Virginia Disclosure

The State Council of Higher Education for Virginia has certified Nova Southeastern University to operate in Virginia. The physical location of NSU's main campus is
3301 College Avenue
Fort Lauderdale, FL 33314

The Huizenga School holds classes on-site in Virginia at the following location:
Northern Virginia Community College
30001 N. Beauregard Street
Alexandria, VA 22311

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