



UoNA UNIVERSITY OF
NORTH AMERICA

EDUCATION THAT TRANSFORMS!

Catalog 2010

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Non-Discrimination/Equal Employment Policy

The University of North America is an academic community built on respect for all persons. The university adheres to a strict policy of dignity, equality, and nondiscrimination regarding the treatment of individual faculty, staff, and students. In accord with federal law and applicable Commonwealth of Virginia statutes, the university does not discriminate on the basis of race, color, religion, sex, national origin, ancestry, age, disability, or veteran status in employment or in any program or activity offered or sponsored by the university.

The university maintains a grievance procedure incorporating due process available to any person who believes he or she has been discriminated against. Inquiries concerning the grievance procedure or compliance with federal and commonwealth laws and guidelines should be addressed to the President.

Approval to Operate

*The University of North America is certified by the
State Council of Higher Education for Virginia to operate in Virginia.*

Transferability of Credit

The courses and programs offered by the University of North America are fully equivalent to those offered by other institutions of higher education. That said, each institution makes its own determination of the transferability of credits earned at another institution. Students are advised to contact the institution to which they intend to transfer as to the transferability of specific courses and programs.

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University Calendar

Fall 2009 Term

October 24	Saturday	Classes begin
November 11	Wednesday	Veteran's Day – no classes
November 26-29	Thursday-Sunday	Thanksgiving holiday – no classes
December 20	Sunday	Last day of classes for the term

Winter 2010 Term

January 23	Saturday	Classes begin
March 28	Sunday	Last day of classes for the term

Spring 2010 Term

April 5	Monday	Classes begin
May 31	Monday	Memorial Day – no classes
June 27	Sunday	Last day of classes for the term

Summer 2010 Term

July 6	Tuesday	Classes begin
September 6	Monday	Labor Day – no classes
September 26	Sunday	Last day of classes for the term

Graduation	Saturday	October 2
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Fall 2010 Term

October 1	Friday	Classes begin
November 11	Thursday	Veteran's Day – no classes
November 25-28	Thursday-Sunday	Thanksgiving holiday – no classes
December 19	Sunday	Last day of classes for the term

A Message from the President

To All Prospective Students --

On behalf of the faculty, staff, and administration of the University of North America, I am delighted to welcome you to our learning community. The university was founded to provide students a solid education, grounded in theory and focused on application to the latest problems and issues in business, government, and industry. Our programs have been specifically prepared to do that for you.

Any university can prepare you for your first job. UoNA helps prepare you for your second. We accomplish this by two major features that make your university unique – our integrated international focus and a curriculum that provides breadth as well as depth. Faculty members, students, cases studied, problems addressed, and reference materials all bring an international focus into the classroom every day. At UoNA you will have the opportunity to explore the globalizing marketplace and understand the similarities and differences that exist around the world. In addition, you will come to appreciate the cultural, historical, and social contexts within which business and technology operate. These two features are what distinguish a UoNA education and provide graduates with the skills needed to become leaders in business and industry.

In summary, the university's motto is "Education that transforms," and that is our goal for each student. I urge you to make full use of the resources that are available to you as you progress toward your degree. Welcome to the University of North America.

Sincerely,

Ben

Benjamin G. Davis, Ph.D., D.Min.
President

The University of North America – Education that Transforms

History

The University of North America (UoNA) was founded by an experienced team of educators and administrators. The goal of the university is to provide students with an outstanding, integrated education that links the latest in academic theory with the latest in real-world applications. Being new, the university has built a curriculum based on contemporary issues faced by leaders in the international workplace. Courses, programs, and resources have been specifically designed for this process.

While the university has only been in existence for a few years, the administration and faculty are highly experienced. The members of administrative leadership team have served in high-level positions in academia, government, and industry. Likewise faculty members have extensive experience with on-line, on-ground, and blended education both in the United States and abroad. Because class size is kept intentionally small, students benefit from one-on-one interaction with these internationally-recognized experts.

The University's Name

The name of the university reflects its current and planned mission and reach. Located adjacent to the nation's capital, the university serves students from across the globe. The university is supported by the strong relationships it has with Girne American University (Girne, North Cyprus, and Canterbury, England) and London International College (London, England). Further, Girne American University has entered into an agreement to offer dual degrees with our university, demonstrating its support of our operations. Finally, our university offers degree programs in both on-line and on-ground modalities, making its reach truly global.

Mission, Philosophy, and Goals

The mission of the University of North America is to provide a high quality education that is student centered, that unifies theory and practice, and that is international in scope.

The university emphasizes high quality education that is accessible to adult learners in the global community, regardless of background, to enable them to succeed in their careers. This goal is achieved as the university provides an advanced education for adult learners that cultivates growth and development in the professional and personal lives of learners. This education is offered in both on-line and classroom formats to facilitate access. UoNA brings highly qualified faculty that have active careers in high tech industries, business, and government into contact with highly motivated students to create a stimulating learning environment. Through its outcome assessment process, the university continually adapts its curricula to reflect the constant change in the high tech, global environment. With its focused teaching, UoNA bridges the gap between the theoretical learning of traditional disciplines and the applied knowledge required to give individuals with a comprehensive understanding and a competitive advantage in today's global society.

The core values of UoNA are academic quality, educational access, and student success. Currently, UoNA's degree programs focus on computer science, information technology, and business disciplines, leading to Masters and Doctoral degrees, all supported by a broad understanding of the cultures in which these disciplines function.

Institutional Objectives

- To provide academic quality through rigorous academic standards with a commitment to interactive, effective learning for adults;

- To create a student-centered environment accessible to individuals of diverse ages, cultures and socioeconomic backgrounds;
- To provide the means necessary for students to achieve their career and professional goals by providing a supportive learning environment;
- To sustain a personalized approach to education through small classes and close relationships among faculty and students;
- To grant access to all desiring, qualified students to higher education;
- To develop educational programs that join theory and practice and instill in students the spirit of systematic inquiry;
- To promote international perspectives in the curriculum and among students and faculty;
- To educate diverse populations locally, regionally, nationally, and internationally.

Programs and Credentials Offered

The university offers a select group of focused programs designed to provide a high quality, theoretically-sound, industry-ready education to students from around the world. All of the university's degree programs are available in both on-line and classroom-based modalities. The programs and specializations offered are:

College of International Business and Management
 Master of Business Administration
 Health Care Administration
 Hospitality Management
 Human Resource Management
 Information Technology
 Leadership
 (MBA with no specialization)
 Doctor of Business Administration
 Certificate in Strategic Planning
 Certificate in Global Management
 Advanced Certificate in Global Management

College of Technology
 Master of Information Technology
 Master of Computer Science
 Certificate in Managerial Technology

English Language Programs
 Certificate in English as a Second Language

International Nurse Certification Training Program (INCT)

Facilities and Equipment Overview

The university is headquartered in Vienna, Virginia, adjacent to Tysons Corner, and in the middle of the nation's second largest center for high tech industries. The full range of student services is available. Library services are provided 24 hours per day, seven days per week through the Library and Information Resource Network (LIRN), a system that permits students to access journals and books from any location in the world with Internet access, not just in the university's Library. Classes are held at the administrative center as well as at nearby locations for the convenience of commuting students. The university's computer hardware and software are literally the latest available in higher education, and students may access computer facilities on site during all open hours.

Organizations and Associations Related to UoNA

The university is a founding member of the Global Education Network Alliance (GENA), an organization of universities around the world. GENA's charter is to provide a forum for internationalization, innovation, quality assurance and program coordination. UoNA developed the curriculum for implementation by GENA members.

The university is a partner with Girne American University (GAU), one of Europe's leading comprehensive universities. GAU is fully accredited by the European Council for Business Education (ECBE) and the International Association of Colleges for Business Education (IACBE). GAU has entered into a partnership with the University of North America to award dual degrees. The curriculum of UoNA underwent a rigorous assessment by the Girne American University academic leadership team in this process. The result of this partnership is that when a student graduates from UoNA, he or she may also be awarded an equivalent accredited degree by Girne American University. A fee to cover the additional costs of this option is assessed for this service.

The university maintains a coordinative relationship with London International College (LIC), an institution with a long history of serving students from around the world. With its Oxford Street location, LIC provides a solid grounding in academic subjects within walking distance of London's international financial center. LIC has entered into a relationship with UoNA that allows students to complete course work at either university toward a final degree.

Girne American University
University Drive
Girne, TRNC via Mersin 10 Turkey
Phone: +90 (392) 650 2000
FAX: +90 (392) 650 2062

London International College
147 Oxford Street
London, W1D 2JE, England
Phone: 0207 734 6420
FAX: 0207 287 9171

Student Services

Grades and the Grading System

Grading System – The university operates on a semester basis with four semesters per calendar year and awards grades on the standard four point scale with an “A” grade representing superior work on the part of the student.

A	4.0	Superior
A–	3.7	Excellent
B+	3.3	Very Good
B	3.0	Good
B–	2.7	Acceptable
C+	2.3	Marginal
C	2.0	Poor
C–	1.7	Very Poor
F	0	Failure
I		Incomplete
S		Satisfactory
U		Unsatisfactory
W		Withdrawal

Grade Point Average Required to Graduate – In order to graduate from the university, a student must achieve an overall grade point average (GPA) of at least a 3.0 in all work completed while in attendance at the university. Should a student repeat a course, only the latest grade received is used in making the calculation. Grades earned at another university are not included in the calculation of the overall GPA.

Required Grades for Satisfactory Academic Performance – An overall grade point average of 3.0 is required in order to graduate from the university, and students must make reasonable progress toward the achievement of this standard. In order to demonstrate satisfactory progress toward this requirement, the following grade point average must be achieved during the student’s program:

Degree Level	Percent of Coursework Completed	Minimum GPA
Master’s	25% (9 credit hours)	2.50
Master’s	50% (18 credit hours)	2.75
Master’s	75% (27 credit hours)	2.90
Master’s	100% (36 credit hours)	3.00
Doctoral	25% (14 credit hours)	2.60
Doctoral	50% (27 credit hours)	2.80
Doctoral	78% (all coursework with the exception of dissertation courses)	3.00

Probation Policy – If a student does not achieve the minimum grade point average required for satisfactory academic progress, he or she will be placed on probation for the following term. The student’s advisor will meet with the student to help determine what impediments have prevented the student from achieving the required grades and to help the student develop a process for meeting the requirements. If at the end of the probationary semester the student has made progress and has increased his or her overall GPA but has not met the minimum standard, he or she will be continued on probation for one additional semester. By the end of the second semester on probation, the student must have achieved the minimum GPA requirement or he or she will be placed on academic suspension and will be required to take one semester away from the university. At the end of the one semester suspension, the student may apply for re-admittance and, unless there are extenuating circumstances, will be permitted to re-enroll. Failure to maintain academic progress after readmission may result in academic dismissal.

Criteria for Dismissal for Unsatisfactory Grades, Behavior, or Attendance – As noted in the previous section, should a student not return to regular status following two semesters on academic probation, he or she will be suspended from the university for one term. The student should meet with his or her advisor to identify problems that can be overcome during the term of the suspension in order to assure academic success on returning to the classroom.

The university is a community. As such, normal rules of respectful behavior on the part of students, faculty, and staff are expected. Should a student's conduct fall beyond the bounds of respectful behavior, he or she will be counseled and, depending upon the severity of the situation, may be suspended from the university for a semester or dismissed. In order to be re-admitted to the university, the student must demonstrate to the university's satisfaction that the problematic behavior will not recur. Further violation of this policy will be subject to disciplinary action, up to and including expulsion.

All students must maintain proper attendance in order to remain in good standing with the university. Attendance records are maintained for all students. For more information, please refer to the "Attendance in Classes" section of this catalog.

If an international student reduces or drops below a full course of study without authorization, the student is in violation of his or her F-1 visa status, in which case, the student's SEVIS record must be terminated.

Understand the Importance of Maintaining Your Status – It is important for international students to understand the concept of immigration status and the consequences of violating that status. Awareness of the requirements and possible consequences will make it more likely that you can avoid problems with maintaining your status.

Failure to maintain status can result in arrest, and violators may be required to leave the United States. Violation of status also can affect the prospect of readmission to the United States for a period of time: most people who violate the terms of their status are barred from lawfully returning to the United States for years.

Recognize and Avoid Status Violations – By violating the requirements that govern your immigration status, you may jeopardize your ability to remain in the United States as a student or exchange visitor. Examples of violations include the following:

- Failure to enroll by the date specified on your UNA issued I-20.
- Unauthorized employment during your stay.
- Failure to leave the United States following completion of your program or program-related employment.
- Failure to maintain a full course load without prior authorization for a reduction from your UNA Designated School Official (DSO).

Please note that this is not a complete listing of potential status violations. Check with your DSO for more information. Non-immigrant students who fall out of status for reasons beyond their control *may* be eligible to apply for a reinstatement of status. The student in this situation must work with the school or program official to determine if reinstatement is an option.

International Student Transfers – International students on a UoNA-issued I-20 who wish to transfer from the University of North America to another institution will incur a fee of \$500 if they do so prior to the completion of 18 semester credits as stated in their signed enrollment agreement.

Readmission Following Academic Dismissal – A student who has been dismissed from the university as a result of poor academic performance must take one semester away from the university. It is expected that the student will use the semester away from the university to resolve whatever issues

hindered his or her performance. The student will be eligible for readmission to the university after one semester away. To be readmitted, the student must meet with an Admissions Advisor who will assist with the re-registration process.

Distribution of Grades – Semester grades are distributed within two weeks after the last day of the semester. Grades are mailed to the address on file with the Registrar, so students are encouraged to maintain their records in correct form.

Student Records

Maintenance of Student Records – Academic records, i.e., the student's transcript, are maintained in perpetuity. Other student information is maintained for a five year period following the student's last semester of attendance after which the records are destroyed.

Confidentiality Policy – The university is committed to the maintenance of confidentiality of all student information. Except as required by law, no student records or information other than dates of attendance will be released to any person or entity without the express, written, signed consent of the student.

Release of Transcripts – A student transcript will be released within three days of a written request accompanied by the appropriate fee. Requests are to be submitted to the Registrar. Transcripts will not be released when a student is in arrears in his or her financial affairs with the university. A transcript required in fewer than three days may be requested at a higher fee.

Student Right to Know – The University of North America will be pleased to publish information regarding its graduation and completion rates. The Student Right to Know Act requires that institutions that receive federal Title IV funds provide information regarding institutional graduation rates, athlete graduates, financial assistance awarded, and crime statistics. While the university does not yet award Title IV financial assistance, it will none-the-less provide such information to students and the public. Finally, as a new institution, the university has yet to have had a graduating class, and data are not available at the time of the publication of this catalog.

Student Rights, Privileges, and Responsibilities

Overview – Students have all the rights normally accorded to members of a community of scholars – the right to free inquiry, the right to the free expression of ideas, and the right to be free of intimidation and harassment. In exchange for these rights, students are expected to respect these rights for their fellow community members.

It is the responsibility of all students to know and comply with the academic and community life policies of the university. Among these responsibilities are:

- registering for classes in a timely manner
- paying tuition and fees on time
- completing all admission requirements including any conditions that have been applied
- attending and being on time for classes
- submitting required class work on time
- abstaining from the use of alcohol, illegal drugs, and tobacco products while on campus
- keeping a copy of all submitted work in any medium
- maintaining up-to-date address, telephone, and e-mail information with the Registrar
- regularly meeting with an advisor
- dressing appropriately (business casual attire) for classes
- exhibiting complete academic honesty, and
- displaying civil behavior and attitudes to other community members

Expected Conduct of Students – As noted above, students are expected to behave and treat others on campus as professional scholars. Students attend the university from all parts of the world and from many varied backgrounds. This diversity provides a rich environment for the free exploration and expression of ideas, and students are expected to participate fully and to uphold the right of others to do the same. Breaches of this scholarly ethic will be taken seriously by the university. Students who violate the canons of appropriate behavior will be counseled by a member of the administration. Should repeated violations of civil conduct occur, the student may be suspended or expelled from the university. The suspended student may make application for re-admission after one term away from the university.

Campus Security Act Information – The university is located in a safe, suburban environment. None-the-less, students are urged to take appropriate precautions to remain safe and to avoid potential problematic situations. Students are to report to the Vice President for Facilities and Technology all known or suspected crimes that occur on campus. In a written report, students are asked to include the following information: the name of the person reporting the crime, the nature of the crime, the time and place of its occurrence, and the victim(s), if any, of the crime. Information regarding crimes in the area surrounding the university's campus is available through the Vice President for Facilities and Technology. All crimes involving university students are to be reported to the Vice President as well as to Fairfax County police.

Career Advising and Placement Services

The purpose of the university is to prepare graduates for productive professional careers. As such, assistance with career guidance and job placement is available to all students. Students seeking employment while enrolled are directed to meet with the Director of the Co-operative Education Program. Placement assistance for graduates is provided through the offices of the Deans of both colleges of the university. Students are encouraged to meet with their respective Dean to discuss their career plans and to maintain on file in the Dean's office a copy of their latest resume.

Library and Information Services

Consonant with its mission as a 21st Century educator, the university has established a comprehensive electronic Library and Information Service for students and faculty members alike. Through the university Library (the electronic Library and Information Resource Network [LIRN]), students may access periodicals and books in electronic format from anywhere in the world. In addition, students have access to a 24 hour per day, seven day per week Reference Librarian to assist with information search needs. Access to the Library and the Reference Librarian is through a student access code provided by the university. The university maintains a small reference collection on site for access during class periods.

Attendance in Classes

Attendance – Complete attendance in all classes is considered to be essential by the university. Without attendance and participation in classes, the student not only loses out on the benefits of interacting with other students as well as the faculty member but denies other students his or her insights.

Absence Policy – Students are expected to attend all classes or participate fully in the electronic classroom. There is no such thing as an “excused absence;” either the student is present or the student is not. Education is a communal activity, and a high degree of student-to-student and student-to-faculty interaction is a part of the UoNA educational model. Should a student be required to miss class because of an emergency, all work missed should be made up by the next class session. A student will be withdrawn after missing three (3) instructional days and/or a maximum of 25 percent of the class sessions.

Leaves of Absence – Should a student wish to take a semester away from the university, he or she must request a leave of absence. This leave must be requested in writing. Without a written request, a student who fails to return to the university will be considered to have withdrawn and will be required to reapply should he or she wish to seek readmission. International students are strongly urged to meet with the Designated School Officer (DSO) regarding their immigration status prior to planning any leave of absence.

Tardiness to Class – Students who miss more than 25% of any class session whether through late arrival or early departure or a combination thereof are considered to be absent for that day.

Co-operative Education Program

It is the university's goal that students maximize their learning while enrolled. For many students, this involves a co-operative learning experience in which they are simultaneously enrolled in a degree program and participate in directed, program-related employment. The university's Co-operative Education Program (CEP) makes this a possibility.

Co-operative Education is an academic program. In the Co-operative Education Program, students are permitted to work in a professional position that is directly related to their academic program and to use the funds earned for educational and personal living expenses. CEP staff members assist students in finding a position related to their academic field. The university provides monitoring and mentoring of students and their employers in the program.

Students must enroll in two specific academic courses as a part of their co-operative education experience, COOP 500 and COOP 510. COOP 500 serves as an introduction to the program and to the expectations that employers have for employees in the globalizing and diverse American workplace. This course is taken during the student's first semester in the Co-op Program. COOP 510 is taken each semester that the student participates in the Co-op Program and serves as the link between the academic program and the work experience. Satisfactory completion of each course is required for a student to be able to continue in the Co-operative Education Program.

Students must maintain a 3.0 grade point average to be able to participate or continue in the Co-operative Education Program.

Health Insurance

Students are required to maintain a health insurance policy while enrolled at the university and must present evidence of this insurance at the time of registration. For those without their own insurance, the university has made arrangements with an insurance company to make available this insurance at a low cost to students.

Grievance Policy

It is the intent of the university to provide and maintain a collegial atmosphere in which the search for knowledge and the free expression of ideas is respected by all members of the community. Should differences or grievances arise, the university will endeavor to facilitate their resolution as quickly and fairly as possible. The University of North America will fully investigate all complaints and grievances and will maintain confidentiality to the extent it can given its responsibility to investigate the complaints. The university encourages the resolution of any grievance at the lowest level possible.

The university is committed to the resolution of all complaints as it seeks to improve its services to students. There will be no retaliation in any form taken against a student who files a grievance at any level concerning the university, and all information will be handled with the strictest confidentiality.

If a student has a concern regarding an academic issue, the procedure is:

1. Meet with the faculty member involved and attempt to resolve the issue.
2. If the issue remains unresolved after an attempt by the student and faculty member, the concern should be taken to the Dean of the college in which the course resides. The Dean will not intervene in any case or meet with a disputant regarding the situation until the student and faculty member have met and reached an impasse.
3. If the student or faculty member is dissatisfied with the outcome of the meeting with the Dean, the issue may be taken to the Director of Academic Affairs. The Director of Academic Affairs will not intervene in any case or meet with a disputant regarding the situation until the student has met with the Dean and reached an impasse.

If a student has a concern regarding a non-academic issue, the procedure is:

1. Meet with the staff member involved and attempt to resolve the issue.
2. If the issue remains unresolved after an attempt by the student and staff member, the concern should be taken to the supervisor of the staff member. The supervisor will not intervene in any case or meet with a disputant regarding the situation until the student and staff member have met and reached an impasse.

Should a complaint or grievance remain unresolved, it may be referred to the Director of Student Services who will appoint a three person committee to review the case and make a recommendation to President. The decision of the President in such cases is final.

If the student complaint cannot be resolved after exhausting the university's grievance procedure, the student may file a complaint with the State Council of Higher Education for Virginia. The student should submit written complaints to:

State Council of Higher Education for Virginia
Private and Out-of State Postsecondary Education
101 N. 14th Street, 9th Floor
James Monroe Building
Richmond, VA 23219

Admission Procedures and Policies

Overview

The University of North America is a multicultural, multi-program university that places a strong emphasis on service for its students. Admission to the University of North America is based on equal opportunity and open access to all interested candidates of diverse backgrounds that are interested in furthering, improving, and/or changing their education and professional career. It is the goal of the university to make as seamless as possible entry into the programs it offers. To this end, Admissions Advisors and College Deans work with applicants to assure that they are guided into a program that will best meet the student's needs.

The University of North America is committed to fulfilling its mission without discrimination on the basis of race, color, national origin, religion, age, sex, gender, sexual orientation, disability, or veteran status. The University of North America is guided by the Family Educational Rights and Privacy Act of 1974 (FERPA).

Admission Policies and Entrance Requirements

The process for admission to the university is designed to assist students in making the entrance into graduate study as smooth as possible. Each candidate for admission will receive a personal assessment of his or her background with a focus on providing the guidance necessary for a sound selection.

For Master's degree programs, applicants must –

- Have a solid undergraduate record. A minimum GPA of 2.75 on a 4.0 scale is required for full admission. Applicants with a GPA below 2.75 may be admitted to the university as a conditional student.
- Complete the university's application form.
- Submit a personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Submit a non-refundable application fee of \$100.00 (electronic payment, check, or money order payable to "The University of North America") in U.S. currency.
- Submit a copy of a form of identification (either a current passport or your birth certificate) and, for Permanent Residents, a copy of the Green Card.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials and meet the minimum requirement.
- Submit official transcripts of all post-secondary work completed. All international transcripts must be evaluated by a transcript evaluation service approved by the university.

The results of the Graduate Management Admissions Test (GMAT) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.

For the Master of Business Administration and the Master of Science in Information Technology, students who have not completed the equivalent of a Bachelor's degree in a closely related field will be required to complete up to three preparatory courses to assure readiness for the rigors of graduate study.

For the Doctorate, applicants must –

- Have a solid undergraduate record. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement. A minimum GPA of

- 2.75 on a 4.0 scale is required for full admission. Applicants with a GPA below 2.75 may be admitted to the university as a conditional student.
- Have earned a Master of Business Administration (MBA) degree or another Master's degree in a closely related field. Again, a record of academic accomplishment is expected.
 - Have demonstrated success in the operation of a business, not-for-profit organization, or government agency.
 - Submit a personal statement of his or her reason for pursuing a doctoral degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
 - Submit a non-refundable application fee of \$100.00 (electronic payment, check, or money order payable to "The University of North America") in U.S. currency.
 - Submit a copy of a form of identification (either a current passport or your birth certificate) and, for Permanent Residents, a copy of the Green Card.
 - Candidates whose undergraduate and graduate degrees were completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials and meet the minimum requirement.
 - Submit official transcripts of all post-secondary work completed. All international transcripts must be evaluated by a transcript evaluation service approved by the university.

The results of the Graduate Management Admissions Test (GMAT) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.

Students who have not completed the equivalent of an MBA may be required to complete up to four preparatory courses to assure readiness for the rigors of doctoral study.

International Student Admission – The university is authorized by the Student and Exchange Visitor Program (SEVP) to issue I-20s to students admitted to one of its programs.

Acceptance of Credit for Prior Work – The university will accept for transfer into a Master's degree program up to 15 credit hours. A maximum of six credit hours may be accepted for transfer into a doctoral program. In order for a course to be transferred, it must have been completed within the past five years; must have been taken at a regionally, nationally, or internationally recognized university; and have a minimum grade of a "B." All credit transfers must be approved by the College Dean. Transfer credit greater than that prescribed above may be granted in exceptional circumstances but only with the written approval of the President.

At the Master's degree level, all students are required to complete MGMT 510 and TECH 510 as well as the Capstone Course at the university. No substitutions are permitted for these courses. At the Doctoral degree level, all Dissertation courses must be completed at the university.

Admission and Notification Procedures – All applicants will receive a complete assessment of their admission materials as soon as all items including official copies of all transcripts for post-secondary work completed. The university will permit a new student to enroll in a program based on the provision of unofficial transcripts. However, official, evaluated transcripts must be received by the university prior to the end of the first semester or the student will be dismissed. When the review process has been completed, applicants will be notified by the Admissions Office of the decision. If the applicant has requested the transfer of any prior college credits into the program, the applicant's materials will be forwarded to the program Dean for review.

Applicants will be notified of the admission decision electronically, at the e-mail address provided. A hard-copy of the admission letter will also be forwarded to the applicant. The applicant will be requested to acknowledge his or her decision to attend the university. A \$350.00 refundable tuition deposit is due at this time. On enrollment, this deposit will be credited toward the student's first semester tuition. Should the student not enroll in UoNA, this deposit will be refunded.

Specific Program Requirements – For a review of the requirements for admission to any of the university’s programs, see the discussion of the program included in the Academic Programs section of this Catalog.

Application Deadlines – All application materials must be received no later than 10 days prior to the start of the semester in order to allow sufficient time for a complete review. Students residing in countries other than the United States must submit materials at least three months prior to the start of the semester in order for the U.S. Embassy to have enough time to schedule and complete the required interview.

English Language Requirement – Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) or IELTS scores as a part of their admissions materials. Based on their facility with the language, students will enter the program of the university designed to maximize their success. The following table identifies which of the university’s programs a student will enter based on his or her test score.

	TOEFL-iBT	TOEFL Computer Based	TOEFL Paper-Based	IELTS
Admission directly into an academic program	≥79	≥213	≥550	≥6.5
Provisional admission; placement In Graduate Level Preparatory English	71 – 78	197 – 212	527 – 549	6.0
Admission to an ESL Program	<71	<197	<527	<6.0

Financial Information

Tuition and Fees

Tuition and fees are established annually by the university. Effective July 2010, the tuition and fees are:

University of North America Program Fees

Tuition per credit hour	Master's degree programs	.	\$ 550.00
	Doctoral program	.	\$ 650.00
Directed Research course fee in addition to tuition		.	\$ 200.00
Co-operative Education Program fee		.	\$2,000.00
Student tuition deposit (applied to tuition payments)		.	\$ 350.00
Early transfer fee (international students prior to completion of 18 credits)		.	\$ 500.00
Audit fee per credit hour		.	\$ 200.00
Application fee (non-refundable)		.	\$ 100.00
Registration fee per semester		.	\$ 100.00
Late registration fee		.	\$ 150.00
Graduation fee		.	\$ 200.00
Transcript fee		.	\$ 5.00
Emergency transcript fee (plus any shipping cost)		.	\$ 10.00

English Language Course Fees

Application fee		.	\$ 50.00
ESL Placement Test fee		.	\$ 25.00
Intensive ESL Program (12 week session)		.	\$2,400.00
Semi-intensive ESL Program (12 week session)		.	\$1,500.00
	(6 week session)	.	\$ 750.00
Intensive ESL Elective Courses (12 week session)		.	\$ 528.00
	(6 week session)	.	\$ 264.00
Intensive TOEFL-iBT Preparation Course (6 week session)		.	\$1,180.00
Diplomatic/Business English Courses (6 week session)		.	\$1,000.00
Diplomatic/Business English Elective Courses (6 week session)		.	\$ 750.00

International Nurse Certificate Training Program

Total program cost		.	\$8,600.00
Application fee		.	\$ 100.00

- * The tuition deposit is required of all admitted students and will hold the student's place in classes. The deposit is applied in full to the first semester's tuition. Once an international student has been accepted and the tuition deposit has been paid, an I-20 will be issued. Should an international student not enroll, the deposit, less a \$100.00 international document processing charge will be refunded within 30 days.

The university reserves the right to adjust tuition and fees as necessary to maintain a sound program for students. Any changes in fees will be announced as far in advance as possible.

Payment of Fees

As a part of the process of receiving an F-1 visa, students must be able to demonstrate to U.S. embassy officials that they have sufficient funds to pay for the complete first academic year (18 semester credit hours) of attendance at the university. The tuition and registration fee must be paid at the time of registration for the term. No payment plan is available for the first academic year of a student's program.

Cancellation Period

The university makes every effort to assure that applicants are properly counseled and admitted into the school's programs. Should, however, an applicant decide to cancel his or her enrollment within three (3) days of admission (excluding weekends and holidays), the university will refund all monies paid with the exception of the non-refundable application fee.

Refund Policy

Should a student withdraw from an academic course of the university, the following refund policies prevail:

1. If an enrolled student cancels, by written notice, his or her enrollment following the three day Cancellation Period but prior to the first day of the semester for which application was made, all tuition monies paid will be refunded less a \$100.00 withdrawal fee.
2. A student who enters school but withdraws during the first 1/4 (25%) of the period is entitled to receive as a refund a minimum of 50% of the stated cost of the course or program for the period.
3. A student who enters a school but withdraws after completing 1/4 (25%), but less than 1/2 (50%) of the period is entitled to receive as a refund a minimum of 25% of the stated cost of the course or program for the period.
4. A student who withdraws after completing 1/2 (50%), or more than 1/2 (50%), of the period is not entitled to a refund.

Should a student withdraw from an English Language course of study, the following refund policies prevail:

1. A student who enters the school but withdraws or is terminated during the first quartile (25%) of the program shall be entitled to a minimum refund amounting to 75% of the cost of the program.
2. A student who withdraws or is terminated during the second quartile (more than 25% but less than 50%) of the program shall be entitled to a minimum refund amounting to 50% of the cost of the program.
3. A student who withdraws or is terminated during the third quartile (more than 50% but less than 75%) of the program shall be entitled to a minimum refund amounting to 25% of the cost of the program.
4. A student who withdraws after completing more than three quartiles (75%) of the program shall not be entitled to a refund.

Refund Policy – Coop Program Fee

In order to assist students with the integration of academic theory into practical applications in the workplace and to help students to offset the cost of tuition, the university has established a Co-operative Education Program. This program assists students with placement in a position that is directly related to their field of study. Students are employed by corporations and agencies which pay directly for the work completed. All earnings are the student's to pay for education and living expenses. A one-time fee is assessed for this option to provide the program-long set of services required to assist students and to

coordinate the integration of the academic-work experience. The university's standard tuition and fees are applied to the Co-operative Education courses taken in the program.

In providing the framework and staff for the Co-op Program and in building the corporate relationships that provide jobs for co-op students, the university incurs significant costs. The Co-op Program Fee covers a portion of these costs. This Co-op Program fee must be paid prior to the first day of the COOP 500 course. Refunds of this fee are made in accordance with the following structure:

- From initial enrollment in the Co-op Program but before the last day of the COOP 500 course, 50% of the Co-op fee will be refunded.
- After the completion of COOP 500, none of the Co-op fee will be refunded.
- COOP 500 and COOP 510 course tuition refunds are made in accordance with the standard university course tuition refund policy as stated above.

Financial Assistance

The university is committed to making quality graduate education available to all qualified students. As a result, the university has appropriately structured its programs and has established a number of financial assistance programs to make certain that cost is not a barrier to deserving students.

Tuition Payment Plan – Students may spread the cost of tuition over the length of the semester. A payment of one half of the tuition cost is due at the time of registration with the balance due no later than two weeks before the end of the semester. Arrangements for a tuition payment plan may be made each semester. There is a \$75.00 fee for a tuition payment plan, and interest on the outstanding balance is charged at the rate of 1% per month. A tuition payment plan is not available during the student's first academic year (18 semester credits) at the university.

Academic Programs

Overview

The purpose of the university is to help students learn. The university does not presume that it can coerce students into learning, so it has carefully constructed its academic programs to be sequential in nature, building on the skills and abilities students already possess, and grounded in applied theory. The emphasis of the university is on instruction first. Unless students learn and grow, the university has failed in its primary mission. Secondly, the university staff and faculty members participate in ongoing research and writing in their fields as well as offering their abilities for public service to the local and wider communities.

Linkage to the University's Mission

The university's mission is clear: *The mission of the University of North America is to provide a high quality education that is student centered, that unifies theory and practice, and that is international in scope.* The university focuses on offering a high quality education through the use of the latest in curricular strategies and materials and by bringing extremely well qualified faculty members into the classroom. These faculty members all hold advanced degrees and have both taught in higher education and have worked in industry, government, and the not-for-profit sectors. The faculty members know which theories work and which need modification when they enter the real world. This knowledge is imparted to students both in the classroom and through assignments and projects that result in broad professional growth and development. Throughout, the university brings an awareness of the international dimension to business, technology, and cultures today. Internationally-oriented projects are a part of most courses, and faculty members have been drawn from many countries of the world in order to bring the world into the classroom.

The university's goal is to make education available in a manner that is most accessible to each student. Thus, all UoNA programs are offered in an on-line modality. All programs are also offered in a classroom setting at the university's facilities.

Degrees Offered and Graduation Requirements

Specific details regarding individual courses and graduation requirements are provided below in the section "Programs and Course Description." In brief, the following describes the programs available through the University of North America:

Master of Business Administration (MBA)

36 credit hours in program courses including a six credit capstone project

Master of Science in Computer Science (MSCS)

36 credit hours in program courses including a six credit capstone project

Master of Science Information Technology (MSIT)

36 credit hours in program courses including a six credit capstone project

Doctor of Business Administration (DBA)

54 credit hours in program courses beyond the Master's degree including a dissertation

Contact Hours

For classroom-based courses, the university typically adheres to 15 contact hours of instruction as equal to one academic credit hour. Obviously this standard does not hold for on-line courses or for blended courses which are a combination of traditional classroom teaching and on-line learning.

Instructional Methodologies

The university employs a variety of teaching techniques dependent upon the nature of the subject matter, the experience level of the specific group of students being taught, and the delivery modality. The goal of each course is to assist each student in the mastery of material in a way that makes the material relevant and useful in his or her profession. Lectures, discussion, interactions, projects, and team exercises are some of the methods faculty members use in working with students.

Moodle Learning Management System

In order to facilitate access all course materials for every student regardless of program or modality, the university has adopted the Moodle Learning Management System. Through the Moodle system, students have access to all materials related to each course from anywhere in the world on a 24 hour per day, seven day per week basis. Included are the course syllabus, individual class assignments, links to related media and documents, and reference materials.

Faculty Availability

All faculty members are accessible for student contact outside regular class hours. In addition to posted office hours, faculty members provide students with their e-mail addresses for contact should a question arise that needs to be addressed. Students are welcome to contact their faculty members at any time for clarification or additional direction.

Academic Support Services

Unless students succeed, the university has failed. To help assure student success, academic support services are available to assist each student to maximize his or her learning. Help sessions are scheduled by the college Deans to provide a forum for students to deal with course-specific academic questions. These help sessions are staffed by senior faculty members who assist students with both understanding course content and with demonstrating their learning through well-crafted papers and presentations. English language skill development assistance is also through the university's English Language program. Assistance with academic, business/technical, and conversational English is available to help students to function smoothly in school and at work.

Assessing Program Quality and Success

Program assessment and modification is an ongoing activity at the University of North America. At the conclusion of each course, students complete a course evaluation that addresses both the content and the delivery of the course. Data from this survey are provided to program deans and to individual faculty members to help improve the classroom experience for students. Program completion surveys are provided to each graduate. The purpose of these surveys is to assess the overall curriculum and process of learning. The information from these surveys is instrumental in reviewing the structure and content of the curriculum so it can be adjusted as necessary to provide an integrated pathway to student success. Finally, student employers are surveyed regularly. Employers who participate in the university's Co-operative Education Program receive quarterly interaction and a review of their student-

employees by the program director, and the employers of UNA graduates are surveyed annually to assess how well prepared graduates are for the tasks they face on the job.

Co-operative Education Program

Co-operative Education is an academic program designed to enhance classroom learning. Through the university's Co-operative Education Department, students are assisted in obtaining a job that is directly related to their field of study. The earnings from this employment belong to the student and may be used to defray the cost of tuition and living expenses while in school.

Programs and Course Descriptions

Complete descriptions of the university's programs in business administration, technology, and English as a second language follow.

College of International Business and Management

Master of Business Administration (MBA) Program

Overview – The goal of the Master of Business Administration program is to prepare managers for leadership positions for industry, government, and the not-for-profit sector and to provide these leaders with a breadth and depth of knowledge that is supported by the ability to effectively address real world issues. On completion of the program, the graduate will be able to identify problems within an organization, specify the causes of the problems, develop an appropriate solution, and implement the change required. Further, graduates will be able to clearly and effectively articulate their approach and findings to both a technical and a lay audience in both written and oral forms.

The program has an international focus, and themes and cases drawn from all parts of the world are interwoven throughout.

Managers must be able to express themselves clearly and compellingly if they are to serve as leaders in businesses, government entities, and not-for-profit organizations. Thus, the program has a strong emphasis on the development and demonstration of the ability to communicate effectively in both written and oral formats. Students will be provided with opportunities in each course to develop and hone these skills.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this graduate program and of the probable contribution that the candidate will make to his or her organization after graduation.

Among the criteria that will be included in this assessment are:

- A solid undergraduate record in business administration or a closely related field. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement.
- The candidate's personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Management Admissions Test (GMAT) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials.
- Students who have not completed the equivalent of a four year Bachelor's degree in business will be required to complete up to three background courses to assure readiness for the rigors of graduate study. Those students with a three year bachelors degree will be required to complete a bridge program equivalent to a fourth year of study.

Program Structure – It is expected that students will take two courses per term throughout their programs. Participation in a co-operative work experience will be a part of the program to ensure that students are able to use their knowledge in the operation of a business entity and to help provide the funds necessary to cover the costs of graduate education.

The program length is 18 months, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 36 credits as follows:

6 credits of Foundation Courses

12 credits of Core Courses

12 credits of Elective Courses

6 credits in a Capstone Course

Program Sequence – The student must complete any required Background Courses prior to beginning the formal program. The initial and required two Foundation Courses have been designed to acquaint all students with the latest thinking and developments in management and technology as they affect business, government, and not-for-profit organizations. No student will be exempt from these courses. Students next move to a set of four Core Courses designed to provide the tools necessary to address the business problems that face organizations today. Having laid the foundation, students move to their own selection of four Elective Courses. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to equip them for their own career paths. Finally, each student completes the Capstone Course in which what has been learned in all of the student's program is brought together into a final project.

Background Courses *

ACCT 500	Foundations of Accounting (3)
MGMT 500	Foundations of Management (3)
ECON 500	Foundations of Economics (3)

Foundation Courses (6 credits) **

MGMT 510	Business in the Global Environment (3)
TECH 510	Technology in the Global Environment (3)

Core Courses (12 credits)

ACCT 520	Accounting for Decision Making (3)
MGMT 520	Principles of Management (3)
COMM 520	Managerial Communication (3)
QANT 520	Quantitative Methods for Managers (3)

Elective Courses (12 credits) ***

ACCT 525	Advanced Accounting Procedures
ACCT 530	Taxation and Financial Planning
ACCT 540	Comparative International Accounting Systems and Standards
ACCT 582	Corp. Structure, Purpose, and Accounting Methodologies
ECON 530	Economics for Managerial Decision Making (3)
FINS 530	Financial Institutions and Markets (3)
MGMT 530	The Legal Environment of Business (3)
MGMT 541	International Business (3)
MGMT 542	Principles of Global Management (3)
MGMT 551	Quantitative Methods for Business (3)
MGMT 555	Issues in Health Care Administration (3)
MGMT 557	Health Care Finance (3)
MGMT 558	Health Care Policy (3)
MGMT 560	Human Resource Management (3)
MGMT 561	Organizational Behavior and Ethics (3)
MGMT 563	Ethics of Managerial Leadership (3)
MGMT 566	Organizational Conflict Management (3)
MGMT 569	Recruiting, Compensation, and Evaluation (3)
MGMT 571	Operations Management (3)
MGMT 572	Strategic Planning and Management (3)
MGMT 573	Fundamentals of Project Management (3)
MGMT 580	Leadership in Management (3)

MGMT 584	Operations and Facilities Management (3)
MGMT 591	Small Business Management (3)
MGMT 598	Directed Research (3)
MKTG 571	Marketing Management (3)
MKTG 575	Marketing for the Hospitality Industry (3)
MKTG 580	Electronic Commerce (3)
TECH 580	Technology in the Business Enterprise (3)
TECH 582	Information Systems in Health Care Management (3)
TECH 585	Information Technology for Hospitality (3)

Capstone Course (6 credits) ****

MGMT 599	Capstone Management Project (6)
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Total: 36 credits

* Background Courses must be completed before advancing to Foundation, Core, or Elective courses. This requirement may also be met by the satisfactory completion of an equivalent undergraduate or graduate course at an accredited university, through CLEP or DANTES examinations, or by a portfolio documenting equivalent college-level learning.

** Foundation Courses must be taken during the student's first semester in the program (following any required Background Courses)

*** Elective Courses are offered on a rotating basis; not all courses will be available during any given academic year.

**** The Capstone Course and project must be completed during the last semester of the program.

Specializations – Students may select any four courses from the list of available courses as electives. Those who do so will be awarded the M.B.A. without a specialization. Students who wish to focus their elective courses may do so in one of seven areas of specialization. Students who do so will earn their M.B.A. with a Specialization and will complete the four courses required by the university for these areas. The specializations and the related required courses are:

Accounting Specialization Courses

ACCT 525	Advanced Accounting Procedures
ACCT 540	Comparative International Accounting Systems and Standards
ACCT 582	Corp. Structure, Purpose, and Accounting Methodologies
FINS 530	Financial Institutions and Markets

Finance Specialization Courses

ACCT 530	Taxation and Financial Planning
FINS 530	Financial Institutions and Markets
FINS 535	Financial Analysis and Firm Valuation
FINS 557	Corporate Financial Risk Management

Health Care Administration Specialization Courses

MGMT 555	Issues in Health Care Administration
MGMT 557	Health Care Finance
MGMT 558	Health Care Policy
TECH 582	Information Systems in Health Care Management

Hospitality Management Specialization Courses

MGMT 560	Human Resource Management
MGMT 584	Operations and Facilities Management
MKTG 575	Marketing for the Hospitality Industry
TECH 585	Information Technology for Hospitality

Human Resource Management Specialization Courses

MGMT 530	The Legal Environment of Business
MGMT 561	Organizational Behavior and Ethics
MGMT 566	Organizational Conflict Management
MGMT 569	Recruiting, Compensation, and Evaluation

Information Technology Specialization Courses

INST 522	Database Design and Processing
INST 534	Computer and Information Processing
MKTG 580	Electronic Commerce
TECH 580	Technology in the Business Enterprise

Leadership Specialization Courses

MGMT 561	Organizational Behavior and Ethics
MGMT 563	Ethics of Managerial Leadership
MGMT 566	Organizational Conflict Management
MGMT 580	Leadership in Management

Doctor of Business Administration (DBA) Program

Overview – The goal of the Doctor of Business Administration program is to prepare leaders for top-level positions for industry, government, and education and to provide these leaders with a breadth and depth of knowledge that is supported by the ability to effectively address real world issues. On completion of the program, the doctoral graduate will be able to provide real-world based leadership that is grounded in the latest theories to a wide range of business entities in the international marketplace. Further, graduates will be able to clearly and effectively articulate their approach and findings to both a technical and a lay audience in both written and oral forms.

The program has an international focus, and themes and cases drawn from all parts of the world are interwoven throughout.

Managers must be able to express themselves clearly and compellingly if they are to serve as leaders in businesses, government entities, and not-for-profit organizations. Thus, the program has a strong emphasis on the development and demonstration of the ability to communicate effectively in both written and oral formats. Students will be provided with opportunities in each course to develop and hone these skills.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this doctoral program and of the probable contribution that the candidate will make to the field of business administration after graduation.

Among the criteria that will be included in this assessment are:

- A solid undergraduate record. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement.
- A Master of Business Administration (MBA) degree or another Master's degree in a closely related field. Again, a record of academic accomplishment is expected.
- Demonstrated success in the operation of a business, not-for-profit organization, or government agency.
- The candidate's personal statement of his or her reason for pursuing a doctoral degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.

- The results of the Graduate Management Admissions Test (GMAT) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose graduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials.
- Students who have not completed the equivalent of an MBA may be required to complete up to four foundation courses to assure readiness for the rigors of doctoral study.

Program Structure – The program is designed as a cohort program – students enter with a group of other doctoral students and progress through the program as a unit. Through this approach, students will understand clearly the dynamics of groups and will develop interpersonal problem solving techniques crucial for success in the world of business.

Students take two courses per term until they reach the dissertation stage when each course must be completed sequentially.

The program length is 2¾ years, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 54 credits as follows:

- 30 credits of major coursework
- 12 credits of research courses
- 12 credits of dissertation courses

Program Sequence – If required, the student will complete from one to four doctoral-level Foundation Courses to equip him or her to succeed in the program. These courses must be completed before joining a cohort of fellow students and beginning the Major and Research course sequence.

The student completes Major and Research courses two at a time following a prescribed sequence.

When all Major and Research courses have been completed, the student takes a Comprehensive Examination. This examination consists of four equally weighted three-hour examinations given over a two day period. The areas of assessment on the Comprehensive Examination are:

- Management Theory
- Quantitative Research Methodology
- Operational Issues
- Financial Data Applications

The successful completion of all four portions of the Comprehensive Examination is required in order to advance to Candidacy status.

Once the student has advanced to Candidacy status, he or she moves to the preparation of a dissertation in an area of business administration of direct interest and relevance to the student. The dissertation must address two related issues –

- The student is expected to advance the boundaries of knowledge by the completion of this dissertation, and
- The dissertation must be designed to address a real-world problem or issue in an organization today.

To focus the efforts and direct the completion of the dissertation, students complete a series of four Dissertation Courses sequentially and one at a time. Completion of each course assures the student and the Dissertation Advisor that the student will accomplish the goals of the process in a timely manner.

When the dissertation has been completed and approved by the student's dissertation committee, a *viva voce* defense will be scheduled at which the candidate will present his or her issue, approach, and findings.

Foundation Courses *

DOCT 701	Accounting and Finance (3)
DOCT 702	Management (3)
DOCT 703	Managerial Economics (3)
DOCT 704	Quantitative Methods (3)

Major Courses (30 credits)

ACCT 721	Managerial Accounting and Information Systems (3)
FINS 765	Financial Decision Making (3)
MGMT 711	Law and Ethics for Business (3)
MGMT 722	Organizational Behavior and Human Resources (3)
MGMT 733	Operations Management (3)
MGMT 744	Advanced Concepts in Project Management (3)
MGMT 756	Management Theory (3)
MGMT 769	Strategic Planning and Decision Making (3)
MGMT 790	The History of Management Theory (3)
MGMT 799	Seminar in Management (3)
MKTG 788	Marketing Management (3)

Research Courses (12 credits)

RESH 710	Advanced Research Techniques for Business (3)
RESH 720	Statistics for Business (3)
RESH 730	Information Technology in Business Research (3)
RESH 740	Quantitative Methods (3)

Dissertation Courses (12 credits)

DISS 750	Concept Paper and Literature Review (3)
DISS 760	Methodology (3)
DISS 770	Dissertation Proposal (3)
DISS 780	Manuscript Preparation (3)

* Foundation Courses must be completed if the student has not successfully completed the equivalent of a Master's level course in each area identified. These courses are doctoral level exercises that are considered to be the equivalent of three credit hours, but the credits do not count toward the graduation requirement.

Required Course Sequence – This doctoral program has been designed as a coherent whole and not as a collection of courses to be completed. This being the case, program courses must be completed in the sequence shown below following the completion of any required Foundation Courses.

Term 1	MGMT 756 MGMT 711	Management Theory Law and Ethics for Business
Term 2	MGMT 722 RESH 710	Organizational Behavior and Human Resources Advanced Research Techniques for Business
Term 3	ACCT 721 RESH 720	Managerial Accounting and Information Systems Statistics for Business

Term 4	MKTG 788 RESH 730	Marketing Management Information Technology in Business Research
Term 5	FINS 765 RESH 740	Financial Decision Making Quantitative Methods
Term 6	MGMT 744 MGMT 733	Advanced Concepts in Project Management Operations Management
Term 7	MGMT 769 MGMT 790	Strategic Planning and Decision Making The History of Management Theory
Term 8	DISS 750	Concept Paper and Literature Review
Term 9	DISS 760	Methodology
Term 10	DISS 770	Dissertation Proposal
Term 11	DISS 780	Manuscript Preparation

Doctoral Completion Program – Students who have attended a doctoral program within the past seven years and who have completed substantially all of their pre-dissertation work may petition for special admission to the university. Students may be admitted into one of two programs:

1. Students who have completed all doctoral coursework at a previous university and who have been advanced to candidacy status will be designated as University Fellows. Each University Fellow will be assigned a dissertation advisor to serve as a mentor and guide through the process. Students must complete all four dissertation courses (DISS 750, DISS 760, DISS 770, and DISS 780) and the dissertation. On completion and acceptance of the dissertation by the student's doctoral committee, an oral defense and presentation of the study will be scheduled. The expectation is that the degree will be completed in no more than a 12 month period.
2. Students who have not been advanced to candidacy status at a previous university will be assigned a mentor who will work with the student to assess all doctoral work previously completed. The taught courses the student must complete will be identified. Following completion of all required taught courses, the student will take the Comprehensive Examination. On successful completion of the Comprehensive Examination, the student will be advanced to Candidacy Status and will be assigned a dissertation advisor. Students must complete all four dissertation courses and the dissertation. On completion and acceptance of the dissertation by the student's doctoral committee, an oral defense and presentation of the study will be scheduled. The length of the program will be determined by the number of academic courses the student must complete.

The process for admission to the Doctoral Completion Program is as follows:

1. Potential students must make application to the program following standard university procedures including the submission of transcripts, any required language test results, and a statement of the proposed area of research contemplated for the dissertation.
2. An individualized assessment will be completed for each prospective doctoral student. The applicant's completed coursework will be compared with the university's existing doctoral degree requirements to determine the work required to be completed. If the applicant is accepted for admission to the program, a degree completion plan will be designed and presented to the potential student. Should the student accept the offer of admission, a mentor will be assigned to the student to guide the student to the completion of his or her degree.

College of Technology

Master of Science in Information Technology (MS-IT) Program

Overview – The goal of the Master of Science in Information Technology is to produce graduates that are prepared to meet the communications needs of modern business. As such, the program provides students with a solid background in both business and information technology in order to prepare them to work within real world business models. On completion of the program, graduates will be able to analyze critically technology-related problems and lead the way toward real world, cost effective solutions to those problems. Furthermore, graduates will be able to clearly and effectively articulate their approach and findings to both technical and lay audiences in both written and oral form.

Additionally, we aim to produce graduates who are able to express themselves clearly and compellingly if they are to serve as the bridge within their organizations. Thus, the program not only emphasizes strong technical skills but also helps students develop and demonstrate their ability to communicate effectively in both written and oral formats.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this graduate program and of the probable contribution that the candidate will make to his or her organization after graduation.

Among the criteria that will be included in this assessment are:

- A solid undergraduate record in information systems or a closely related field. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement.
- The candidate's personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials.
- Students who have not completed the equivalent of a four year Bachelor's degree in information systems will be required to complete up to three background courses to assure readiness for the rigors of graduate study. Those students with a three year bachelors degree will be required to complete a bridge program equivalent to a fourth year of study.

Program Structure – It is expected that students will take two courses per term throughout their programs. Participation in a co-operative work experience will be a part of the program to ensure that students are able to use their knowledge to apply information technology to the operation of a business entity and to help provide the funds necessary to cover the costs of graduate education.

The program length is 18 months, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 36 credits as follows:

6 credits of Foundation Courses

18 credits of Core Courses

6 credits of Elective Courses

6 credits in a Capstone Course

Program Sequence – The student must complete any required Background Courses prior to beginning the formal program. The initial and required two Foundation Courses have been designed to acquaint all students with the latest thinking and developments in technology and management as they affect business, government, and not-for-profit organizations. No student will be exempt from these courses. Students next move to a set of six Core Courses designed to provide the tools necessary to address information systems problems that face organizations today. Having laid the foundation, students focus their programs through the selection of two Elective Courses. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to equip them for their own career paths. Finally, each student completes the Capstone Course in which what has been learned in all of the student's program is brought together into a final project.

Background Courses (9 credits, as required) *

CMSC 501	Structure of Programming Languages (3)
MGMT 500	Foundations of Management (3)
INST 500	Foundations of Information Technology (3)

Foundation Courses (6 credits) **

MGMT 510	Business in the Global Environment (3)
TECH 510	Technology in the Global Environment (3)

Core Courses (18 credits)

CMSC 512	Computer Architecture (3)
CMSC 589	Java Programming (3)
INST 522	Database Design and Processing (3)
INST 534	Computer and Information Networking (3)
INST 569	Data and System Security (3)
MKTG 580	Electronic Commerce (3)

Elective Courses (select any two courses; 6 credits) ***

CMSC 501	Structure of Programming Languages (3)
CMSC 518	Data Communications Theory (3)
CMSC 528	Data Structures (3)
CMSC 541	Computer Graphics (3)
CMSC 571	Artificial Intelligence (3)
CMSC 576	Expert Systems (3)
ECON 530	Economics for Managerial Decision Making (3)
INST 518	Technology and Operations Management (3)
INST 574	Management Information Systems (3)
INST 587	Special Topics in Information Technology I (3)
INST 588	Special Topics in Information Technology II (3)
INST 598	Directed Research (3)
MGMT 530	The Legal Environment of Business (3)
MGMT 551	Quantitative Methods for Business (3)
MGMT 573	Fundamentals of Project Management (3)
TECH 580	Technology in the Business Enterprise (3)

Capstone Course (6 credits) ****

INST 599	Information Systems Project (6)
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TOTAL: 36 credits

* Background Courses must be completed before advancing to Foundation, Core, or Elective courses. This requirement may also be met by the satisfactory completion of an equivalent undergraduate or graduate course at an accredited university, through CLEP or DANTES examinations, or by a portfolio documenting equivalent college-level learning.

** Foundation Courses must be taken during the student's first semester in the program (following any required Background Courses).

*** Elective Courses are offered on a rotating basis; not all courses will be available during any given academic year.

**** The Capstone Course and project must be completed during the last semester of the program.

Master of Science in Computer Science (MS-CS) Program

Overview – The goal of the Master of Science in Computer Science program is to prepare technical computing specialists. On completion of the program, the graduate will be able to identify and address technical problems as they relate to all aspects of computer science. Further, graduates will be able to clearly and effectively articulate their approach and findings to other professionals in their field in both written and oral forms.

Additionally, we aim to produce graduates who are able to express themselves clearly and compellingly if they are to affect change in their organizations. Thus, the program not only emphasizes strong technical skills but also helps students develop and demonstrate their ability to communicate effectively in both written and oral formats.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this graduate program and of the probable contribution that the candidate will make to his or her organization after graduation.

Among the criteria that will be included in this assessment are:

- A four year undergraduate degree in computer science or a closely related field.
- Students must have completed undergraduate courses in the following areas:
 - At least one functional programming language (C, Pascal etc.)
 - At least one object oriented language (C++, Java, Delphi etc.)
 - At least one data structures course
 - At least 12 semester credits of mathematics (including courses in calculus and algebra)
- The candidate's personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials.

Program Structure – It is expected that students will take two courses per term throughout their programs. Participation in a co-operative work experience will be a part of the program to ensure that

students are able successfully function in the world of computer science and to help provide the funds necessary to cover the costs of graduate education.

The program length is 18 months, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 36 credits as follows:

6 credits of Foundation Courses

18 credits of Core Courses

6 credits of Elective Courses

6 credits in a Capstone Course

Program Sequence – The initial and required two Foundation Courses have been designed to acquaint all students with the latest thinking and developments in technology and management as they affect business, government, and not-for-profit organizations. No student will be exempt from these courses. Students next move to a set of Core Courses designed to provide an advanced framework in computer science. Finally, students move to their own selection of two Elective Courses. Elective Courses are chosen in consultation with the student's advisor in order to provide students with the specialized, focused training they need to equip them for their own career paths. Finally, each student completes the Capstone Course in which what has been learned in all of the student's program is brought together into a final project.

Foundation Courses (6 credits) *

MGMT 510	Business in the Global Environment
TECH 510	Technology in the Global Environment

Core Courses (18 credits)

CMSC 507	Database Theory
CMSC 509	Software Methodology
CMSC 518	Data Communications Theory
CMSC 530	Operating Systems Internals
CMSC 583	Software Testing and Integration
CMSC 585	Object Oriented Design Methods

Elective Courses (select any two courses; 6 credits) **

CMSC 512	Computer Architecture
CMSC 524	Principles of Programming Languages
CMSC 528	Data Structures
CMSC 541	Computer Graphics
CMSC 552	Current Developments in Computer Science I
CMSC 553	Current Developments in Computer Science II
CMSC 571	Artificial Intelligence
CMSC 576	Expert Systems
CMSC 598	Directed Research
INST 569	Data and System Security
INST 574	Management Information Systems
INST 587	Special Topics in Information Technology I
INST 588	Special Topics in Information Technology II
TECH 580	Technology in the Business Enterprise

Capstone Course (6 credits) ***
CMSC 599 Computer Science Project (6)

TOTAL: 36 credits

* Foundation Courses must be taken during the student's first semester in the program.

** Elective Courses are offered on a rotating basis; not all courses will be available during any given academic year.

*** The Capstone Course and project must be completed during the last semester of the program.

Certificate Programs

The university offers a variety of certificate courses and programs to meet the professional and educational needs of professionals. Included are Individual Certificate Programs – those that are self-contained and focused on immediate knowledge and application; Graduate Certificate Programs – those designed to be equivalent to the university's academic courses, the International Nurse Certification Training (INCT) program – designed to assist international nurses to pass the NCLEX examination, and English Language programs – designed to improve English language competencies for education and the world of work.

A variety of Individual Certificate Programs has been developed by UoNA staff members to focus on specific areas of concern to contemporary businesses in the global marketplace. Included among the programs are Basics of Computerized Accounting Systems, Global Communications, Intercultural Communication, Key Legal Issues in International Markets, and Fundamentals of Cyber-Security.

Four Graduate Certificate Programs are currently available. These programs have been designed by UoNA faculty members to exactly parallel UoNA academic courses in terms of academic content, rigor, and assessment. The following Graduate Certificate Programs are presently available:

- Graduate Certificate in Global Management
- Advanced Graduate Certificate in Global Management
- Certificate in Managerial Technology
- Certificate in Strategic Planning

Graduate Certificate Programs

The university offers two types of academic certificate programs, Individual Certificate Programs – those that are self-contained and focused on immediate knowledge and application and Graduate Certificate Programs – those designed to be equivalent to the university's academic courses.

A variety of Individual Certificate Programs have been developed by UoNA staff members to focus on specific areas of concern to contemporary businesses in the global marketplace. Included among the programs are Basics of Computerized Accounting Systems, Global Communications, Intercultural Communication, Key Legal Issues in International Markets, and Fundamentals of Cyber-Security.

Four Graduate Certificate Programs are currently available. These programs have been designed by UoNA faculty members to exactly parallel UoNA academic courses in terms of academic content, rigor, and assessment. The following Graduate Certificate Programs are presently available:

- Graduate Certificate in Global Management
- Advanced Graduate Certificate in Global Management
- Certificate in Managerial Technology
- Certificate in Strategic Planning

Graduate Certificate in Global Management

This Graduate Certificate Program is designed to provide a basic background for understanding business, government, and the not-for-profit sector in an international context. Those completing the certificate will be fluent in the language and operations of contemporary institutions and will develop a foundation for working in the global environment.

This certificate consists of the following three courses:

CERT 510	Business in the Global Environment (3 credit hour equivalent)
CERT 550	Technology in the Global Environment (1.5 credit hour equivalent)
CERT 511	Principles of Management (1.5 credit hour equivalent)

Advanced Graduate Certificate in Global Management

This Advanced Graduate Certificate builds on the foundation of the Graduate Certificate in Global Management by adding two in-depth courses that provide a solid level of expertise in global business operation.

This certificate consists of the following five courses:

CERT 510	Business in the Global Environment (3 credit hour equivalent)
CERT 550	Technology in the Global Environment (3 credit hour equivalent)
CERT 511	Principles of Management (3 credit hour equivalent)
CERT 512	International Business (3 credit hour equivalent)
CERT 513	Principles of Global Management (3 credit hour equivalent)

Certificate in Managerial Technology

This Certificate in Managerial Technology provides the executive with a basic foundation for understanding the role and function of technology in business today. Building from a broad theoretical base, the program provides a focused look at major application areas for technology in business.

The certificate consists of three courses:

CERT 550	Technology in the Global Environment (3 credit hour equivalent)
CERT 450	Electronic Commerce (1.5 credit hour equivalent)
CERT 451	Technology in the Business Enterprise (1.5 credit hour equivalent)

Certificate in Strategic Planning

This Certificate provides executives with an understanding of the fundamentals of strategic planning with an emphasis on the application of the latest tools for planning and strategic management.

The certificate consists of three courses:

CERT 510	Business in the Global Environment (3 credit hour equivalent)
CERT 410	Strategic Planning and Management (1.5 credit hour equivalent)
CERT 411	Fundamentals of Project Management (1.5 credit hour equivalent)

International Nurse Certification Training Program (INCT)

The purpose of this certificate program is to prepare individuals who have been certified as registered nurses in a country other than the United States for success on the NCLEX examination and in the American health care industry.

Admission Requirements

1. RN or equivalent license in home country
2. GCFNS Certification
3. Successful TOEFL (550), TOEIC (750), or other English score
4. Completion of application forms
5. Proof of financial ability
6. Approval to enter the United States (I-20, visa)

Program Components

1. Academic training – one academic year (18 credit hour equivalent)
2. Academic graduation exercise – award of certificate of completion
3. Application for Optional Practical Training (OPT)
4. OPT Placement
5. Optional Practical Training (OPT) – one year
6. INCT Program completion Certification on completion of OPT

Academic Training Program

1. Professional Development

During this module students will be provided guidance to help them achieve success in the American work environment including an awareness of employee expectations in U.S. businesses, interpersonal skills on the job, and cultural awareness and sensitivity.

2. American Culture

Students will survey American culture by selective readings and lectures about American people, history, geography, music, and technology.

3. Medical English

Students will enhance their skills in the English language with an emphasis on developing medical vocabulary for use in written as well as verbal reporting. Model dialogues between patients and medical professionals will be analyzed and practiced.

4. Certification Preparation

This module will include a review of nursing subject matter and content in the areas of particular concern for international nurses to include management of care, psychological issues, wellness, and pharmacology. The module will use a form of blended learning which includes structured learning in a class room and an on-line review process in preparation for success on the NCLEX examination.

English Language Instruction

Mission

The mission of the English Language programs of UoNA is to provide non-native speakers high-quality English as a Second Language instruction. Through UoNA's programs, students are given the opportunity not only to excel in four different language skill areas, but also to improve their cultural awareness in a multi-cultural educational environment.

English language instruction is an integral part of the University of North America and provides English language training for the university's academic programs as well as programs for professional, diplomatic, and general second language acquisition and cultural development.

English Placement Test

All prospective ESL students will be given a placement assessment in order to determine the level of language competencies currently held and to provide proper placement in one of the ESL programs.

Intensive English Program

The Intensive English course of study is for international F-1 visa holders. The classes are offered five days a week with a total of 22 instructional hours.

The Intensive English Language course of study is a non-degree course designed for international students who want to study English skills in the United States. Studying at BELI provides the student with a bridge to future studies, professional advancement, and integration into the American way of life.

The Intensive English Language course of study offers six levels. Each level is offered for 12 weeks during the fall, winter and spring terms. The summer term meets for 10 weeks. The full-time intensive course of study meets the visa requirements for international F-1 students. Students are provided a minimum of 22 hours of instruction per week. This program is based on an integrated skills curriculum; each level offers four different skill groups: reading, writing, speaking and listening. These levels are geared toward practical and social skills that each student needs in their academic and social environments. With these skills directed toward the students needs, students will be able to increase their language fluency and accuracy. Students who are interested in taking additional courses will have different elective options.

In order to advance to the next level, students must achieve a minimum of 70% overall grade. Students who have met this requirement will be able to continue to the next level and be eligible to retake the placement test in order to advance to an even higher level.

Semi-Intensive ESL Program

The Semi-Intensive ESL program is designed for individuals who are interested in developing their English Language skills on a part-time basis. The Semi-Intensive program offers six levels and is based on an integrated skills curriculum. These levels are geared toward practical and social skills that each student needs in their academic and social environments. With these skills directed toward student needs, students will be able to increase their language fluency and accuracy. Each level offers different skill groups for reading, writing, speaking, and listening.

The Semi-Intensive program meets three times per week for a total of 11 hours per week. The program is six weeks in length and is open to students from varied backgrounds.

TOEFL – iBT Preparation Program

The Test of English as a Foreign Language – Internet Based Test (TOEFL-iBT test) is one of the most significant, internationally recognized tests. TOEFL-iBT is the test of English for academic purposes and is used to evaluate the English proficiency of people who speak English as a second language.

The university's TOEFL-iBT preparation course of study is structured to meet the requirements of the internet-based test. The purpose of the course is to help non-native English speakers in using and understanding the English language as it is spoken, written, and heard in a college and university setting. The TOEFL-iBT course prepares students for the challenging TOEFL-iBT. Through this course, the university helps students pinpoint problem areas and practice for the test. Overall, the training provides an interactive learning environment and helps students reduce test anxiety.

This course of study is available as a full-time program to international students who are on an F1 visa status and also as a semi-intensive study to local students on other visas.

Business English Program

The university offers two different Business English courses of study. One is for busy professionals who want to improve their professionalism and business English skills in certain areas. The second is a semi-intensive Business English program to prepare students for the academic and professional world.

This course of study is ideal for busy professionals who want to become more effective and efficient in the international business world of communications and for learners who are interested in developing their Business English skills. The Business English courses of study have an in-depth focus on the language of business. The course combines the unique aspects of business language with structured intensive language skills. Course schedules are designed to fit in any professional's busy workday and learner's busy study schedule. Professionals and learners who participate in these classes will be able to:

- Conduct effective business communications
- Contribute effectively and efficiently in business meetings
- Understand and conduct business meetings and presentations
- Present effective communicative ability when communicating, presenting, and negotiating.

Elective ESL Courses

The university offers a variety of elective courses for students who are interested in broadening their cultural awareness. The elective courses are for students who want to take advantage of personalized, flexible, and more interactive approaches. Elective courses meet twice each week for a total of four hours per week. Students who are interested in taking elective courses have five elective options including:

- Pronunciation
- American Culture
- Vocabulary Development
- Listening Development
- Communication Strategies

Graduate Level Preparatory English Program

The Graduate Level Preparatory English program is designed for students that are provisionally admitted to the University of North America. All non-native speakers of English are required to have a minimum TOEFL/IELTS score in order to enter the academic programs of the University of North America. Students who do not meet the required minimum TOEFL test score begin their program in the English Language courses of the university in order to succeed in the academic classroom. Students whose scores fall between 71 – 79 will be placed in the Graduate Level Preparatory course of study and will be admitted conditionally. Students whose scores are below 71 will be placed in the intensive English as a second language program.

Provisionally admitted students who are enrolled in this program will take the intensive TOEFL-iBT test preparation program and will be required to retake the TOEFL-iBT test no later than the end of the eighth week of the term. Successful students (those who receive a 79 or higher on the TOEFL-iBT) will be enrolled in their degree program beginning with the next term. Students may repeat the TOEFL-iBT Course if they do not achieve a satisfactory score. Provisionally accepted students who successfully complete the requirement will clear the condition on their admission and register for their graduate level courses.

Course Descriptions – Degree Programs

ACCT 500 Foundations of Accounting

3 credit hours

This course introduces the fundamental accounting principles and tools for financial analysis necessary for effective managerial decision making. Included are an exploration of basic accounting principles and practices, financial statement analysis, budgeting and planning, and the role of financial data in the operation of the enterprise.

ACCT 520 Accounting for Decision Making

3 credit hours

This course introduces the basic principles and analytical techniques relating to corporate financial management. Topics include overall financial analysis, planning, and control; sources and uses of funds; capital; operational and financial leverages; working capital management; inventory and portfolio management; long-term investment decisions; and the timing of financial policy in order to make sound managerial decisions.

ACCT 525 Advanced Accounting Procedures

3 credit hours

This course builds an understanding of the issues of the provision of relevant operational information to all of an organization's constituents – management, shareholders, auditors, and the public. Strategic cost analysis, firm valuation, and mergers and acquisitions will be discussed.

ACCT 530 Taxation and Financial Planning

3 credit hours

This course focuses on issues of taxation management for the firm. Included are inter-period allocations, multi-jurisdictional tax strategies, and reorganizations and spin-offs as a means of tax management. Tax audit and negotiation strategies are discussed.

ACCT 540 Comparative International Accounting Systems and Standards

3 credit hours

This course focuses on the two major accounting standards in widespread use (International Financial Reporting Standards [IFRS] and U.S. Generally Accepted Accounting Practices [US-GAAP]) and assesses the effect of each on firms doing business internationally. Students will understand the similarities and differences in the two systems and will assess the impact of each standard on a firm's financial statements.

ACCT 582 Corporate Structure, Purpose, and Accounting Methodologies

3 credit hours

This course utilizes a case study approach to provide an understanding of how corporate structure and purpose affect and are affected by accounting practices. Similarities and differences in for-profit and not-for-profit approaches are included. A section on forensic accounting provides an understanding of the issues of fraud detection and prevention.

ACCT 721 Managerial Accounting and Information Systems

3 credit hours

This course assumes that students have mastered the basics of accounting at a graduate level and moves to the use of accounting information for business analysis and management decision making. Students will become familiar with standard accounting packages for both small and large-scale operations.

CMSC 500 Introduction to Programming Languages

3 credit hours

This course provides the student with a basic introduction to programming languages as a basis for work in information technology.

CMSC 501 Structure of Programming Languages

3 credit hours

This course is designed to provide a foundational understanding of programming languages including programming paradigms, programming language processors, syntax and semantics, data types and structures, recursion, data control, storage management, and operating and programming environments.

- CMSC 507 Database Theory 3 credit hours**
 This course is an introduction to data models and database systems and design. Included are the relational model and relational algebra and operators as well as functional dependencies and normalization. Underlying storage structures and access methods of databases, database recovery and protection, issues of transactions, concurrent access, and query optimization are covered.
- CMSC 509 Software Methodology 3 credit hours**
 This course serves as an introduction to software development processes. Included are requirements engineering; software architecture, design, and testing; software configuration management, delivery, and testing; and software re-engineering. A special focus is placed on the management of the software development project.
- CMSC 512 Computer Architecture 3 credit hours**
 This course addresses the organization and structure of computing systems. Included is a study of input/output devices, processing modalities, memory structures, and output parameters. A particular focus is on issues of cost and appropriate use of all information resources of the organization.
- CMSC 518 Data Communications Theory 3 credit hours**
 This course will provide the student with a basic understanding of data communication theory including networking components, terminology, standards, and protocols; physical, data link, and network layers of the communication stack; network design, planning, and implementation; wireless technologies and internetworking strategies; and network security and administration.
- CMSC 528 Data Structures 3 credit hours**
 This course is designed to provide an in-depth overview of data structures including elementary data organization, data structure operations, algorithm complexity, and time-space trade off. The course examines arrays, stacks and queues, linked lists, trees, graphs and multi-graphs, sorting, and file structures including indices. A focus on maximization of access and minimization of time and other resource costs is maintained throughout.
- CMSC 530 Operating Systems Internals 3 credit hours**
 The course is designed to explore the internal operation of modern computing systems. Included are processes and threads, CPU scheduling, memory management, and file systems. Issues of networking and distributed computing will also be addressed.
- CMSC 541 Computer Graphics 3 credit hours**
 This course provides an introduction to basic concepts in computer graphics and raster based methods. Included is a review of required theoretical background for computer graphics and applications of computer science to graphics. A study of hardware and software components of graphic systems, 2D and 3D geometric transformations, illumination models and surface rendering is included.
- CMSC 552 Current Developments in Computer Science I 3 credit hours**
 This course will address important and emerging topics in computer science of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)
- CMSC 553 Current Developments in Computer Science II 3 credit hours**
 This course will address important and emerging topics in computer science of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)
- CMSC 571 Artificial Intelligence 3 credit hours**
 This course provides an in-depth study of artificial intelligence including the simulation of sophisticated and intelligent behavior in a variety of areas, problem solving in games, natural language, automated reasoning, visual perception, and heuristic algorithm versus solution guaranteed algorithms. Also included is a focus on understanding natural languages, knowledge representation, expert systems, pattern recognition, machine perception, and speech recognition. An introduction to relevant

programming languages is provided. Special emphasis is placed on the extension of the designer's perspective into unknown environments through machine learning.

CMSC 576 Expert Systems 3 credit hours

This course provides an overview of both current theory and applications for expert systems. Included are a focus on the acquisition and representation of knowledge, the development of appropriate decision rules, methods of inference, decision making under uncertainty, and machine learning. Basic programming for expert systems applications is included.

CMSC 583 Software Testing and Integration 3 credit hours

This course will explore the role of testing within the software development lifecycle. It will include the development and implementation of test plans as will explore the delivery and integration of real world software solutions. Additionally, during this course learners will survey of state of the art software testing tools including record management tools, user input simulation and load tools.

CMSC 584 Advanced Database Programming Project 3 credit hours

This course provides an opportunity for a student to develop a complex integrated data driven application under the guidance and supervision of a faculty mentor. The developed software solution must integrate the use of a high level language such as C, C++ or Java to interact with an underlying database product such as Oracle or Microsoft SQL server. Students will implement their own software solution to a complex functional specification supplied by a faculty mentor. In order to successfully complete this course, a student must be able to demonstrate and document their own working software solution to the satisfaction of their faculty mentor.

CMSC 585 Object Oriented Design Methods 3 credit hours

This course will cover the use of modeling support tools and the use of supporting diagrams as they relate to object oriented analysis and design methods. During the course the students will work through example case studies in order to solidify their grasp of the underlying concepts and to give them an understanding of the role of object oriented design methods in modern software engineering,

CMSC 586 Human Computer Interaction 3 credit hours

This course examines how humans interact with computers. It explores computer user interface design as it relates to both open and embedded systems. The course covers every day usability issues and investigates user perceptions towards common user interface models. Students also investigate the needs of those with disabilities and the important role this must play in software design.

CMSC 589 Java Programming 3 credit hours

This course is designed to provide a foundation in use of the Java programming language. This course will include memory allocation and the manipulation of variables, objects and classes. The course will also cover the use of static and dynamic data structures as well as basic sorting and conditional branching and looping in Java.

CMSC 598 Directed Research 3 credit hours

This course provides the opportunity to conduct an in-depth study of an area of interest to the student that enhances the student's understanding of an emerging topic or issue in computer science. (Prior approval of a faculty member and the Dean is required.)

CMSC 599 Capstone Computer Science Project 6 credit hours

This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project, conducts relevant research, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context. An oral presentation of the project approach and findings is required.

- DISS 760 Methodology 3 credit hours**
 This course is designed to guide the student through the identification of research constructs and the basic data collection and analysis methodologies anticipated in the dissertation. Planned statistical tests will be identified and basic table shells for data presentation will be prepared. This document, in slightly modified form, will be the basis for chapter three of the final dissertation.
 Prereq: DISS 750
- DISS 770 Dissertation Proposal 3 credit hours**
 This course is designed to bring together chapters one, two, and three of the dissertation, prepared in previous courses, and to modify them for final publication.
 Prereq: DISS 760
- DISS 780 Manuscript Preparation 3 credit hours**
 This course results in the completion of the doctoral dissertation. Data are analyzed and the manuscript is prepared, reviewed, and edited for publication.
 Prereq: DISS 770
- DOCT 701 Accounting and Finance 3 credit hours**
 This course provides a solid, doctoral-level grounding in the basic issues of accounting and finance.
- DOCT 702 Management 3 credit hours**
 This course provides a solid, doctoral-level grounding in the basic issues of management and organizational operations.
- DOCT 703 Managerial Economics 3 credit hours**
 This course provides a solid, doctoral-level grounding in the basic issues of economic theory as applied to the management of enterprises
- DOCT 704 Quantitative Methods 3 credit hours**
 This course provides a solid, doctoral-level grounding in the basic quantitative tools required for the management of organizations.
- ECON 500 Foundations of Economics 3 credit hours**
 This course introduces the basic theories and institutions of economics. The role of supply and demand; the functioning of the market; the interaction of business and government; and the social, political, and international environments facing the enterprise are included.
- ECON 530 Economics for Managerial Decision Making 3 credit hours**
 This course introduces economic concepts for management in order to form a basis for decision making in business and industrial environments. Supply and demand, competition, labor and capital markets, as well as economic, social, political, legal, and technical factors that influence business and industrial service and profitability are discussed. Special emphasis is placed on the nature of the markets facing the business enterprise.
- FINS 530 Financial Institutions and Markets 3 credit hours**
 This course focuses on the various types of financial institutions available to business and its suppliers and customers. The relationship of markets to these financial institutions is discussed. Examined are issues such as managing return and risk in financial institutions such as commercial banks, savings and loan associations, investment banks and insurance companies and the methods and markets through which these risks are managed.
- FINS 535 Financial Analysis and Firm Valuation 3 credit hours**
 This course is designed to provide managers with the tools necessary to determine the true value of a firm. Issues considered include the impact of macroeconomic changes, "bubble" and herd mentality, changing tax rates, and the problem of asymmetric information in the market place.

- FINS 557 Corporate Financial Risk Management 3 credit hours**
This course is designed to provide students with a thorough understanding of the issues involved in risk management for the firm. The impact of commodity and currency markets as well as changing interest rates is included. The determination of an acceptable level of risk for the organization is a central focus of the course
- FINS 765 Financial Decision Making 3 credit hours**
This course develops the basic skills required for the use of financial data in business decision making. The analysis of financial statements, the development of familiarity with financial instruments and institutions, an understanding of the legal and ethical issues in the use and reporting of financial data, and the assessment and management of risk are included.
- INST 500 Foundations of Information Technology 3 credit hours**
This course introduces the fundamental concepts and issues in information technology. Included is a discussion of computer architectures, telecommunication networks, database design and management, software design and application, and artificial intelligence.
- INST 518 Technology and Operations Management 3 credit hours**
This course is designed to provide an understanding of the technical link between information systems and business operations. Issues of managing productivity; production planning, forecasting, and scheduling; inventory management including just-in-time systems; and overall project management are included.
- INST 522 Database Design and Processing 3 credit hours**
This course is designed to provide the student with a solid understanding of data base system concepts and architecture; data models, schema, and instances; data independence and data base language and interface; data definition languages; and overall data base structures. A study of relational data model concepts, integrity constraints, data manipulation, functional dependencies, transaction processing concepts and concurrency control techniques is included.
- INST 534 Computer and Information Networking 3 credit hours**
This course provides a systematic examination of computer networking including an overview of the history and development of computer network, network topologies, analog and digital transmission, switching multiplexing, and protocols and algorithms. A review of transmission media including connection management, flow control, and buffering is included.
- INST 569 Data and System Security 3 credit hours**
This course examines the basic principles of data and information system security in the business enterprise. Issues of identification, confidentiality, authentication, integrity, and basic cryptography are addressed. Risk management including intrusion detection and mitigation is included. Issues of organizational security and the attendant policy, legal, and ethical concerns are a focus.
- INST 574 Management Information Systems 3 credit hours**
This course is designed to provide an overview of information systems in the business world. Included are issues of hardware; software; databases; telecommunication systems; the development and strategic use of information systems; and the social, legal, and ethical issues involved with information systems.
- INST 587 Special Topics in Information Technology I 3 credit hours**
This course will address important and emerging topics in Information Technology of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)
- INST 588 Special Topics in Information Technology II 3 credit hours**
This course will address important and emerging topics in Information Technology of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)

INST 598 Directed Research 3 credit hours
This course provides the opportunity to conduct an in-depth study of an area of interest to the student that will enhance the student's understanding of an emerging topic or issue in information technology. (Prior approval of a faculty member and the Dean is required.)

INST 599 Capstone Information Technology Project 6 credit hours
This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project, conducts relevant research, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context. An oral presentation of the project approach and findings is required.

MGMT 500 Foundations of Management 3 credit hours
This course introduces the fundamental practices of the manager in the operation of an enterprise. Included are the role of planning and anticipating market and technological change; organizing the enterprise in response to its supply chain and customer base; leading people and operations to achieve organizational objectives; and controlling staff, finances, operations, and outcomes to assure organizational success.

MGMT 510 Business in the Global Environment 3 credit hours
This course provides an overview of the global environment facing organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Included are topics such as global trade policy; international political actions including diplomacy and conflict; institutional, ethical, and legal variations among societies; and capital, human, and technology transfers across national boundaries.

MGMT 520 Principles of Management 3 credit hours
This course provides an overview of modern management theories. The development of organizations and the problems of leadership posed by organizational structures are evaluated. Included are the dynamics of organizational behavior and their relationship to effective administration. Models of communication, motivation, and leadership are assessed.

MGMT 530 The Legal Environment of Business 3 credit hours
This course serves to familiarize students with how legal principles affect management in business. Students learn the theoretical foundations of the legal systems governing business and are introduced to key substantive areas of law affecting business decisions. A special focus is in the competing interests of the various stakeholders of business and the ethical ramifications of business decisions.

MGMT 541 International Business 3 credit hours
This course provides an overview of international commerce, trade, and business and the worldwide cultural and economic influences that affect it. Differing business structures and legal systems are assessed. Included is a review of the major world trade agreements such as The World Trade Organization (WTO), The European Union (EU), and The North American Free Trade Agreement (NAFTA). Varying national approaches to the management of risk and to importing and exporting goods and services, competition, investments, licensing, franchising, and the availability of global venture capital are studied

MGMT 542 Principles of Global Management 3 credit hours
This course provides a comparative study of the business and social environments facing managers of a multinational corporation (MNC). Included is an assessment of the impacts factors such as religion, language, family structure, and hierarchy on employees and the enterprise. A review of the varying political and legal institutions, the allocation of authority, the resolution of disputes, and the concepts of ownership and property rights and responsibilities of individuals and corporations is included.

MGMT 551 Quantitative Methods for Business 3 credit hours

This course provides an understanding of the role that quantitative methods play in the decision making process. Included are topics such as the principles for collecting, summarizing, and displaying business data; elementary probability concepts, the normal distribution and its business applications, and elementary hypothesis testing; the time value of money and net present value calculations; and the situations in which quantitative methods are useful in decision making.

MGMT 555 Issues in Health Care Administration 3 credit hours

This course is designed to provide the student with an understanding of the institutional arrangements for health care in the United States. Issues of prevention as well as amelioration, types of delivery systems and points of access, and client and health care professional responsibilities will be discussed. Cross-county analyses will be used to expand understanding and to allow the student to translate learnings into other-country systems.

MGMT 557 Health Care Finance 3 credit hours

This course is designed to provide the health care administrator with a basic understanding of the health care finance arena. The course is designed for users of financial information. Included are issues of third-party payer systems, reimbursement models, cost containment, sources and uses of capital financing, private vs. public financing, and ethics.

Prereq: ACCT 520.

MGMT 558 Health Care Policy 3 credit hours

This course is designed to provide the student with an understanding of the economic, historical, political, and social context of the health care system. In particular, the course will focus on the political roles of the executive, judicial, and legislative branches of government at both the national and state levels and will assist the student in learning how to work within th system to effect positive outcomes for their institutions and patients.

MGMT 560 Human Resource Management 3 credit hours

This course focuses on the understanding and management of human behavior in organizations through an assessment of the principles, policies, and practices related to procurement, development, maintenance, and, utilization of human resources. The need to integrate employee and organizational goals is included, and a special focus addresses intercultural and international aspects of human resource management.

MGMT 561 Organizational Behavior and Ethics 3 credit hours

This course addresses the crucial issue of ethics in business. The concepts of ethics and social responsibility are discussed in depth in the context of the many stakeholders involved in business today. Included are the responsibilities of a business organization and the constituencies to which it is responsible. The legal environment facing ethical issues is addressed with a focus on major legislative initiatives such as the Americans with Disabilities Act, (ADA), The Family and Medical Leave Act, and civil rights laws, and a review of the regulatory agencies such as FDA and OSHA with workplace responsibilities is included.

MGMT 563 Ethics of Managerial Leadership 3 credit hours

This course is designed to provide a foundation for making ethical decisions in both personal and organizational contexts. Building from both religious and non-religious perspectives, the course addresses the twin issues of personal integrity and the stewardship of organizational resources. The idea of ethics as derived from an underlying concept of justice is included as is the need for an awareness of intercultural differences in addressing ethical issues.

MGMT 566 Organizational Conflict Management 3 credit hours

This course is designed to address the issues of intra-organizational and interpersonal conflict as faced by a manager. The course examines the destructive effects of unmanaged conflict and demonstrates the power of conflict resolution through discussion, negotiation, and mediation. Included is the issue of conflict resolution within the voluntary organization. Emphasized is the role of preventative action to mitigate personal and organizational conflict.

- MGMT 569 Recruiting, Compensation, and Evaluation 3 credit hours**
This course is designed to provide the manager with a grounded understanding of the key issues in human resource management as it serves the broader strategic goals of the enterprise. The focus is the development, implementation, and operation of human resource management from a strategic business perspective. Legal and ethical issues of working with personnel at all levels of the organization are included as are appropriate quantitative and qualitative reporting of operations and outcomes.
- MGMT 571 Operations Management 3 credit hours**
This course introduces the concepts, principles, and techniques of operations management for continuous improvement. Included are quantitative and qualitative techniques to improve operations profitability, process selection, quality management, inventory systems, constraint management, facility management, and workforce management.
- MGMT 572 Strategic Planning and Management 3 credit hours**
This course addresses the unique issues involved in strategic management. The tools of planning and operational management are introduced and the use of technology to facilitate strategic thinking is emphasized. The development, implementation, and evaluation of plans to address the long-term needs of the organization are included. A special focus of the course is on the nature of strategic leadership and leaders including their development and support.
- MGMT 573 Fundamentals of Project Management 3 credit hours**
This course provides an introduction to the use of project management technology to accomplish organizational objectives. Included are project selection, organization, planning, budgeting, scheduling, management, control, and termination. The role of conflict and negotiation in successful project operation is a particular focus. The use of project management software is a part of the course.
- MGMT 580 Leadership in Management 3 credit hours**
This course is designed to provide an understanding of the manager as a leader. Current models of leadership will be examined for their applicability in both business and voluntary organizations. The student's personal leadership style will be assessed for areas of strength and areas for future development. The role of the manager as a leader of individual and organizational change is emphasized.
- MGMT 584 Operations and Facilities Management 3 credit hours**
This course is designed to provide managers with the tools needed to coordinate the functions of the physical plant in a hospitality operation to assure a high level of customer service and satisfaction. Included are the issues of health and safety; procurement, storage; and distribution of materials and supplies; space usage and environmental management; and personnel management. Through the use of case studies and computer modeling, students will develop the ability undertake the management of a complex hospitality operation.
- MGMT 591 Small Business Management 3 credit hours**
This course introduces small business management and the varied management skills required for successful enterprise operation. The unique requirements of the manager who must oversee a broad spectrum of operations and planning are included. Managing risk and planning for growth receive special attention.
- MGMT 598 Directed Research 3 credit hours**
This course provides the opportunity to conduct an in-depth study of an area of interest that enhances the student's understanding of an emerging topic or issue in business and technology management. (Prior approval of a faculty member and the Dean is required.)
- MGMT 599 Capstone Management Project 6 credit hours**
This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project, conducts

relevant research, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context. An oral presentation of the project approach and findings is required.

MGMT 711 Law and Ethics for Business 3 credit hours

This course is designed to ground the student in ethical behavior in all business relationships and dealings and to describe the relationship of law, both domestic and international, to ethics. The appropriate responsibilities of organizations to all their constituents are emphasized.

MGMT 722 Organizational Behavior and Human Resources 3 credit hours

This course is designed to assess the ways humans behave in groups and that groups behave toward humans. The accomplishment of both employee and organizational goals and the role human resource operations play in that effort are emphasized.

MGMT 733 Operations Management 3 credit hours

This course focuses on the on-going, daily operations of an organization. Resource acquisition and usage, production decision making, quality control, risk assessment and management, and facility and employee management are included.

MGMT 744 Advanced Concepts in Project Management 3 credit hours

This course applies contemporary project management tools to real operations in business. Included are the assessment of information requirements, the selection of tools, the gathering of resources, scheduling techniques and issues, the use of information technology, budget and time constraints, the roles of teams and individuals, project controls and project termination.

MGMT 756 Management Theory 3 credit hours

This course presents the latest in management thinking and assesses the applicability of these theories to organizations in the public and private sectors. The role of the individual as a leader and a manager is discussed.

MGMT 769 Strategic Planning and Decision Making 3 credit hours

This course focuses on the long-term viability, positioning, and operation of an organization. The ability to forecast effectively, to assess current and future competition, assemble required resources, and to control risk are included.

MGMT 790 The History of Management Theory 3 credit hours

This course provides students with an understanding of the vectors that have operated in management theory and that have brought us to today. Students will become familiar with the leading theoreticians and practitioners over time in order to develop an understanding of both their own management style and the applicability of various management styles to specific situations.

MGMT 799 Seminar in Management 3 credit hours

This course provides the opportunity for students and faculty members to jointly study a particular area or topic. This course may be repeated. Permission of the Program Director is required.

MKTG 571 Marketing Management 3 credit hours

This course develops an understanding of the marketing resources, activities and personnel required to identify customer requirements for products and services. Included is an analysis of marketing opportunities through new product or service development, strategic planning, electronic commerce, product strategies, and product mix. The relationship of marketing to overall organization planning is included.

MKTG 575 Marketing for the Hospitality Industry 3 credit hours

This course is designed to provide the student with an understanding of the unique issues involved in marketing in the hospitality industry. Included are an understanding of the similarities and differences between hospitality marketing and marketing in other industries, market segmentation, value

proposition, relationship marketing, positioning for local and international audiences, and understanding and anticipating consumer behavior particularly with reference to economic and global trends.

MKTG 580 Electronic Commerce 3 credit hours

This course is designed from an interdisciplinary approach in order to provide the student with exposure to electronic commerce applications in accounting, finance, information systems, computer science, and engineering. The course has been constructed to provide a global, real world orientation in order to provide a grounding for an understanding of the theoretical aspects of electronic commerce.

MKTG 788 Marketing Management 3 credit hours

This course is designed to assess the roles of both traditional and new electronic marketing media as a tool for both image building and product sales. Students will understand the requirements and processes of the development of a marketing plan and will apply their learnings to a specific product or service.

QANT 520 Quantitative Methods for Managers 3 credit hours

This course provides an introduction to the fundamentals of statistics and quantitative methods for decision making. Quantitative approaches used in management such as CPM/PERT network analysis, forecasting techniques, linear program approaches, and inventory analysis are introduced. Special emphasis is placed of effective presentation of quantitative information for decision making.

RESH 710 Advanced Research Techniques for Business 3 credit hours

This course is designed to introduce students to business-related information sources and basic analytic techniques required for understanding. Familiarity and facility with electronic data bases relevant to business research will be emphasized. Foundational quantitative and qualitative skills will be built to provide a basis for doctoral-level research.

RESH 720 Statistics for Business 3 credit hours

This course is designed to develop skills in the collection and analysis of quantitative data for business applications. Included are basic descriptive statistics, hypothesis testing, analysis of variance, and basic correlation and regression analysis.

RESH 730 Information Technology in Business Research 3 credit hours

This course focuses on the use of electronic data for business. Included are a review of the types of hardware and software used by business. Focus is brought to the use of information technology in accounting, marketing, operations, and strategic planning.

RESH 740 Quantitative Methods 3 credit hours

This course focuses on the application of quantitative approaches to real-world business situations. Students will address a series of cases in which data will have to be collected, analyzed, and reported on. Included will be the analysis of externally-provided data and the techniques appropriate to forecasting and decision making.

TECH 510 Technology in the Global Environment 3 credit hours

This course focuses on the nature of technology as a uniting and separating resource available to the organization. Included are an evaluation of the differing abilities of nations to utilize and integrate technology, an assessment of piracy and security issues, an evaluation of vulnerabilities facing the manager reliant on technology, and an evaluation of the role of outsourcing as a tool for efficiency. The varying political, cultural, and legal barriers managers face with regard to the use of technology in the international environment are addressed.

TECH 580 Technology in the Business Enterprise 3 credit hours

This course provides a basic understanding of the value and uses of information systems and technology for business operations, management decision making, and strategic operations. Included is an assessment of how managers can utilize information systems to facilitate planning, operations, and growth. Also included is the role that technology plays currently and will increasingly play in enterprise operations.

TECH 582 Information Systems in Health Care Management 3 credit hours
This course is designed to guide the student through the legal, ethical, technical, and cost issues surrounding information management in health care. Included are issues of privacy, short and long-term record storage and access, secure communication between the client and the institution and among public and private institutions, information needs at the several levels of medical care, and broad system design and integration. An exploration into telemedicine and medical care at a distance are included.

TECH 585 Information Technology for Hospitality 3 credit hours
This course is designed to provide an understanding of how information systems can facilitate the management decision making to assure the efficient, effective operation of a hospitality enterprise. Included are issues in purchasing/supply chain management; point-of-sale; inventory control; human resource management; intranet, extranet, voicemail, and videoconferencing; reservations management; customer service; and accounting.

Course Descriptions - Certificate Programs

CERT 410 Strategic Planning and Management 22.5 contact hours
This course provides an introduction to strategic management. The basic tools of planning and operational management are introduced. The use of planning tools is introduced. The development of plans to address the long-term needs of the organization are included. The nature of strategic leadership is emphasized.

CERT 411 Fundamentals of Project Management 22.5 contact hours
This course provides a basic introduction to the use of project management technology. Included are issues in project organization, planning, budgeting, scheduling, management, and control. The issue of conflict resolution in project management is a focus. Project management software tools are introduced.

CERT 450 Electronic Commerce 22.5 contact hours
This course provides the student with a basic exposure to electronic commerce applications in accounting, finance, information systems, computer science, and engineering. The course studies electronic commerce from a global perspective in order to provide an understanding of applications of electronic commerce.

CERT 451 Technology in the Business Enterprise 22.5 contact hours
This course provides a basic understanding of the use of information systems and technology in business operations and management decision making. Included is an assessment of how managers utilize information systems to facilitate planning and operations. Also included is an assessment of the future of technology in enterprise operations.

CERT 510 Business in the Global Environment 45 contact hours
This course provides an overview of the global environment facing organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Included are topics such as global trade policy; international political actions including diplomacy and conflict; institutional, ethical, and legal variations among societies; and capital, human, and technology transfers across national boundaries.

CERT 511 Principles of Management 45 contact hours
This course provides an overview of modern management theories. The development of organizations and the problems of leadership posed by organizational structures are evaluated. Included are the dynamics of organizational behavior and their relationship to effective administration. Models of communication, motivation, and leadership are assessed.

CERT 512 International Business 45 contact hours
This course provides an overview of international commerce, trade, and business and the worldwide cultural and economic influences that affect it. Differing business structures and legal systems are assessed. Included is a review of the major world trade agreements such as The World Trade Organization (WTO), The European Union (EU), and The North American Free Trade Agreement (NAFTA). Varying national approaches to the management of risk and to importing and exporting goods and services, competition, investments, licensing, franchising, and the availability of global venture capital are studied

CERT 513 Principles of Global Management 45 contact hours
This course provides a comparative study of the business and social environments facing managers of a multinational corporation (MNC). Included is an assessment of the impacts factors such as religion, language, family structure, and hierarchy on employees and the enterprise. A review of the varying political and legal institutions, the allocation of authority, the resolution of disputes, and the concepts of ownership and property rights and responsibilities of individuals and corporations is included.

CERT 550 Technology in the Global Environment 45 contact hours
This course focuses on the nature of technology as a uniting and separating resource available to the organization. Included are an evaluation of the differing abilities of nations to utilize and integrate technology, an assessment of piracy and security issues, an evaluation of vulnerabilities facing the manager reliant on technology, and an evaluation of the role of outsourcing as a tool for efficiency. The varying political, cultural, and legal barriers managers face with regard to the use of technology in the international environment are addressed.

International Nurse Certification Program

INCT 200 Professional Development 3 credit hour equivalent
This module is designed to provide students with guidance to help them achieve success in the American work environment including an awareness of employee expectations in U.S. businesses, interpersonal skills on the job, and cultural awareness and sensitivity.

INCT 201 American Culture 3 credit hour equivalent
This module provides a survey of American cultures by selective readings and lectures about American people, history, geography, music, and technology.

INCT 201 Medical English 3 credit hour equivalent
In this module, students enhance their skills in the English language with an emphasis on developing medical vocabulary for use in written as well as verbal reporting. Model dialogues between patients and medical professionals will be analyzed and practiced.

INCT 210 Certification Preparation 9 credit hour equivalent
This module consists of a review of nursing subject matter and content in areas of particular concern for international nurses to include management of care, psychological issues, wellness, and pharmacology. The module will use a form of blended learning which includes structured leaning in a class room and an on-line review process in preparation for success on the NCLEX examination.

Course Descriptions – English Language Courses

Intensive English Course Descriptions

ESLA 010 Beginning Intensive ESL 0 credit hours
This course focuses on everyday listening, speaking and comprehension skills to prepare students for an interactive learning approach. Through various interactive methodologies, students will gain

beginning level vocabulary and communication skills. Contextualized vocabulary and pronunciation practice will reinforce content and enhance expression. Step-by-step grammar development will also enable students to build on their beginning level grammar knowledge.

ESLA 020 Elementary Intensive ESL 0 credit hours

This course focuses on everyday listening, speaking and comprehension skills to prepare students for an interactive learning approach. Through listening and reading activities, students will develop elementary level vocabulary and communication skills and will practice reading skills. Additionally, students will participate in communicative activities and will learn how to ask and answer questions within dialogues. Step-by-step grammar development will also enable students to build on their beginning level grammar knowledge through integrated reading and listening activities.

ESLA 030 Pre-Intermediate Intensive ESL 0 credit hours

This course focuses on everyday listening, speaking, reading and grammar skills to prepare students for an interactive learning approach. Through these skills, students will develop pre-intermediate level language fluency. This highly interactive level encourages students to sustain face-to-face discussion. Students will explore new concepts in guided and open-ended discussions. Step-by-step grammar development will enable students to build on their elementary level grammar knowledge through integrated reading and listening activities.

ESLA 040 Intermediate Intensive ESL 0 credit hours

In this course, students will engage in meaningful intermediate communication skills. Students will build on their listening, reading, comprehension, and grammar skills. Integrated grammar instruction enables students to grasp intermediate level grammatical concepts and to put the concepts into practice. This level further builds on the highly interactive communicative approach and encourages students in the use of intensive vocabulary in social interactions.

ESLA 050 Upper Intermediate Intensive ESL 0 credit hours

In this course, students will develop the ability to express themselves fluently and accurately both in written and spoken activities. This course focuses mainly on conversation skills and enables students to improve their comprehension and critical thinking skills. The course further builds on the highly interactive communicative approach and continues to encourage students to sustain a highly interactive face-to-face communication. Grammar is taught in a highly intensive manner within authentic contexts and is integrated with speaking, listening, reading, and writing skills. The speaking activities guide the learners from controlled practice to communicative interaction.

ESLA 060 Advanced Intensive ESL 0 credit hours

This course covers all language skills with a comprehensive approach. At this level, students are given the opportunity to think critically and to further practice their vocabulary, grammar, writing, and comprehension skills. At the advanced level, students will demonstrate a high level of accuracy and fluency both in communicative and writing skills. Students will be provided a controlled and communicative practice which integrates critical thinking skills.

Intensive English Elective Courses

ELEC 011, 012, 013 American Culture 0 credit hours

These courses introduce students to the panorama of American culture featuring informative and entertaining readings about American people, places, and events. This course promotes cross-cultural discussion and builds controlled vocabulary knowledge. Topics include U.S. geography, music, the film industry, inventions, famous people, and new technology.
Available at the Pre-Intermediate, Intermediate, and Upper Intermediate levels.

ELEC 021, 022, 023 Vocabulary Development 0 credit hours

These courses provide essential vocabulary in an integrated way. Vocabulary development is enabled through word families, multiple meanings, collocations, and expressions that expand students'

Section 4 – Computer Lab

The computer lab section is designed so students can develop their basic computer skills in order to succeed in the TOEFL-iBT test. In this section, students will practice for the TOEFL-iBT actively in the computer lab for 2 - 4 hours a week providing them with the opportunity to become familiar with the TOEFL- iBT's test structure.

Section 5 – Guided Learning

This section engages students in activities that allow them to focus on different language skills and strategies. It also enables students to develop study skills together with note-taking and multi-tasking skills. Instructors guide learners to manage their time efficiently during the test and help students learn how to integrate controversial discussion topics to support their own ideas in both the speaking and writing tasks.

Business English

BENG 010 Pre-Intermediate Business English 0 credit hours

This course enables students to develop their confidence in multicultural settings. It also helps students become more effective and efficient in phone conversations, presentations, and negotiations. A wide variety of simulated business situations will provide motivating contexts for pre-intermediate level students. Extensive presentation and practice of telephoning language and e-mail writing tasks will enable students to build the essential skills needed in today's global business environment.

BENG 020 Intermediate Business English 0 credit hours

This course provides a higher level of learning of social business settings. Students will learn the skills needed to communicate in the professional and personal sides of modern business life. Stimulating and motivating contexts are provided. Extensive presentation and practice of communication skills including presenting, telephoning, socializing, negotiating, and interviewing will develop the student's global business communication skills.

BENG 030 Upper-Intermediate Business English 0 credit hours

This course enables students to participate in a business English conversation with a higher level of fluency. Students will develop communication strategies for the advanced level. In this course, students will develop their understanding of business culture. The focus of the course is on national, international, and organizational cultures to help students operate in today's complex business environments.

BENG 040 Advanced Business English 0 credit hours

This course enables students to work with actual case studies that put students in the shoes of talented executives who run successful companies. Students will learn how to communicate in a business setting, gain insight into business practices and priorities, develop cultural awareness, and develop and understanding of the excitement and challenge of working in today's global business world.

Business English Electives

BELE 010 General Business English 0 credit hours

This course has an emphasis on speaking, listening and problem-solving at work. The course includes realistic business situations such as problem-solving, negotiation, listening to telephone messages, checking information, becoming more productive, handling complaints, arranging meetings, and more. Students participate in intensive listening activities, pronunciation practice, grammar and vocabulary review, everyday short writing activities, pair and group work, phone, FAX, and e-mail discussions.

BELE 020 Business English Communication 0 credit hours

This course is a dynamic Business ESL course. The course enables learners to develop their communication skills in the business world. The emphasis is on international business communications combined with traditional business content, such as economics, marketing, management, and written

and oral communication as well as nontraditional content such as etiquette, corporate culture, and environmental concerns. Students will develop the skills to communicate accurately and clearly in the traditional business world.

BELE 030 Business Meetings and Presentations 0 credit hours

This course is a dynamic business ESL course. As such, it has an emphasis on effective business meeting negotiations and presentations. The course utilizes an integrated approach to effective presentation and business meeting skills. Some of the topics included are persuading, clarifying, and negotiating.

BELE 040 Business Vocabulary 0 credit hours

The emphasis of this course is on the development of a comprehensive business English vocabulary. Students analyze business-related articles and participate in comprehensive vocabulary exercises to develop an in-depth understanding of the typical patterns of business English.

BELE 050 Business Letter Writing 0 credit hours

In this class, students learn how to structure and organize their writing effectively and accurately in order to draft traditional written letters, memos, and resumes. Further emphasis is on electronic communications and the review and analysis of sample business correspondence.

Graduate Level Preparatory English Program

GLPE 500 Academic English 8 credit hours

This course provides English language skills to prepare students for graduate level course work. During the course, students are given the opportunity to think critically and to further practice their English language skills with a focus on academic writing, presentation, listening, and communication skills. Complicated communicative and writing activities prepare students for graduate level course work. Students are expected to present a high level of accuracy and fluency. The Academic English course must be taken in conjunction with the Cultural Orientation course during the second cycle of the program. (Note: These credit hours do not count toward the graduation requirement.)

GLPE 501 Cultural Orientation 4 credit hours

This course is designed to provide the student with a comprehensive understanding of the academic, business, and religious cultures of the United States. Students will develop an understanding of the historical development of the country, the roles various cultural groups have played in the evolution of the nation, and uniqueness of the political process. Students will also develop the ability to read cultural clues and to move easily among the cultural groups that make up the nation. (Note: These credit hours do not count toward the graduation requirement.)

University Staff

Administration

Claude C. Martin
Chief Executive Officer

Benjamin G. Davis, A.B., A.M., M.Th., M.B.A., M.S., D.Min., Ph.D.
President

Jacob H. de Bruin, B.S., M.B.A.
Chief Financial Officer

Bernard J. E. van Gils, B.A., J.D.
General Counsel

Senior Staff Members

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Information Technology and Computer Science

Mark Beattie, B.S., M.S., C.Ed., D.A.
Information Technology and Computer Science

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English as a Second Language, American Cultures, Law

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Business Law, Accounting, Finance, Ethics

Benjamin G. Davis, A.B., A.M., M.Th., M.B.A., M.S., D.Min., Ph.D.
Management, Ethics

Sean C. Farrell, B.A. (Hons.), M.B.A.
Management

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The roles and powers of the owners, Board of Directors, and administrators are similar to those of other for-profit institutions in the United States. The owners are those who have made a financial or other investment in the founding of the university. As owners, they have no role in the operations of the university. The interests of the owners are represented by their membership on the Board of Directors, the body charged with oversight of the operations of the university. The overall operation of the university is under the direction of the executive staff, and the management of the university is under the direction of the President who is responsible for the academic and financial vitality of the institution. The President serves at the pleasure of the Board of Directors.

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