KEY WEST UNIVERSITY

INFORMATION CATALOG

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Licensure

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Ownership

Oleg Zabelin is 100% owner of Key West University Inc., a Florida for-profit corporation, doing business as Key West University.

Governing Body

Dr. Oleg Zabelin, Marina Zabelina

Program Advisory Boards

Management:

- Philippe Bone: VP Development, Accor Hotels
- Manuel Cardoso: SVP Fair Lending Officer, Compliance Analytics, Axos Bank
- Andrew Bilukha: Director DevOps, Integra Connect

Law:

- Dr. Maria Smirnova: Human Rights Officer, Office of the United Nations High Commissioner for Human Rights
- Dr. Olga Storozhenko: Professor of Intellectual Property Rights - Department of Law, Moscow University of Finance and Law

Economics:

- Dr. Vasily Erokhin: Associate Professor of International Trade, Harbin Engineering University, China
- Dr. Tianming Gao: Deputy Head of the Heilongjiang International Economic and Trade Association and Associate Professor of Global Economics, Harbin Engineering University, China

Disclosure

Key West University reserves the right to change programs, start dates, or to cancel programs. Any changes will be made in accordance with the Florida Commission for Independent Education rules and regulations and will be added to this catalog. Students will be notified of changes. Students will abide by the rules and regulations of the catalog published at the time of their enrollment.

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ABOUT KEY WEST UNIVERSITY

History

Key West University (KWU) founders have over 40 years of combined experience working in international business and education. Their unique professional backgrounds have enabled them to build effective ties with the global business community. Their experience has allowed them to develop a strong understanding of the relevant skills and competencies students need to build successful careers in business and legal professions.

The founders' decision to open a university in Florida stems from the U.S.'s global reputation as a leader in the field of higher education. The state also has a highly skilled workforce, excellent transportation links, and a favorable business environment. Additionally, the founders have personal ties to the state, having worked in Jacksonville, Florida.

Mission

The mission of Key West University (KWU) is to establish an international community of academic faculty and industry professionals who think innovatively and who collaborate to equip students with the skills and competencies that employers value in today's fast-paced global business environment.

Vision and Purpose

Quality: KWU is committed to providing a relevant and global educational experience.

Affordability: KWU educational offerings are competitively priced to meet the financial needs of a broad range of students.

Integrity: Students and faculty will strive to uphold high ethical standards throughout their KWU experience, which will be carried forth into the world of work.

Career-Oriented Education: Our curriculums aim to equip students with practical skills valued by employers in today's fast-paced global business environment.

Individualized Support: Every student will have a Personal Learning Advisor who motivates them to complete their educational journey.

Institution Management and Faculty

The Jacksonville location is staffed by full-time and part-time on-site and virtual personnel.

Approximately seventy (70%) of the teaching staff are U.S.-based. Many are Florida residents. The remainder includes international instructors. The diverse range of skills, academic, and professional experience of KWU faculty supports the mission of the school. Faculty and staff work closely together to equip students with the competencies and knowledge required by employers to be successful in the global workforce.

Curriculum Content

KWU curriculum content is closely aligned with the skill requirements of U.S. and multinational employers. Course curriculums have been developed by academic experts, with input from business practitioners. Each course has an associated number of credits. A unit of credit is defined as planned online learning experiences appropriate to the level of credential sought (as determined by duly qualified instructors responsible for evaluating learning outcomes), equivalent to approximately fifteen hours during the trimester, plus a reasonable period of study time (2-3 hours per week) where students study course materials, research information, prepare assignments and projects.

Equal Opportunity Statement

Key West University's policy of equal opportunity employment is consistent with all applicable federal and state laws. No person shall, on the grounds of race, creed, color, handicap, national origin, sex, sexual orientation, marital status, age, political affiliation, or belief, be excluded from any training, be denied the benefit of training, or be subjected to discrimination in any hiring practice or activity at the Campus.

Americans with Disabilities Act

Key West University complies with the Rehabilitation Act of 1973 (Section 504). No qualified handicapped person will be excluded by reason of the handicap from

enrolling in a course of instruction. Students wishing to avail themselves of special adjustments/accommodations under the Americans with Disabilities Act must disclose special needs at the time of enrollment. Accordingly, every effort is made to make reasonable adjustments/accommodations. Please consult the Campus' Admissions Office for further information. Students with disabilities may qualify for additional services/assistance. Students may call our main office and contact Key West University's Admissions Representative.

DEGREE PROGRAMS

Business Management (B.S.)

120 credit hours

Four years

Program Objectives

The Business Management program provides students with practical skills and knowledge required to successfully build careers in a variety of business environments. Given the international nature of the curriculum, graduates of the program possess a strong understanding of cross-cultural business communication practices, general managerial practices, functional skills and competencies. Examples of jobs that students may seek upon graduation include general management trainee, retail manager, sales manager, human resources specialist, marketing specialist, purchasing officer, customer relations manager, loan officer, and financial analyst.

Program Description

Throughout the Business Management (B.S.) program, students explore managerial concepts and practices necessary to effectively perform the four key functions of management. These include planning, organizing, leading, and controlling. Students will apply their knowledge to resolve actual domestic and multinational business issues through the analysis of business cases, completing project-based work, and other assignments.

Graduates of this program will be well-equipped to manage projects and teams and seek employment in entry to mid-level managerial roles in a variety of domestic and international companies.

Course #	Course Title	Credit hours
	General Education Course Requirements	30
Eng101	Academic Research and Writing Skills	3
Math101	Survey of Mathematics	3
Soc101	Principles of Sociology	3
Phil101	Foundations of Modern Philosophy	3
IT101	Introduction to Information Systems	3
Psy101	Introduction to Psychology	3
Sci101	Environmental Studies	3
Pol101	Introduction to Comparative Politics	3
His201	World History	3
Geo101	World Geography	3
	Humanities Course Electives (choose 5)	15
Int201	International Relations	3
Com101	Presentation Skills	3
Bus101	Career Planning	3
Eng102	World Literature and Composition	3
Eng201	Creative Writing	3
LS-101	Law and Society	3
Rel201	World Religions	3

Course #	Course Title	Credit hours
	Major Course Requirements	**60**
Bus102	Management Essentials	3
Bus103	Business Communication Skills	3
Bus104	Fundamentals of Marketing	3
Bus105	Human Resources Management	3
Math201	Statistics	3
Bus202	Project Management	3
Bus203	Time Management	3
Econ201	Macroeconomics	3
Econ202	Microeconomics	3
Bus301	Operations Management	3
Bus302	Managerial Accounting and Reporting	3
Bus303	Entrepreneurship	3
Bus304	Financial Management	3
Bus305	Organizational Behavior	3
Bus306	Business Ethics	3
Bus307	Managerial Decision-making	3
Bus308	Strategic Management	3
Bus309	International Business Management	3

Course #	Course Title	Credit hours
Bus310	Effective Leadership	3
Bus311	Risk Management	3
	Major Course Electives (choose 3)	9
Bus312	Corporate & Social Responsibility	3
Bus313	Quality Management	3
Bus314	Management of Information Systems	3
Bus315	Logistics Management	3
Bus316	Digital Marketing	3
Bus317	Capstone Project	6
	TOTAL:	**120**

Legal Studies (B.S.)

120 credit hours

Four years

Program Objectives

The goal of the Bachelor of Science in Legal Studies program is to prepare students for entry-level positions in the fields of law, politics, government civil service, public advocacy, or business compliance, as well as for further study in law.

Program Description

Throughout the B.S. in Legal Studies program, students will explore and understand how various government models, business practices, economic forces, societal beliefs and values determine the process of how laws are initiated, accepted, and applied. Practical knowledge related to the legal, ethical, and constitutional foundations of the field, in addition to strong organizational, research and writing skills will be gained as a result of studying in this program.

Given the international nature of the curriculum, it is anticipated that graduates of the program will possess a strong understanding of cross-cultural business communication practices, in addition to functional skills and competencies in the field of law.

Course #	Course Title	Credit hours
	General Education Course Requirements	30
Eng101	Academic Research and Writing Skills	3
Math101	Survey of Mathematics	3
Soc101	Principles of Sociology	3
Phil101	Foundations of Modern Philosophy	3
IT101	Introduction to Information Systems	3

Psy101	Introduction to Psychology	3
Sci101	Environmental Studies	3
Pol101	Introduction to Comparative Politics	3
His201	World History	3
Geo101	World Geography	3
	Humanities Course Electives (choose 5)	15
Int201	International Relations	3
Com101	Presentation Skills	3
Bus101	Career Planning	3
Bus203	Time Management	3
Eng102	World Literature and Composition	3
Eng201	Creative Writing	3
Rel201	World Religions	3
	Business/ Economics Course Electives (choose 3)	9
Econ200	History of Economic Thought	3
Math201	Statistics	3
Bus302	Managerial Accounting and Reporting	3
Bus303	Entrepreneurship	3
Bus304	Financial Management	3
Bus308	Strategic Management	3

Bus309	International Business Management	3
Bus311	Risk Management	3
	Major Course Requirements	**48**
LS-101	Law and Society	3
LS-100	Legal Research and Writing Techniques	3
LS-102	Introduction to US Legal Systems	3
LS-103	U.S. Constitutional Law	3
LS-104	Public Policy	3
LS-201	Family Law	3
LS-200	Property Law	3
LS-202	Introduction to Commercial Law	3
LS-203	Fundamentals of Tort Law	3
LS-204	Ethics in Law	3
LS-301	Intellectual Property Law	3
LS-302	Criminal Law	3
LS-303	Employment Law	3
LS-304	Contract Law	3
LS-305	Wills, Trusts and Estates	3
LS-306	Civil Litigation	3
	Major Course Electives (choose 4)	12

LS-307	Legal Negotiations	3
LS-308	International Human Rights	3
LS-309	European Union Law	3
LS-310	Environmental Law	3
LS-311	Mediation and Conflict Resolution	3
LS-312	Data Privacy and Protection Law	3
LS-313	International Trade Law	3
LS-314	Capstone Project	6
	TOTAL:	**120**

Economics (B.S.)

120 credit hours

Four years

Program Objectives

The goal of the Bachelor of Science in Economics is to prepare students to seek employment in entry-level positions in the fields of business, government, or public policy, in addition to providing them with the foundation required to pursue advanced studies in this field.

Program Description

Throughout the B.S. in Economics program, students will develop an understanding of how people, institutions, and nations create and manage scarce resources, make choices by comparing costs and benefits, and act purposefully on those choices. Students in this program will have an opportunity to apply economics and econometrics to the analysis of topical issues and policy options.

Given the international nature of the curriculum, it is anticipated that graduates of the program will possesses a strong understanding of cross-cultural business communication practices, in addition to analytical skills and functional competencies in the field of economics.

Course #	**Course Title**	**Credit hours**
	General Education Course Requirements	
Eng101	Academic Research and Writing Skills	3
Math101	Survey of Mathematics	3
Soc101	Principles of Sociology	3
Phil101	Foundations of Modern Philosophy	3

Course #	Course Title	Credit hours
IT101	Introduction to Information Systems	3
Psy101	Introduction to Psychology	3
Sci101	Environmental Studies	3
Pol101	Introduction to Comparative Politics	3
His201	World History	3
Geo101	World Geography	3
	Humanities Course Electives (choose 5)	15
Int201	International Relations	3
Com101	Presentation Skills	3
Bus101	Career Planning	3
Bus203	Time Management	3
Eng102	World Literature and Composition	3
LS-101	Law and Society	3
Eng201	Creative Writing	3
Rel201	World Religions	3
	Business Course Electives (choose 5)	15
Bus301	Operations Management	3
Bus302	Managerial Accounting and Reporting	3

Course #	Course Title	Credit hours
Bus303	Entrepreneurship	3
Bus304	Financial Management	3
Bus308	Strategic Management	3
Bus309	International Business Management	3
Bus311	Risk Management	3
	Major Course Requirements	**48**
Math200	Introduction to Linear Algebra	3
Math201	Statistics	3
Econ200	History of Economic Thought	3
Econ201	Macroeconomics	3
Econ202	Microeconomics	3
Econ203	Econometrics	3
Econ204	The Economics of Social Issues	3
Econ205	Competition Policy and Regulation	3
Econ206	Labor Economics	3
Econ301	International Trade Theory & Policy	3
Econ302	Managerial Economics	3
Econ303	Monetary Economics	3

Course #	Course Title	Credit hours
Econ304	Public Finance	3
Econ305	Productivity and Efficiency Analysis	3
Econ306	Financial Markets & Institutions	3
Econ307	Economics of Innovation and Entrepreneurship	3
	Major Course Electives (choose 4)	12
Econ308	Economics of Globalization and Development	3
Econ309	Environmental Economics	3
Econ310	Economies of Latin America	3
Econ311	Economies of East Asia	3
Econ312	Economy of the European Union	3
	TOTAL:	**120**

Master of Business Administration (MBA)

39 credit hours

18 months

Program Objectives

The KWU MBA program was developed to provide students with the practical skills and competencies required to accelerate their careers in business. This advanced degree program is designed for early to mid-career professionals who are interested in gaining a broad, holistic understanding of how management practices and business disciplines are integrated at a strategic level. Students will have the opportunity to apply their new skills to solve real-world business problems.

Three concentration options enable program participants to gain current knowledge required by employers. A choice of concentrations in Human Resources Management, Logistics and Supply Chain Management, and Data Analytics equip students with the practical skills and competencies required to advance their careers or seek positions in these business fields. The global nature of the course content prepares students with cross-cultural knowledge and business communication skills required by domestic and multinational corporations in a variety of industries.

Program Description

The Key West MBA is a 39-credit hour, non-thesis, advanced degree program. The program takes on average 18 months to complete. However, those students who have successfully completed undergraduate degrees in Management, Business Administration or related fields may be granted credit towards fulfilling core program requirements and can complete the KWU MBA program in one academic year of study. The MBA is a professional program offered 100% online, enabling participants to complete their studies while being fully employed.

Program courses offered in the core curriculum enable students to build strategic decision-making capabilities, enhance their analytical reasoning skills and learn to apply a variety of managerial instruments and methodologies in the key areas of marketing, finance, project management, and other core business disciplines. Those students pursuing a concentration are required to take 4 additional

courses (12 credits) in their chosen field of study. Students pursuing a general MBA can select to enroll in any four courses offered in the concentration areas.

Course #	Course Title	Credit hours
	Core Requirements	**24**
Bus501	Managerial Economics	3
Bus502	Strategic Management and Decision-making	3
Bus503	Statistics for Business	3
Bus504	Financial Management	3
Bus505	Project Management	3
Bus506	Enterprise Risk Management	3
Bus507	Organizational Behavior and Human Resources Management	3
Bus508	Advanced Marketing Methods	3
	General MBA Electives (Choose 4 courses offered from any of the concentrations listed below)	12
	Logistics and Supply Chain Management Concentration	
Bus601	Logistics and Supply Chain Management	3
Bus602	Warehouse & Inventory Management	3

Bus603	Transportation, Containerization and Distribution Networks	3
Bus604	Logistics IT and Information Management Systems	3
	Human Resources Management Concentration	
Bus605	Compensation, Reward and Recognition Systems	3
Bus606	Employee Recruitment and Selection Methods	3
Bus607	HR Systems and Workforce Analytics	3
Bus608	Employee Performance Management and Development Strategies	3
	Data Analytics Concentration	
Bus609	Data Governance and Management	3
Bus610	Data Mining for Business	3
Bus611	Spreadsheet Modeling and Simulation	3
Bus612	Data Reporting and Visualization	3
CAP620	Capstone Project	3
	TOTAL:	**39**

Doctor in Business Administration (DBA)

60 credit hours

Three years

Concentration Options: International Management or Entrepreneurship

Program Objectives

The DBA program is a professional doctorate program. The objective of the program is to integrate business theory and practice while enabling students to conduct applied research in areas that are relevant in today's fast changing business environment. In addition to developing a strong understanding of the theoretical underpinning of business disciplines, program participants will develop advanced analytical and research skills, which are in high demand in numerous sectors of the economy. The KWU DBA program offers participants the opportunity to complete concentrations in International Management or Entrepreneurship.

Students who successfully complete the DBA program will be equipped to work in senior level managerial roles and within a global business environment. DBA graduates may choose to pursue career paths in management consulting, become entrepreneurs, or apply their new knowledge and expertise to benefit the companies and organizations where they currently work.

Successful completion of the DBA Program also provides graduates with the necessary credentials to obtain teaching, research, or administrative positions in institutions of higher education.

Focused and individualized career planning services are available to all KWU DBA students, assisting program participants, and alumni to assist them with increasing their value in today's competitive labor market.

Program Description

The KWU DBA encompasses 60 credit hours and takes approximately three years to complete. The DBA is a professional program offered fully online, enabling participants to complete their studies while being employed.

The program consists of three main components. This includes core courses designed to enhance participants' knowledge of contemporary business issues and build research and analytical skills. Upon completion of core courses, students may opt to specialize in either International Business Management or Entrepreneurship. The final stage of the doctoral program involves the student completing a literature review and writing a dissertation under the supervision of an experienced faculty mentor.

Students may take a minimum of 3 years and a maximum of 8 to complete the DBA program of study.

Course #	**Course Title**	**Credit hours**
	Core Requirements	**24**
Bus701	Advanced Management Theory	3
Bus702	Ethical Issues in Business Management	3
Bus703	Quantitative Methods for Applied Business Research	3
Bus704	Qualitative Methods for Applied Business Research	3
Bus705	Management of Organizational Change	3
Bus706	Leadership Issues in the 21st Century	3
Bus707	Strategic Decision-Making & Problem-solving	3
Bus708	Managerial Consulting Methods	3
	Concentration Course Requirements	18
	Concentration in International Management	

Course #	Course Title	Credit hours
Bus709	Cross-Cultural Business Management	3
Bus710	International Finance	3
Bus711	Global E-Commerce	3
Bus712	International Logistics & Supply Chain Management	3
Bus713	International Project Management	3
Bus714	International Human Resources Management	3
	Concentration in Entrepreneurship	
Bus715	Entrepreneurship	3
Bus716	Financing Entrepreneurial Ventures	3
Bus717	Social Entrepreneurship	3
Bus718	Entrepreneurial Marketing	3
Bus719	Managing Innovation in Mature Organizations	3
Bus720	Small Business Management	3
	Dissertation Stage	18
Bus721	Writing the Defensible Doctoral Dissertation	3
Bus722	Doctoral Dissertation Literature Review	3
Bus723	Defensible Doctoral Dissertation Completion	12
	TOTAL:	**60**

ADMISSIONS PROCEDURES AND REQUIREMENTS

All staff who recruit prospective students or who participate in the admission of prospective students have completed an approved Admissions Training Program.

Determine if Online Learning is for You

Key West University is a provider of online education. If you have never studied in an online environment before, please consider the following to determine your success in this learning format:

- Time Management: Unlike classroom-based learning, online learners are not required to attend classes at a specific time and location. Instead, students are expected to spend on average 10-15 hours per week studying course materials and completing related assignments. Students have the flexibility to choose what days and times are most convenient for them to study. However, they need to organize and manage their time effectively to meet course deliverable deadlines. Students will receive an Orientation Packet prior to starting. Students will be required, at a minimum, to submit at least one assignment or participate in an online discussion at least once a week. Prior to beginning a course, students should create a weekly study schedule to keep up to date with course requirements.

- Motivation: KWU instructors provide regular and timely feedback to all students regarding their assignments and questions. Students can also communicate with others enrolled in the same courses via the chat and forum functionalities available in the KWU online learning platform. Additionally, it is the role of KWU Personal Learning Advisors to frequently monitor student progress and support them in achieving their learning goals.

- Communication: Another important aspect of online education is a student's ability to relate and communicate online in a text-based medium. Students and professors get to know each other and work together through

emails and real-time interactive chat forums. Some courses also include opportunities to participate in web conferences and live video transmissions. These are recorded and available for students to play back at their convenience. Students should feel comfortable initiating communication with professors and Personal Learning Advisors when they need assistance with assignments, have trouble with the learning platform, or for any other issue. The KWU staff is focused on assisting students to successfully complete each course.

Prepare for Key West University as a High School Graduate

- Consider the subjects you excelled in, and the results of any career aptitude test you may have taken.
- Think about a career you are interested in based on your academic strengths and experience you may have acquired through part-time work, extra-curricular activities, or volunteering.
- Contact the KWU admissions department to determine if any of our undergraduate programs can help you gain the skills and knowledge employers require working in such professions.
- Determine if online learning is right for you.

Prepare for Key West University if you are Currently in the Workforce

- Review the job experience you already have.
- Think about what skills and subjects you want to know more about.
- Consider your career goals and assess how programs offered by Key West University can help you achieve those goals.
- Determine if online learning is right for you.

Bachelor of Science Admissions Requirements

Students seeking admission must provide one of the following:

- Evidence of high school graduation (transcript, diploma, special diploma, diploma of completion, etc.) showing/verifying date of graduation.
- Evidence of GED completion (GED scores/GED diploma).
- Proof of graduation from a foreign institution comparable to a United States secondary school. Foreign applicants are required to submit translated and

notarized copies of their high school diplomas and transcripts if the documents were issued in a language other than English.
- Florida Home Education graduation credentials.

In addition, the following is required:

- Proof of identification (copy of valid driver's license, state issued identification card, U.S. military ID, valid U.S. passport, valid passport issued by a foreign country). Foreign documents must be accompanied by an official translation in English if the passport was issued in another language.
- All students are required to submit a personal statement (500-750 words), describing their career goals, and explaining how they believe studying in a specific KWU bachelor's degree program will support them in achieving these objectives.
- Non-native English-speaking applicants must show documentation of a score of 60 TOEFL Internet Based Test (IBT) or documentation of ESL diploma program completion. IELTS (International English Language Testing System) are also accepted, with a required minimum score of 60. SELT (Standardized English Language Test) scores of 6 or higher also fulfil the English language requirement for program entry.
- If the student is not able to provide proof of one of the above, the university will administer its own exam to test that the applicant's proficiency in English is of sufficient level to complete this program of study. This will include a written exam in addition to an oral interview conducted in English, either at KWU premises or via a web meeting.
- All students must submit a signed enrollment agreement.

Master of Business Administration (MBA) Admissions Requirements

Students seeking admission must be at least 18 years of age to enroll. In addition, the following requirements must be met. Supporting documentation must be submitted to the admissions department.

- Completed bachelor's degree. Applicants must provide a copy of their diploma and related transcripts. If the diploma was issued in a language

other than English, a certified translated copy of the diploma and transcripts must be provided.

- All students are required to submit a personal statement (500-750 words), describing their career goals, and explaining how they believe studying in KWU's MBA program will support them in achieving this goal.
- Two (2) years of professional work experience.
- Copy of resume
- Two letters of recommendation
- If English is not the applicant's native language of instruction, applicants must submit one of the following as proof of meeting English language requirements for entry into the MBA program:
  - Score of 530 or higher on the TOEFL Paper-based Test (pBT), or 71 or higher on the Internet-based Test (iBT).
  - Score of 6.5 or higher on the International English Language Test (IELTS) also fully meet language requirements for admission into this program.
  -Score of Level 6 or higher on the Standardized English Language Test (SELT)
- Evidence that the student completed at least 30 hours of bachelor's level work at an accredited institution of higher education, where the language of instruction was English.
- If the student is not able to provide proof of one of the above, the university will administer its own exam to test that the applicant's proficiency in English is of sufficient level to complete this program of study. This will include a written exam, in addition to an oral interview conducted in English, either at KWU premises or via a web meeting.

Doctor of Business Administration (DBA) Admissions Requirements

Students seeking admission must be at least 18 years of age to enroll. In addition, the following requirements must be met. Supporting documentation must be submitted to the admissions department.

- MBA or master's degree in a business-related field. Applicants must provide a copy of their diploma and related transcripts. If the diploma was issued in a language other than English, a certified translated copy of the diploma and transcripts must be provided.

- All students are required to submit a personal statement (500-750 words), describing their career goals, and explaining how they believe studying in KWU's DBA program will support them in achieving this goal.
- At least 5 years of professional work experience
- Copy of resume
- Two letters of recommendation
- If English is not the applicant's native language of instruction, applicants must submit one of the following as proof of meeting English language requirements for entry into the DBA program:
  - Score of 530 or higher on the TOEFL Paper-based Test (pBT), or 71 or higher on the Internet-based Test (iBT).
  - Score of 6.5 or higher on the International English Language Test (IELTS) also fully meet language requirements for admission into this program.
  - Evidence that the student completed at least 30 hours of master's level work at an accredited institution of higher education, where the language of instruction was English.
- If the student is not able to provide proof of 1 of the above, the university will administer its own exam to test that the applicant's proficiency in English is of sufficient level to complete this program of study. This will include a written examination, in addition to an oral interview conducted in English, which will take place either at the premises of KWU or via a web meeting.

Acceptance by Institution

Admissions decisions will be made within two weeks following the completion of: 1) application, 2) submission of all required documents, and 3) review by Admissions Committee.

The criteria for acceptance into the program are based on a multi-dimensional metric. This includes:

- academic achievement
- evaluation of essay
- adequate work experience (for MBA and DBA programs)
- letters of recommendation (for MBA and DBA programs)
- English language proficiency

The catalog and the enrollment agreement constitute a binding contract between the student and Key West University. Students receive a catalog with the Enrollment Agreement.

Language

All courses are offered in English only.

Transfer of Credit Hours

Credit hours earned elsewhere may be evaluated and considered towards program completion. The applicant must present a transcript and catalog from the institution where the courses were completed, during the application process. The institution must be accredited by a national or regional accrediting agency or international equivalent, and the grade must be a "C" or higher.

- A maximum of 90 transfer credits can be counted towards earning a bachelor's degree from KWU.
- No more than 18 transfer credits can be applied to the KWU MBA program.
- A maximum of 15 transfer credits can be applied to the KWU DBA program.

The following general conditions apply for U.S. applicants:

- KWU generally awards credit for prior coursework completed at licensed and accredited institutions in the United States, provided that the coursework is substantially comparable to the coursework required of the KWU program in which the student intends to enroll.
- Students are required to provide an official copy of their transcript(s) when applying for transfer credit.
- KWU recognizes the validity of military training as potential college credit. All military training that has been reviewed by the American Council on Education (ACE) and meets the requirements of a student's undergraduate degree plan may be eligible for transfer credit. Only transcripts received directly from Army/ACE or Sailor/Marine will be accepted for official review.

The following general conditions apply for international applicants:

- Students who are interested in applying for transfer credit from coursework completed outside of the United States are responsible for submitting the

following documents, along with their transcripts and credit transfer request form.

- Proof of the transferring institution's licensing and accreditation status. An official English translation of such documents must be provided if the documents are in a foreign language. The business name of the translation service must be included with all translated documents submitted.
- Students may be required by KWU to submit course descriptions (translated into English if the descriptions are in a foreign language).

Note: All prior learning is reviewed on a case-by-case basis and credit is awarded at the discretion of KWU University.

Transfer credit to other institutions

Students may wish to continue their training after graduation. While Key West University is licensed by the Florida Commission for Independent Education, it is not accredited. Some or none of the coursework completed at Key West University may be transferable to other institutions. Therefore, the student must contact the institution they are transferring to as each institution has its own requirements regarding acceptance of transfer of credit hours. There is no guarantee of transfer of credit hours from one institution to another and specifically from Key West University to any other postsecondary school or college.

DESCRIPTION OF FACILITY AND EQUIPMENT

About the Campus

Key West University is located at 10151 Deerwood Park Blvd Building 200, Suite 250, Jacksonville, FL 32256. The University currently leases 132 square feet of office space on the second floor of a modern business center, which is utilized for administrative purposes. Students attend class via the online platform and communicate with faculty, staff, and other students using phone, email, and the online discussion board.

The building is compliant with fire safety requirements and is fully accessible to people with disabilities. Furthermore, the building has restrooms designated for exclusive use by males or females, as defined in Section 553.865 (3), F.S. Additionally, the facility provides ample free parking for employees and guests. It is also accessible by public transportation. Signage located at the reception area of the business center clearly indicates to visitors that Key West University is located at the facility.

The Business Center provides the University with fully staffed reception services Monday through Friday from 9:00 a.m. – 5:00 p.m. Additionally, Key West University has full use of the Business Center's common facilities, which include two conference rooms, a break room, and restrooms. Conference facilities can be booked in advance and used for board meetings, internal faculty and staff meetings, and meetings with members of the local business community.

The office has individual workstations, a phone system, high-speed internet, Wi-Fi connections for staff and visitors, file cabinets, a network server, and other general office equipment and furniture. Program courses are housed on a cloud solution, Moodle, and student records and related electronic files are stored in Sycamore Campus school management system, another cloud solution.

Offices and Classrooms

Key West University is an online institution. The campus is comprised of administrative offices with conference rooms available. Students attend class via the online platform and communicate with faculty, staff, and other students using phone, email, and the online discussion board. The school is staffed from Monday through Thursday, 9:00 a.m. – 5:00 p.m., allowing students to visit during office hours or by appointment. Virtual support is available to students on Fridays during normal business hours (via email and through the online learning platform).

Approvals and Licenses

Key West University has met all requirements, certification, licenses, and insurances to operate and conduct all business in the City of Jacksonville, Duval County, and the State of Florida.

Equipment

All equipment needed to support the teaching of each subject is available.
- KWU uses Moodle as its LMS (Learning Management System). All data uploaded to Moodle is stored using cloud technology.
- All course learning materials are available in the LMS (Learning Management System) or via LIRN (the university's E-library resource).

KWU faculty and students are expected to have access to:

- A computer or laptop
- Microsoft Office programs (Word, Excel, PowerPoint- version 2007 or higher)
- Web browser
- A stable internet connection, with a minimum connection speed of 256 Kbps connection is required
- Some courses may require
    - Adobe Flash Player
    - Adobe Reader

Resource Center and Online Library

KWU uses Moodle as its online learning platform for students. Students can access course content, interact with instructors and other students in their cohort group, and submit course assignments through the system. Moodle is fully web-based and is available to students 24 hours per day, 7 days a week, excluding time scheduled for planned technical updates and maintenance.

In addition to the Moodle platform, students have continuous access to electronic learning resources that are required for their courses through LIRN E-library. LIRN provides a robust, comprehensive, fully web-based E-library solution. In addition to scholarly articles, it provides access to open-source resources, private library

collections, eBooks, audio books, and historical digital archives. The service is used in universities throughout the US.

Students can access the E-library 24 hours per day, 7 days a week, excluding planned technical updates and maintenance.

STUDENT SERVICES

Key West University strives to support students in achieving their personal and career goals. Key West University provides specialized services that are an integral part of the learning experience. Students can confidentially discuss their problems at any time with their instructors or any staff member. All staff members maintain an open-door policy regarding student concerns and issues.

Personal Learning Advisors

To ensure that students adjust smoothly to learning in an online environment, all KWU students benefit from the support and assistance from a Personal Learning Advisor. This Advisor motivates students to stay on task and within deadlines, address challenges, and complete their educational journey in a timely way. Students first meet with their Personal Learning Advisor (PLAs) upon acceptance into a KWU program of study. Together, they will create an Individualized Learning Plan. The plan aligns their career goals and academic interests. It takes into consideration other life priorities including work, family, friends, hobbies, etc. This document is used to record student's learning progress and achievement throughout their program of study at KWU.

- Personal Learning Advisors formally meet with students online once each trimester. During formal meetings, students review their progress in completing Individual Learning Plan goals. Additionally, Personal Learning Advisors frequently reach out to motivate students throughout their course of study. PLAs advise students on how to effectively manage or overcome organizational issues or personal time constraints that could prevent them from successfully completing their academic program on time. Students may be referred to professional counseling within the community as appropriate.

Technology Services

- Students will have 24 hours per day, 7 days a week access to KWU systems, except for planned systems maintenance. This includes the online learning platform Moodle and the LIRN online library. If teaching faculty or the university's administration organize web meetings or online lectures for students, these events will be recorded. All students (including those who have attended and those who were not able to) receive a link, which they can use to playback the meeting. Students can ask questions to the online meeting organizers, through their online learning platform or email. Faculty and staff are required to respond within 24 hours if it is a working day in the US.
- KWU will respond to student questions via email, within 1 business day of receipt. If a service provided by KWU is one-on-one in nature, (i.e. individual meeting with a Personal Learning Advisor or a Career Services Counselor), KWU staff will adjust their schedules to conduct a meaningful web meeting with students in different time zones.

Housing

Housing is not provided as courses are only offered online.

Family Educational Rights and Privacy Act (FERPA)

Key West University fully complies with the Family Educational Rights and Privacy Act of the 1974 Buckley Amendment, Public Law 93-380, Section 438. All students' records are confidential and are stored in locked cabinets in a locked office.

Financial Assistance

KWU understands that many students are working towards improving their future, and that's why we work hard to make education affordable to everyone. KWU degree programs are priced to meet the financial needs of a broad range of students.

All KWU students who are U.S. citizens or lawful permanent residents are eligible to enroll in affordable tuition payment plans, which are administered by TFC

Tuition Financing. Currently, international students are not eligible to enroll in such plans.

For nearly 50 years, TFC Tuition has been a respected leader in student financing, helping students to achieve the professional career of their dreams. TFC makes education affordable for all KWU students who are U.S. citizens or lawful permanent residents, by offering a wide range of payment options, and an online portal to manage your own account. Payment plans are available even if students do not have great credit or a strong financial history.

Prospective students are encouraged to contact a KWU Admissions Representative to discuss their financing needs.

Note: Currently, Key West University does not participate in national, state or local financial aid programs for students, including Title IV loans.

Career Services/Job Placement Assistance
Job search and employment skills assistance are provided to all enrolled students and graduates without additional charge. There is no guarantee of job placement directly or indirectly implied.

Alumni Community
Graduates are automatically accepted into Key West University's Alumni Community. Alumni receive a variety of benefits including career services, auditing of selected courses, and invitations to social events.

Class Size
The average class size is 15 students.

Schedule Changes
Key West University is committed to keeping each student informed of changes that may impact educational pursuits. Students will be informed electronically regarding any schedule changes that may occur during their course of study.

Syllabi

On the first day of class of each course, students receive a copy of the course syllabus and outlines.

ATTENDANCE

In an online classroom setting, attendance is defined as weekly participation in the online platform. Students are expected to complete assignments and tests by the specific dates published in the course outline. Assignment due dates are listed in course outlines and are duplicated in the online learning platform's event calendar.

Students who submit work late may have 10% subtracted from their grade for an assignment. Students who do not complete the requirements for a course by the course end date will be required to re-enroll in the course the next time it is offered. Students are charged the full cost of the course if they are required to repeat the course for any reason.

Make-up Work

Make-up work is required for any absence. Assignments and tests that are not completed because of an absence must be made up within a time frame determined by the course instructor.

If the situation occurs due to an excused absence (defined as an absence attributed to personal illness, illness of a dependent, serious illness or death of a family member), and the student has notified KWU administration of the situation in a timely manner, there will be no reduction in grade for the student.

If the need to make up work occurs as the result of an unexcused absence, a 10% reduction in the grade will be automatically applied. There is no charge for make-up work that occurs, providing that it is completed by the official course end date.

Note: KWU reserves the right to ask the student to provide documentation of proof for excused absences.

Leave of Absence

To be eligible to apply for a leave of absence, a student must have completed the first trimester of their program at Key West University. The student must submit a written request for the leave (with required documentation) to the Campus Director. The student must have approval prior to the start of a leave of absence. An exception to this policy may be made for a student with a medical or family emergency. This exception to the policy is considered only when a student expects to return to the school within the maximum time frame for a leave of absence. A student may make a single request for a non-continuous leave of absence when the request is for the same reason, such as a serious medical problem requiring multiple treatments.

A leave of absence may be granted for a period not to exceed 120 days. Students are also limited to one leave of absence in any twelve-month period. However, a second leave of absence may be granted if the total number of days does not exceed 90 days in any twelve-month period. Acceptable reasons for a leave of absence or a second leave of absence within a twelve-month period are jury duty, military duty, or circumstances such as those covered under the Family Medical and Leave Act of 1993 (FMLA).

A leave of absence is granted only when there is a reasonable expectation a student will return to school at the expiration of the leave of absence. Students taking an approved leave of absence do not incur any additional charges for the period of the approved leave. However, any student who fails to return to school at the end of an approved leave of absence is withdrawn from Key West University.

If a student does not return to school at the expiration of an approved leave of absence, the student's withdrawal date is the date the student began the leave of

absence. All refund and cancellation policies are applied based on a student's date of withdrawal.

Disciplinary Probation

If a student fails to meet their responsibilities as outlined in this catalog or where Key West University policies and procedures are posted or distributed, he or she may be placed on probationary status. Probationary status is for 30 days.

If a student fails to improve as required during the time specified for their probation, he or she may remain on probation or be dismissed from the program and the School.

Disciplinary Re-Admittance Policy

A student must apply for re-admittance to Key West University after being withdrawn for disciplinary reasons. The re-admittance policy is as follows:

1. Students may apply for re-admittance in writing to the Admissions Department specifying the trimester of intended re-enrollment no less than one trimester and no more than one calendar year from being withdrawn.
2. Students re-entering are placed on disciplinary probation.
3. If there are no violations of student rules and regulations during this period, at the end of the probationary trimester, students are removed from probation.

Academic Re-Admittance Policy

A student must apply for re-admittance to Key West University after voluntary withdrawal or after being withdrawn. The policy also applies to students who have been on an approved leave of absence that extended beyond the date granted which results in automatic withdrawal. The re-admittance policy is as follows:

1. Students may apply for re-admittance in writing to the Admissions Department specifying the trimester of intended re-enrollment no less than one trimester and no more than one calendar year from being withdrawn.
2. Students must obtain permission from the Registrar and Director of Student Services to re-enroll.

3. Students must have met all financial obligations to the school.
4. Students are re-enrolled under current tuition charges and curriculum and catalog policies.

ACADEMIC POLICIES

Course Assessment

It is a Key West University policy that each student completes the required assignments and tests for each course to receive a passing grade. During each trimester, students receive on-going feedback on their assignments and projects. Any assignments not completed by the end of the course may result in an automatic failure unless specific arrangements are made with the instructors and approved by KWU administration.

Grading

Students are awarded letter grades for all courses taken at Key West University. Academic work is evaluated, and grades are assigned at the end of each course to indicate a student's level of performance. Criteria upon which a student's performance is evaluated is distributed to each student at the beginning of each course in the form of a course syllabus.

Grade notations are based on a 4.0 scale:

Letter Grade	Interpretation	Numerical Value	Numeric Grade
A	Excellent	4.0	90.00 -100.00%
B	Good	3.0	80.00 -89.99%
C	Average	2.0	70.00 -79.99%
D	Poor	1.0	65.00 -69.99%
F	Fail	0.0	0 -64.99%
AU	Audit	Not computed	
I	Incomplete*	Not computed	

Letter Grade	Interpretation	Numerical Value	Numeric Grade
W	Withdrawal	Not computed (prior to 50% completion)	
WF	Withdrawal Failing	0.0(after 50% completion)	
WNA	Withdrawal/No attendance	Not computed	
P	Pass	Not computed	
T	Transfer of Credit Hours	Not computed	

*Converts to a grade of F if incomplete work is not made up within the specified timeframe.

Repeating Courses

A course in which a letter grade of "D" or "F" has been earned may be repeated for grade average purposes. Only the higher grade is used in the computation of a cumulative grade point average at Key West University. Students who repeat courses are responsible for paying the full tuition of the course. No course may be taken more than two (2) times. A course in which a satisfactory letter grade (i.e., "A," "B," "C") has been earned may not be repeated for grade average purposes. Courses may not be repeated for grade average purposes after graduation. All grades attempted are considered when calculating quantitative Satisfactory Academic Progress status.

Plagiarism

It is a policy of Key West University that students assume responsibility for maintaining honesty in all work submitted and in any other work designated by an instructor of a course. Plagiarism, because it is a form of theft and dishonesty that

interferes with the goals of education, must carry severe penalties. The penalties are as follows:

- First occurrence of plagiarized material results in an automatic “F” for that assignment.
- First occurrence of a student copying an entire paper or project and turning it in as their own work results in an automatic “F” for the course.
- The second occurrence of an assignment containing plagiarized material results in an automatic “F” for the course.
- The second occurrence of a student turning in an entire paper or project as their own work results in an automatic suspension from KWU for 30 days.

KWU has several strategies to ensure the integrity of the writing and research conducted by our students and prevent academic dishonesty and plagiarism from occurring. These measures include the following:

1. **Online tests:** In the event that an instructor includes a multiple-choice test as an assessment in their online course, the test questions are set-up in the online learning platform so that they appear in a random order each time they are displayed. Likewise, test question banks contain more questions than the number used to grade the test, meaning that students will have different content variations of the test.
2. **Written assignments and dissertations**: KWU instructors have access to antiplagiarism software. Students’ written assignments can be scored for authenticity prior to grading. If a student receives a low authenticity score on his or her work, they may be asked by their instructor to revise their submission and resubmit it prior to the course end date. Multiple instances of plagiarism may constitute grounds for disciplinary action.

Satisfactory Academic Progress

Students at Key West University are expected to maintain satisfactory academic progress toward graduation. There are two standards that must be met: a qualitative standard and quantitative standard.

The qualitative standard requires that undergraduate students achieve a minimum GPA of 2.5 after completing each trimester at Key West University. If a student's cumulative grade average falls below 2.5, they will be placed on academic probation for one trimester. If grades do not meet the 2.5 GPA requirement at the end of the probationary trimester, they will be expelled.

Graduate students are required to achieve a minimum GPA of 3.0 each trimester. If a student's cumulative grade average falls below 3.0, they will be placed on academic probation for one trimester. If grades do not meet the 3.0 GPA requirement at the end of the probationary trimester, they will be expelled.

The quantitative standard requires students to complete their program of study within 150% of the normal timeframe allotted for completion of the program. The normal timeframe is measured in course hours attempted to accommodate schedules of full-time and part-time students.

Graduation Requirements

To graduate from Key West University students must:

- Successfully complete a designated program of study by completing all required courses in the program
- Achieve a minimum cumulative grade average of 2.5 for undergraduate programs or 3.0 for graduate programs
- Complete 25% of a Bachelor's, 50% of an MBA, 75% of a DBA program at Key West University
- Resolve all financial obligations to KWU
- Complete all required exit paperwork

Privacy of Student Records

Key West University respects the student's personal information and guards all information carefully. The student's Social Security number is not used as a student's primary identifier. The school will assign each student an institutional Student ID number to use to access records and receive services. A student may choose to withhold directory information but must submit a written notice to the

main office stating which of the above directory information items are not to be released to the public.

Transcripts and Diplomas

A request for a Key West University transcript must be in writing, signed by the student and requested a minimum of two (2) weeks before a transcript is required. The complete address of the person and place to which the transcript is being sent must be included. An official transcript bearing the school seal will be forwarded to other institutions, to prospective employers, or to other agencies at the request of a student. Institutions typically consider a transcript "official" only if it is forwarded directly from the sending institution. Students may obtain unofficial copies of their transcripts by contacting the campus. There is no charge for digital transcripts. Where delivery of a transcript or diploma is required, it will incur a fee - $30.00 for delivery in the US per recipient and $55.00 for international delivery per recipient. Alternatively, students can pick up their transcripts or diploma from the KWU's Jacksonville office free of charge. Records will remain on file in perpetuity for students who are dismissed or denied entry.

Note: All financial obligations to KWU must be paid before transcripts or diplomas are released.

Changes Made by the Institution

If the institution cancels or changes a program of study in such a way that the student who has started is unable to complete their studies, arrangements will be made in a timely manner to accommodate the needs of each student enrolled. If the institution is unable to make alternative arrangements that are satisfactory to both parties, the institution will refund all money paid by the student according to the published Refund Policy.

STANDARDS OF CONDUCT

All students are expected and required to conduct themselves in a dignified and professional manner. Students must realize the responsibility for their success

rests largely upon themselves. Any behavior that distracts other students or disrupts the online learning process will not be tolerated. Such conduct is considered just cause for dismissal of a student from Key West University.

Specific behaviors that may cause dismissal from Key West University include, but are not limited to:

- Willful destruction or defacement of the institution or student property
- Improper or illegal conduct
- Cheating, plagiarism, academic dishonesty and/or infractions of administrative policies
- Theft of student or School property
- Disruptive or inappropriate behavior in the online learning environment

A student may also be suspended or dismissed from Key West University for violating administrative policies. Causes for suspension and/or dismissal include:

- Failure to meet student responsibilities as contained within this catalog
- Non-criminal, verbally offensive, disruptive, or otherwise inappropriate conduct (whether directed toward another student or a School representative)
- Continued unsatisfactory attendance
- Non-payment for services rendered by the School
- Failure to comply with policies listed in the current School catalog
- Conduct prejudicial to a class, program or the School

Sexual Harassment and Anti-Hazing Policy

It is Key West University's policy to prohibit sexual harassment, which includes a commitment to creating and maintaining a community in which students, faculty and administrative-academic staff can work together in an atmosphere free of all forms of harassment, exploitation, or intimidation. Sexual harassment includes unwelcome sexual advances or offensive comments, gestures, or physical contact of a sexual nature between and/or among students and staff. This includes any kind of intimidation or discrimination. Key West University is strongly opposed to sexual harassment and such behavior is prohibited by law and by Key West

University policy. Any report of perceived harassment will be fully investigated, and corrective action will be taken where appropriate. Behavior that denigrates the integrity of another student (hazing) will not be tolerated. If a student or employee feels that he or she has suffered a form of discrimination or harassment, the individual should immediately contact a supervisor, the Director of Educational Programs, or the Campus Director. Violation of the policy can result in disciplinary action, up to and including discharge.

Drug Policy

Key West University is compliant with the Federal Government Regulations for a Drug Free Workplace for students and employees. Any student or employee caught in possession, use or distribution of any illegal substances will be dismissed and/or referred to the appropriate agency for arrest.

No Smoking Institution and Workplace

Smoking is not tolerated within 100 yards of the institution or offices.

Safety in Private Spaces Policy

In accordance with the Safety in Private Spaces Act, Florida Statute 553.865, any student who willfully enters a restroom designated for the opposite sex on the premise of the educational institution, and refuses to depart when asked by any administrative personnel, faculty member, security personnel, or law enforcement personnel, may result in disciplinary action up to and including termination from the University. Any third party who willfully enters a restroom designated for the opposite sex on the premise of the educational institution, and refuses to depart when asked by any administrative personnel, faculty member, security personnel, or law enforcement personnel, may result in criminal charges of trespassing. In the event an individual believes that the University has failed to meet the minimum requirements for restrooms under Section 553.865(4) he/she has the right to file a complaint with the Attorney General.

Honor Code

Enrollment in Key West University and the completion of the enrollment agreement represents a student's pledge to respect the rights and property of the

School and fellow students and to adhere to general principles of academic honesty.

Standards of Appearance

Appropriate dress and appearance are expected when visiting Key West University offices. Appropriate dress is defined as attire that would be worn in a business setting.

Student Disciplinary Procedures

If a student violates Key West University's Standards of Conduct, the first level of discipline lies with the faculty member. If a situation demands further action, the Director of Student Services will determine the disciplinary action.

Key West University's primary objective is to help their students achieve their career goals. If students have concerns or problems that need to be addressed, they can confidentially discuss their problems at any time with instructors, the Director of Student Services, or any staff member. The school maintains an open-door policy regarding any student issues.

Grounds for Termination

Students may be terminated by Key West University for the following reasons:

- Insufficient progress
- Attendance
- Failure to pay tuition fees
- Failure to adhere to the Standards of Conduct
- Students who are terminated for failure to pay tuition fees as defined in the catalog will not receive a refund of tuition paid
- Students terminated for violation of the Standards of Conduct as defined in the catalog will not receive a refund of tuition paid.

Grievance Policy

A student has the right to appeal any academic or disciplinary actions set forth by Key West University. Whenever possible, students are encouraged to resolve problems through normal administrative channels.

If a student has spoken to an instructor regarding his/her problem but it is not resolved, the next step is for the student to meet with the Campus Director. The student needs to submit a written request to meet with the Campus Director. The written request will contain the name of the student, date, brief explanation of the problem/reason for the grievance and the student's signature. Within 3 days, the Campus Director will contact the student to set up an appointment.

The Campus Director, the student, and the Key West University employee involved will meet for the scheduled appointment to resolve the grievance. At this time, the student will have the opportunity to address any further concerns and/or questions. They will review the student's grievance and ensure at the Institute's policy has been properly applied to make a final decision or recommendation, within 5 days. This decision will be noted and filed in the student's permanent file.

If the student feels that his/her complaint cannot be resolved after exhausting the institution's grievance policies and procedures, or feels an appeal or grievance is still unresolved, the student may contact:

Commission for Independent Education
Florida Department of Education
325 West Gaines Street, Suite 1414
Tallahassee, Florida 32399-0400
850-245-3200; 888-224-6684 toll free

ADMINISTRATIVE POLICIES AND PROCEDURES

Key West University policies have been formulated in the best interests of students and the School. Changes in policy are rarely made during a school year since plans for each session are made in advance. However, Key West University reserves the right to change provisions or requirements, including fees, contained in its catalog at any time and without notice. These will be printed in separate documents and attached to the catalog and sent to the student body. A student currently enrolled will not be affected by a tuition increase. The School also reserves the right to require a student to withdraw should the individual fail to meet printed requirements.

Key West University reserves the right to impose probation on any student whose conduct, attendance, or academic standing is unsatisfactory. Any admission based upon false statements or documents is void, and a student may be dismissed on such grounds. In such cases, a student may not be entitled to earning course hours which he/she may have completed at the School.

Admission of a student to a Key West University program does not guarantee that the student will be automatically re-enrolled into any succeeding program. Key West University also reserves the right to cancel any classes that do not have a minimum number of students enrolled. See refund and cancellation policy.

ACADEMIC CALENDAR 2026 - 2027

Key West University operates on a trimester system. Each trimester consists of 10 weeks of instruction. Program dates and student breaks for the 2026 – 2027 academic year are included in the following chart.

Trimester	Registration Deadline	Start Date	End Date
1	October 5	October 13	December 20
Winter Break: December 21, 2026 – January 31, 2027			
2	January 25	February 1	April 11
Spring Break: April 12, 2027 – May 9, 2027			
3	May 3	May 10	July 18
Summer Break: July 19, 2027 – October 11, 2027			

Official KWU Office Holidays 2026 - 2027

Date	Holiday
September 7, 2026	Labor Day
October 12, 2026	Columbus Day
November 11, 2026	Veterans Day
November 26-27, 2026	Thanksgiving
December 21, 2026 - January 3, 2027	Winter Break
January 18, 2027	Martin Luther King Day
February 15, 2027	Presidents Day

Date	Holiday
May 31, 2027	Memorial Day
June 18, 2027	Juneteenth
July 5, 2027	Independence Day

Hours of Operation

The main office is open Monday through Thursday, 9:00 a.m. to 5:00 p.m., except for official holidays listed above. Virtual support is available to students on Fridays during normal business hours (via email and through the online learning platform).

TUITION FEES AND OTHER COSTS

Tuition for the 2025/2026 academic year is established as follows:

1. Undergraduate programs: $167.00 per credit hour
2. Master's programs: $264.00 per credit hour
3. Doctorate programs: $325.00 per credit hour

Tuition must be paid in full prior to the start date of each trimester.

Application Fee

A $50.00 nonrefundable application fee is charged at the time of application to all KWU programs either by credit card or in the form of a personal check or money order made payable to Key West University. This is the responsibility of the applicant.

Registration Fee

A $50.00 one-time nonrefundable registration fee is charged at the time of enrollment in the first trimester to all KWU programs either by credit card or in

the form of a personal check or money order made payable to Key West University. This is the responsibility of the applicant.

Cost of Books, Equipment, and Supplies

There are no fees for required learning materials. All books are included in the cost of tuition and are available online. Students may opt to purchase hard copies of textbooks at their own expense.

Late Fee

A $100.00 late payment fee is charged when full payment of tuition and fee balances are not made within 15 business days of receipt of tuition invoice. Late payment fees are non-refundable.

Transcript and Diploma Delivery Fee

Students can pick up their transcripts or diploma from KWU's Jacksonville office free of charge. There is also no charge for digital copies of transcripts or diplomas. Delivery of a printed transcript or diploma incur a fee - $30.00 for delivery in the US per recipient and $55.00 for international delivery per recipient.

Note: All financial obligations to KWU must be paid before transcripts or diplomas are released.

REFUND AND CANCELLATION POLICY

2. Cancellation must be made in writing.
3. All monies, except the non-refundable application and registration fees, will be refunded if the applicant is not accepted by the School or if the student cancels within three (3) business days after signing the enrollment agreement and making an initial deposit.
4. Cancellation after the third (3rd) business day, but before the first class, will result in a refund of all monies paid, apart from the non-refundable Application fee ($50.00) and Registration fee ($50.00).

5. Cancellation or withdrawal after attendance has begun, through 20% completion of the course, will result in a Pro Rata refund of tuition computed on the number of Credit Hours completed to the total course Credit Hours required.
6. Cancellation after completing more than 20% of the course will result in no refund.
7. The termination date for refund computation purposes is the date on which KWU administration received a cancellation request in writing from the student.
7. Refunds will be made within 30 days of termination or receipt of cancellation notice.

Course Cancellation and Refund Policy

Should a course be canceled by the administration for any reason, tuition for that course will be refunded in full to students.

ADMINISTRATION, FACULTY, AND STAFF

Administrators work for Key West University on both a full-time and part-time basis. Teaching faculty work on a part-time basis.

Administration

President

Oleg Zabelin, PhD

PhD Information Technology, Moscow Institute of Electronics and Mathematics
MBA, University of Warwick Business School
BS/MS Computer Science, Moscow University of Finance and Law

Campus Director and Registrar

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Director of Educational Programs

Amath Sarr, DBA
DBA Walden University
MBA DeVry University
BA in Business Administration, International Institute of Management, Brazzaville, Congo

Admissions Representative, Career Planning and Student Services
Rolanda Gilkie-Carrethers, MBA
MBA, University of Phoenix
BS in Retail Management, Michigan State University

Virtual Librarian
Lisa M. Acuña, MLS
Masters of Science in Library Sciences, State University of New York at Buffalo
BA in Psychology, Minor in Gerontology, Saint John Fisher University

Faculty

- Kimberly Bynum, DBA
DBA, Jacksonville University
MBA, Jacksonville University
BS in Electrical Engineering, Florida A&M University

- April Caldwell, MBA
MBA, Franklin University
BS in Business Administration, Franklin University

- Rolanda Gilkie-Carrethers, MBA
MBA, University of Phoenix
BS in Retail Management, Michigan State University

- Kimberly Washington, MA
MA in Adult and Community Education, Indiana University of Pennsylvania
BA in English Literature, Pennsylvania State University

- Russell Crawford, MA
MA in Philosophy, Holy Apostles College

BA in Religion, Luther Rice College

- Elena Ermilova, PhD

PhD in Economics, Seifullin Kazakh Agrotechnical University, Kazakhstan
BS / MS in Physics (Specialist Diploma in International Economics, al-Farabi Kazakh National University, Kazakhstan

- Samuel Carrol, Ed.D

Ed.D., Nova Southeastern University
MBA, Everest University
Master of Public Administration, University of North Florida
BA in Business Administration, University of North Florida

- Amber Donley, JD

Juris Doctorate, Florida Coastal School of Law
BS in Elementary Education, Bethune-Cookman University

- Vasily Erokhin, PhD

PhD in Economics and Management, Stavropol State Agrarian University, Stavropol, Russia
BS/MS International Economics (Specialist Diploma in International Economics), Stavropol State Agrarian University, Stavropol, Russia

- Mostafa Fawzy, PhD

PhD in Industrial Engineering, University of Iowa
MSc in Industrial Engineering, King Abdulaziz University, Jeddah, Saudi Arabia
BSc in Industrial Engineering: King Abdulaziz University, Jeddah, Saudi Arabia

- Natasha Jordan, PhD

PhD in Industrial Organizational Psychology, Grand Canyon University
MA in Industrial Organizational Psychology, The Chicago School of Professional Psychology
BS in Psychology, University of Maryland University College

- Anays Mas, PhD

PhD in Information Science, University of Havana
Master of Business Administration in Management, Institute of Technology and Applied Sciences, Cuba
BS in Management Information Systems, Vladimir Ilich Lenin State University

- Eduardo Orozco, DBA

DBA, Humboldt International University
MS in Data Analytics, Institute of Applied Technology and Sciences, Cuba
BS in Physics, University of Havana

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PhD in Economics and Enterprise Management, Kiev National University of Trade and Economics
MA in Corporate Management, Kiev National University of Trade and Economics
BA in Corporate Management, Kiev National University of Trade and Economics

- Leah Rawleigh, EdD

Doctor of Education, Argosy University
MBA, South University
BS in Biology, Saint Francis University

- Arthur Reyes, MBA

MBA with a concentration in International Business, St. Thomas University
Bachelor of Science with a minor in Economics, Regis University

- Stefani Riggs, MS

MS in Legal Studies, Kaplan University
BS in Legal Studies, Jones College

- Steven Roth, EdD

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MA in History, New York University
MAE in Special Education, Grand Canyon University
BA in History, Brooklyn College

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MBA, Keiser University
BS in Organizational Management, Palm Beach Atlantic University

- Bridgette Smith, MBA
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MA in Education and Distance Learning, University of Phoenix
BS in Business Administration, Portland State University

- Gerald Spencer, DBA
DBA, Capella University
MBA, Devry University
BS in Technical Management, DeVry University

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PhD in Legal Science, Open International University of Human Development, Kiev, Ukraine
BS/MS Law (Specialist Diploma in Law), National Pedagogical Dragomanov, University of Kiev, Ukraine

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DBA, Nova Southeastern University
MBA, Webster University
BSc in Business Administration, Columbia College of Missouri

- Karen Versuk, PhD
Doctor of Philosophy in Public Policy and Administration, Walden University
MBA, Eastern University
BA in Public Administration and Political Science, West Chester University

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- Pegabela Tuo, DBA

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MBA, Keller Graduate School of Management of DeVry College
Bachelor in Economics, Finance and Management, University of Cote D'Ivoire

- John Jinkner, DBA

DBA, Jacksonville University
MBA, University of North Florida
BBA in Logistics, University of North Florida
BBA in Management, University of North Florida

- Carla M. Lomack, MS

MS in Organizational Leadership with Non-profit Administration, Brenau University
BS in Business Administration, University of Phoenix

COURSE DESCRIPTIONS

Courses are taken sequentially by level. The course numbers are based on course codes established by the school and do not relate to state common course numbering systems. The course numbers were created by using the first few letters of the name of the program and then three numbers to indicate level or sequence. Credit hours refers to a unit consisting of a minimum of fifteen hours of instruction appropriate to the level of credential sought, during a trimester, plus a reasonable period outside of instruction which the institution requires a student to devote to preparation for learning experiences, such as preparation for instruction, study of course material, or completion of educational projects.

Business Management (B.S.)

Course Number and Description	**Credit hours**
Eng101: Academic Research and Writing Skills: This course aims to build students' writing, reading, and critical thinking skills, and combines a comprehensive grammar review with an introduction to paragraph writing and composition. Throughout the course, students will become familiar with several types of college-level writing assignments, identify common grammar and usage issues, and understand academic research strategies and citation requirements. By the end of the course, students should be able to apply these skills to successfully complete college-level writing assignments.	3
Math101: Survey of Mathematics: This course provides students with a survey of contemporary mathematical topics and is appropriate for college-level students who are not planning to pursue STEM majors. By the end of the course, students will have learned a variety of algorithmic, graphical, algebraic, statistical, and analytic approaches to solving mathematical problems, and be able to apply these concepts to solve problems that they encounter in their everyday life.	3
Soc101: Principles of Sociology: Throughout this course, students will examine the basic concepts and principles of sociology, with emphasis on a scientific analysis of culture, personality, social groups and social institutions, social organizations, population trends, and social processes. By the end of the course, students should be able to demonstrate the ability to recognize important differences in people's social, cultural, and economic backgrounds. Additionally, they should be able to apply critical reasoning skills to discuss complex social issues and problems that confront modern society.	3

Course Number and Description	Credit hours
Phil101: Foundations of Modern Philosophy: This course introduces students to some of the basic philosophical problems confronting mankind. Throughout the course, students will be exposed to the philosophical viewpoints of ancient philosophers, key constructs related to metaphysics, epistemology, the philosophy of religion, and the philosophy of art and aesthetics. Additionally, students will learn about the social and political context from which a philosophical viewpoint arose. By the end of the course, students should be able to apply critique to various philosophical viewpoints and analyze how these viewpoints may be applied to resolve philosophical questions and ethical dilemmas present in contemporary society.	3
IT101: Introduction to Information Systems: The aim of this course is to assist students to acquire core skills related to information systems. Key topics to be covered in this course include peoples' interaction with information systems, communication technologies, databases and data warehouses, the Internet, social media, E-Commerce and M-Commerce, and enterprise management systems. By the end of the course, students should be able to demonstrate a core understanding of why information systems are so fundamental to business and society, and critically analyze contemporary issues related to data privacy and information security.	3
Psy101: Introduction to Psychology: This course introduces the concepts and theories of psychology and their application to real-life situations. Throughout the course, students will explore topics related to the evolution of psychology as a science, an introduction to the scientific method, sensation, perception, consciousness, stress and coping, learning, memory, motivation, and emotions. By the end of the course, students should be able to distinguish between scientific and non-scientific information about human behavior, describe major developments and research methods used in psychology, analyze the variety of factors affecting sensation, perception, consciousness, learning, memory, motivation, emotion, and health, and apply psychological principles to situations in everyday life.	3
Sci101: Environmental Studies: This course aims to provide students with a global view of essential themes in environmental science. An introduction to the interactions between human society and our environment. Topics include the structure and functioning of natural ecosystems; local, regional, and global pollution problems; the growth of human populations through time; and factors relating to energy consumption by society. By the end of the course, students should be able to identify and analyze the critical environmental challenges facing society and contribute potential ideas for solving these problems.	3
Pol101: Introduction to Comparative Politics: This course aims to introduce students to the key concepts, approaches and arguments that will enable them to successfully compare the fundamentals, structures and processes of political systems across the globe. Throughout the course, students will explore the formal, public sphere of politics and power relations through a systematic	3

Course Number and Description	Credit hours
study and comparison of institutional types of governance and political systems, including authoritarian, totalitarian, and democratic state forms. Upon successful completion of the course, students will have the background to understand and explain variations in political behavior and political institutions and be able to analyze the issues facing political systems in each of the regions covered.	
His201: World History: The aim of this course is to acquaint students with the political, social, economic, and cultural history of the World from earliest times to 1500. Throughout the course, students will explore cultures, states, and societies such as Ancient Eurasia, Greece, Rome, China, India, the Byzantium and Ottoman Empires, Western Christendom, the Mongols, Islam, and developments in Africa and the Americas, and investigate the impact of these societies on the modern world. By the end of the course, students should be able to make connections among historical developments occurring in different times and places, including those related to culture, state building, conflict and war, technological advancement, and economic systems, and analyze how such developments have impacted current relations between nation states.	3
Geo101: World Geography: This course focuses on the primary issues that have created our cultural and societal structures and presents them within a framework for global understanding. Throughout the course, students will examine how the location, environment, topography, climate, populations, cultures, and natural resources of various regions impact global economic dynamics. Regions to be explored include Europe, North America, Russia, Central America, South America, Africa, Asia, Australia & New Zealand, in addition to Antarctica. By the end of the course, students should be able to explain how geographic factors covered in the course impact economic relationships between countries and regions, and impact globalization and trade.	3
Int201: International Relations: The aim of this course is to introduce students to the basic components of International Relations and the key contemporary issues that concern the discipline. Throughout the course, students will develop a more thorough understanding of international relations theory and examine how international laws and institutions such as the United Nations, the International Monetary Fund (IMF), NATO, and others function in a global context. Additionally, students will explore contemporary challenges related to the discipline, including global poverty, migration, security, and the environment. By the end of the course, students should be able to demonstrate knowledge and understanding of the role that international relations theories, laws, and related institutions play in resolving contemporary issues faced by various countries and regions in a global context.	3
Com101: Presentation Skills: The goal of this course is to prepare students to present a case creatively, clearly, and confidently. Throughout the course, students will be introduced to presentation formats and structures, in addition to research and preparation tips. An essential	3

Course Number and Description	Credit hours
element of the course is also exploring how creative techniques such as storytelling, the use of catchphrases, metaphors, analogies, body language and the use of modern technology can be combined to enhance the audience's interest level. By the end of the course, students should be able to prepare and deliver effective and engaging presentations on topics related to their academic studies and future careers by using related technologies, and critique/evaluate the effectiveness of presentations.	
Bus101: Career Planning: This course enables students to develop a sense of career directionality and maturity. Throughout the course, students will have the opportunity to complete a self-assessment that enables them to identify and align their personal values and interests with their career choices. Additionally, students will compare their current strengths to the competencies and skills required for the career fields that they intend to enter upon completion of their degree, and in turn determine areas for additional professional and academic development. Students will also learn effective job search, resume writing and interviewing techniques. Special emphasis will be paid to the growing role that the Internet, and social networks, play in the career planning process. By the end of the course, students should be able to complete an individual career plan and demonstrate their ability to utilize tools and techniques introduced in the course to take action towards achieving their career goals.	3
Eng102: World Literature and Composition: The aim of this course is to provide students with an introduction to major works of literature produced in the Western world, in addition to China, Japan, India, the Middle East, and Africa from the ancient world through the twentieth century. These works are drawn from various national traditions, genres, and historical periods ranging from the pre-romantic to the post-modern. By the end of the course, students should be able to discuss the characteristics of the major periods of world literature as well as the major literary genres that have emerged, identify major themes of representative works, and compare writing styles from different periods, genres and cultures.	3
Eng201: Creative Writing: This course provides students with a practical introduction to creative writing. Throughout the course, students are introduced to a variety of reflective writing practices, including revision and editing. Through a selection of related readings in a range of genres, students also become familiar with a series of approaches, styles and techniques designed to develop essential skills in the discipline. By the end of the course, students should be able to begin to demonstrate an awareness of how to frame a research or creative problem and devise ways of addressing it in the context of creative writing, prepare and deliver polished and carefully edited samples of creative writing (through a series of exercises and drafts), and critically evaluate their own and others' written material.	3
LS101: Law and Society: This course examines law as a social institution and its role in society. An interdisciplinary approach to the study of law is taken, focusing on the social function of law, and the	3

Course Number and Description	Credit hours
relationship between law and morality. Students will refine their understanding of the purpose of law and be able to reflect on competing theoretical approaches. Upon successful completion of the course, students will be able to explain and compare contemporary perspectives on law and society.	
Rel201: World Religions: The aim of this course is to introduce students to the major world religions. Throughout the course, students will explore the historical evolution, philosophical underpinnings, major doctrines and rituals of Christianity, Hinduism, Buddhism, Taoism and Confucianism, Judaism and Islam, in addition to new religious movements. Upon successful completion of the course, students should be able to demonstrate an understanding of the role of religion in a historical context and in contemporary society. Additionally, students should be able to apply critical reasoning and analytical skills to compare the similarities and differences among the major world religions.	3
Bus102: Management Essentials: This course is designed to provide students with an introduction and overview of the major functions of management. These key functions include planning, organizing, controlling, directing, and communicating. Throughout the course, students will explore the growth of the firm and the rise of management, management theories, and the contemporary context of workplace management, including globalization and cross-cultural management. By the end of the course, students should be able to understand the main principles of managerial theories and determine how to apply the main functions of management in an organizational context.	3
Bus103: Business Communication Skills: The aim of this course is to provide students with an integrated approach to the study and application of written and oral business communication and introduce students to practical tools that can enhance effective business communication in the global business environment. Throughout the course, students will learn techniques to improve their written and oral communication skills, focus on developing listening skills, and acquire an understanding of factors such as language and culture barriers, preferred communication methods, and time zone differences, that must be considered when communicating in a multicultural business environment. Practical advice and exercises related to the appropriate structure, length and tone of work-related texts, emails, business letters, memorandums and reports will also be reviewed. By the end of the course, students should be able to demonstrate their ability to communicate effectively in written and oral forms in a global business environment.	3
Bus104: Fundamentals of Marketing: This course introduces students to basic marketing concepts, in addition to the role of marketing in the contemporary business environment. Key topics that are covered in the course include an overview of the marketing mix, creating a marketing plan, customer value and satisfaction, segmentation, competitor analysis, pricing strategy, branding and positioning, and implementation and control of marketing activities. By the end of the course, students should be able to explain the main factors involved in understanding the marketplace and demonstrate an understanding of the main steps in marketing planning. Additionally, students should be able to	3

Course Number and Description	Credit hours
analyze and evaluate information appropriate for marketing activities in a global business environment.	
Bus105: Human Resources Management: The aim of this course is to provide students with a structured introduction to the field of human resources and explain the importance of this function in improving individual employee performance and organizational productivity. Topics explored in this course span the main functions of human resources management in the organization, including recruitment and selection, managing diversity and workforce relations, performance management, employee reward and recognition, learning and development, health and safety, HR systems and reporting. Additionally, students are introduced to contemporary issues related to international human resources management. Upon successful completion of the course, students should be able to analyze and evaluate HRM's contribution to organizational performance, identify the key steps in HR functional processes, and discuss contemporary issues that exist in international HRM.	3
Math201: Statistics: The aim of this course is to introduce students to the basic concepts and principles of statistics and probability and bridge the gap between statistical theories and practical applications. Course topics include descriptive statistics, probability testing, discrete and random variables, issues related to hypothesis testing, causality, and statistics for multiple groups. By the end of the course, students should be able to demonstrate knowledge of the application of statistics and probability to solve problems in the real world. Likewise, students should be able to collect, organize and represent data using statistical graphs, charts and diagrams, and accurately describe the outcome and relationships of statistical calculations.	3
Bus202: Project Management: The aim of this course is to introduce students to the discipline of project management, and its role in achieving organizational strategic objectives. Throughout the course, students will become familiar with the main methodologies and standards utilized by practitioners, in addition to the key activities in the project management lifecycle- including project initiation, planning and scheduling, implementation and closeout. Furthermore, students will explore challenges related to managing projects in the global business environment and assess how risk management methodologies can be employed to improve project outcomes. By the end of the course, students should be able to describe and contrast the main benefits and drawbacks associated with different project management methodologies and demonstrate an understanding of how project management outcomes are linked to the attainment of an organization’s strategic goals. Students should also be able to identify potential internal and external risks associated with projects in a global context, and present concrete ideas for risk mitigation.	3
Bus203: Time Management: The aim of this course is to introduce students to principles of effective time management. Throughout the course, students will become familiar with methods and technology available to assist them in organizing their personal schedules, eliminate time wasters,	3

Course Number and Description	Credit hours
and avoid procrastination. By the end of the course, students should be able to identify personal habits that can be altered to make more efficient use of their time and demonstrate the ability to apply course concepts and tools to complete trimester-long and month-long timetables, in addition to weekly and daily “to do” lists.	
Econ201: Macroeconomics: The course examines the main principles of determination of real income, employment and unemployment, the price level and inflation, and the conduct of macroeconomic policy. Students in this course will explore and interpret the behavior of economies and countries at both national and international levels. Through this exploration, students will learn how to evaluate decisions on monetary and fiscal policy. Students will also learn how to apply conceptual principles of macroeconomics in practical ways to everyday life. Upon completion of the course, the students should be able to describe macroeconomics and the principles of market efficiency, analyze monetary systems, and interpret aggregate demand and supply, prices and growth in the context of international trade.	3
Econ202: Microeconomics: The aim of this course is to provide students with an introduction to economic principles, and analytical tools needed to think intelligently about social and economic problems. The course looks at the behavior of individual economic units – consumers, producers, and workers, and examines topics such as opportunity cost, gains from trade, market equilibrium, price controls, consumer decision-making, production, cost, market structure, input markets, and externalities. The course emphasizes concepts and principles and their use in analyzing economic issues. By the end of the course, students should be able to demonstrate a thorough understanding of the principles of economics that are applied to the functions of individual decision-makers, both consumers and producers, within the larger economic system.	3
Bus301: Operations Management: The aim of this course is to introduce students to the principles of operations management and illustrate how all business students will interact with this discipline in their future careers. Throughout the course, students will explore topics related to the link between operational strategy and competitiveness, the principles of Total Quality Management, Just-in-Time and Lean Systems, capacity planning, work system design, aggregate planning, resource planning and scheduling. By the end of the course, students should be able to articulate how the underlying concepts of effective operations management and control contribute to the achievement of the strategic goals of both manufacturing and service businesses. Additionally, students should be able to identify and evaluate operating issues that have short, intermediate or long lead times, propose potential solutions to resolve such problems and apply forecasting methods as the basis of operational planning and control activity.	3
Bus302: Managerial Accounting and Reporting: This course focuses on the essential managerial accounting concepts used within organizations for decision-making purposes. Core topics include the	3

Course Number and Description	Credit hours
nature of business decisions, short-term and long-term/strategic decision-making models, cost management principles, variance analysis, budgeting, and associated performance measurement practices. By the end of the course, students should be able to explain the role that management accounting and reporting plays in organizational decision-making scenarios and apply management, accounting, budgeting techniques and practices in making strategic/long-term business decisions.	
Bus303: Entrepreneurship: The aim of this course is to provide students with the basic understanding of activities required for the planning and creation of new business ventures. Throughout the course, students will learn how to recognize and assess business opportunities, conduct economic and resource feasibility analyses, and develop a business plan. Various forms and models of financing new business ventures will also be covered. By the end of the course, students should be able to apply entrepreneurial theories to identify opportunities for new businesses/and or products that solve customer problems. Additionally, students should be able to describe the alternatives available to finance entrepreneurial ventures, recognize sources of uncertainty associated with new venture creation, and apply principles taught in this course to resolve such issues.	3
Bus304: Financial Management: The aim of this course is to introduce students to the fundamental concepts and techniques used in financial management. Key topics to be covered in this course include the role of financial management in the organization, interpreting financial statements and ratios, the concept of the time value of money, valuation, management of working capital, capital budgeting, and long-term financing tools and policies. By the end of the course, students should be able to calculate the value of various financial assets, identify primary sources of capital and incorporate their cost when making investment decisions, and explain the trade-off between financial risk and return.	3
Bus305: Organizational Behavior: The aim of this course is to introduce students to the contemporary principles, techniques and practices related to organizational behavior that are driving high performance and continuous improvement in global business. Key concepts explored in this course include individual trait theory, motivational theories, team building and group dynamics, organizational culture, change and conflict management, leadership theories and organizational structure, process and design. At the end of the course, students should be able to describe how individual and group behaviors influence management processes and assess how various organizational structures impact working relationships amongst employees. Additionally, students should demonstrate their ability to evaluate the effectiveness of motivational strategies used in a variety of organizational settings, as well as various methods of conflict resolution in the organization.	3
Bus306: Business Ethics: This course introduces students to the fundamentals of ethical theory and decision making, and to their applications in a global business environment. Throughout the course, students will explore the nature of ethics in the business world (including the concept of corporate	3

Course Number and Description	Credit hours
and social responsibility), ethical dilemmas that arise from the relationship between the employee and the employer, morality in advertising, corporate duty above basic legal requirements, and morally questionable business practices- such as cases of corruption, deception and bribery. By the end of the course, students should be able to explain ethical concepts and theories covered in the course and apply critical reasoning and judgment skills to resolve ethical controversies that arise in the business environment.	
Bus307: Managerial Decision-making: The aim of this course is to introduce students to managerial decision-making processes and tools. Throughout the course, students will have an opportunity to understand their own decision-making tendencies, learn strategies for overcoming cognitive biases, and become better decision-makers in a business context. By the end of the course, students should be able to demonstrate an understanding of various approaches used to make decisions in the business environment and analyze how these processed could be improved. Additionally, students should be able to evaluate the implications of business decisions made from the perspectives of key stakeholders in the business, including customers, employees, governments and regulatory authorities, and the community.	3
Bus308: Strategic Management: The aim of this course is to introduce students to strategic challenges that businesses face in the contemporary global business environment. Topics include managing uncertainty and change, creating new markets through disruption and innovation, and energizing and motivating employees to deliver superior performance results. Throughout the course, students will also explore strategic management theories, in addition to related tools and techniques used to develop and cascade strategic objectives across the firm. By the end of the course, students should understand how to evaluate a firm's present business position, its long-term direction, its resource and competitive capabilities, the effectiveness of its strategy, and its opportunities for gaining a sustainable competitive advantage in the global business environment.	3
Bus309: International Business Management: This course provides students with a fundamental understanding of the theories, main actors, micro and macro challenges associated with international business. Throughout the course, students will explore topics related to economic, cultural, HR, political and legal aspects of managing business internationally. Upon successful completion of the course, students should be able to synthesize information and apply theories and concepts introduced in the course, to formulate effective business decisions and resolve challenges related to achieving strategic growth, managing business operations and mitigating risks in an international business context.	**3**
Bus310: Effective Leadership: The aim of this course is to introduce students to traditional and new leadership theories, and in turn, identify leadership styles and behaviors that are most applicable in different business scenarios. Throughout the course, students will explore how personality traits,	3

Course Number and Description	Credit hours
cognitive and emotional intelligence influence leadership effectiveness, in addition to learning about adaptive leadership approaches and methods that leaders use to motivate themselves and others in business. By the end of the course, students should be able to differentiate between the concepts of good management and effective leadership. Additionally, students should be able to articulate their personal leadership style preferences and identify behaviors and traits that are counter-productive to motivating themselves and others in the organization.	
Bus311: Risk Management: The aim of this course is to introduce students to the concept of Enterprise Risk management, and its role of increasing importance in the business environment. Throughout the course, students will explore enterprise risk identification and classification methods, the evolution of the risk management function in the organization, and roles, responsibilities and processes and products used to manage and mitigate enterprise risks. By the end of the course, students should be able to demonstrate an understanding of enterprise risk management frameworks, classify risk types, and evaluate the likelihood of a business risk escalating into a major business problem. Additionally, students should be able to propose viable solutions for risk mitigation.	3
Bus312: Corporate and Social Responsibility: This course seeks to deepen students' understanding of corporate social responsibility (CSR) by taking a critical look at its origins, theoretical approaches to CSR, and related contemporary business challenges, including supply chain issues, labor relations, ethical consumerism, market relations, the business case for CSR, and other emerging issues. By the end of the course, students should be able to critically evaluate the theory and practice of CSR and sustainability and analyze and appraise current business CSR practices through the application of relevant theory.	3
Bus313: Quality Management: The aim of this course is to provide students with a holistic approach to improving the quality of people, processes, products, and the work environment on a continual basis. Throughout the course, students will explore how to build a culture of continuous improvement in the workplace, by exploring total quality management theories and principles, developing and empowering employees, optimizing and controlling processes through technology and automation, and engaging in benchmarking activities. By the end of the course, students should be able to identify quality issues in the organization and select use appropriate tools and techniques for controlling, improving and measuring such issues. Additionally, students should be able to critically evaluate the organizational, communication and teamwork requirements for effective quality management.	3
Bus314: Management of Information Systems: The aim of this course is to introduce students to the role of information systems in business, and the current technologies used for obtaining, storing, and communicating information in support of operations and decision-making within an organization.	3

Course Number and Description	Credit hours
Key topics to be covered in the course include enterprise resource planning and business applications, e-business, wireless and mobile technology, knowledge management, security and information systems auditing, information ethics and privacy. By the end of the course, students should be able to explain how the use of management information systems (MIS) adds strategic value to the organization, and identify privacy, security, and freedom of information issues in a global business environment.	
Bus315: Logistics Management: This course aims to introduce students to the modern field of supply chain and logistics management and explain the discipline's growing importance in the context of global business. Throughout the course, students will explore topics related to planning aggregate demand, supply chain operations, sustainability, inventory management, global supply chain integration, facilities location and layout designs, performance measurement and control, and lean/agile supply chain techniques. As a learning outcome, students should be able to demonstrate an understanding of how supply chain management and logistics processes contribute to the firm's ability to achieve and sustain a competitive advantage. Additionally, they should be able to describe the broad base of tools and technologies needed to analyze and improve supply chain processes in the global business environment.	3
Bus316: Digital Marketing: The aim of this course is to examine the role of digital media in marketing. Throughout the course, students will explore how companies utilize e-mail, search engine optimization, social media networks, blogs, podcasts, video content and other internet tools in their overall marketing and advertising campaigns. Additionally, students will consider how the internet is impacting the way organizations communicate, price and distribute their products to customers. By the end of the course, students should be able to explain the tools and techniques that contemporary companies use to interact with their customers in a digital environment, assess online pricing options and implications, and demonstrate an understanding of the importance of managing one's brand in an online context.	3
Bus317: Capstone Project: This course is a culminating experience for management majors, involving a substantive project. Students are expected to synthesize learning accumulated in the major, and demonstrate their in-depth understanding, application, and integration of the full spectrum of key management disciplines.	6

Legal Studies (B.S.)

Course Number and Description	Credit hours
Eng101: Academic Research and Writing Skills: This course aims to build students' writing, reading, and critical thinking skills, and combines a comprehensive grammar review with an introduction to paragraph writing and composition. Throughout the course, students will become familiar with several types of college-level writing assignments, identify common grammar and usage issues, and understand academic research strategies and citation requirements. By the end of the course, students should be able to apply these skills to successfully complete college-level writing assignments.	3
Math101: Survey of Mathematics: This course provides students with a survey of contemporary mathematical topics and is appropriate for college-level students who are not planning to pursue STEM majors. By the end of the course, students will have learned a variety of algorithmic, graphical, algebraic, statistical, and analytic approaches to solving mathematical problems, and be able to apply these concepts to solve problems that they encounter in their everyday life.	3
Soc101: Principles of Sociology: Throughout this course, students will examine the basic concepts and principles of sociology, with emphasis on a scientific analysis of culture, personality, social groups and social institutions, social organizations, population trends, and social processes. By the end of the course, students should be able to demonstrate the ability to recognize important differences in people's social, cultural, and economic backgrounds. Additionally, they should be able to apply critical reasoning skills to discuss complex social issues and problems that confront modern society.	3
Phil101: Foundations of Modern Philosophy: This course introduces students to some of the basic philosophical problems confronting mankind. Throughout the course, student will be exposed to the philosophical viewpoints of ancient philosophers, key constructs related to metaphysics, epistemology, the philosophy of religion, and the philosophy of art and aesthetics. Additionally, students will learn about the social and political context from which a philosophical viewpoint arose. By the end of the course, students should be able to apply critique to various philosophical viewpoints and analyze how these viewpoints may be applied to resolve philosophical questions and ethical dilemmas present in contemporary society.	3
IT101: Introduction to Information Systems: The aim of this course is to assist students in acquiring core skills related to information systems. Key topics to be covered in this course include peoples' interaction with information systems, communication technologies, databases and data warehouses, the Internet, social media, E-Commerce and M-Commerce, and enterprise management systems. By the end of the course, students should be able to demonstrate a core understanding of why information systems are so fundamental to business and society, and critically analyze contemporary issues related to data privacy and information security.	3

Course Number and Description	Credit hours
Psy101: Introduction to Psychology: This course introduces the concepts and theories of psychology and their application to real-life situations. Throughout the course, students will explore topics related to the evolution of psychology as a science, an introduction to the scientific method, sensation, perception, consciousness, stress and coping, learning, memory, motivation, and emotions. By the end of the course, students should be able to distinguish between scientific and non-scientific information about human behavior, describe major developments and research methods used in psychology, analyze the variety of factors affecting sensation, perception, consciousness, learning, memory, motivation, emotion, and health, and apply psychological principles to situations in everyday life.	3
Sci101: Environmental Studies: This course aims to provide students with a global view of essential themes in environmental science. An introduction to the interactions between human society and our environment. Topics include the structure and functioning of natural ecosystems; local, regional, and global pollution problems; the growth of human populations through time; and factors relating to energy consumption by society. By the end of the course, students should be able to identify and analyze the critical environmental challenges facing society and contribute potential ideas for solving these problems.	3
Pol101: Introduction to Comparative Politics: This course aims to introduce students to the key concepts, approaches and arguments that will enable them to successfully compare the fundamentals, structures, and processes of political systems across the globe. Throughout the course, students will explore the formal, public sphere of politics and power relations through a systematic study and comparison of institutional types of governance and political systems, including authoritarian, totalitarian, and democratic state forms. Upon successful completion of the course, students will have the background to understand and explain variations in political behavior and political institutions and be able to analyze the issues facing political systems in each of the regions covered.	3
His201: World History: The aim of this course is to acquaint students with the political, social, economic, and cultural history of the World from earliest times to 1500. Throughout the course, students will explore cultures, states, and societies such as Ancient Eurasia, Greece, Rome, China, India, the Byzantium and Ottoman Empires, Western Christendom, the Mongols, Islam, and developments in Africa and the Americas, and investigate the impact of these societies on the modern world. By the end of the course, students should be able to make connections among historical developments occurring in different times and places, including those related to culture, state building, conflict and war, technological advancement, and economic systems, and analyze how such developments have impacted current relations between nation states.	3

Course Number and Description	Credit hours
Geo101: World Geography: This course focuses on the primary issues that have created our cultural and societal structures and presents them within a framework for global understanding. Throughout the course, students will examine how the location, environment, topography, climate, populations, cultures, and natural resources of various regions impact global economic dynamics. Regions to be explored include Europe, North America, Russia, Central America, South America, Africa, Asia, Australia & New Zealand, and Antarctica. By the end of the course, students should be able to explain how geographic factors covered in the course impact economic relationships between countries and regions, and impact globalization and trade.	3
Int201: International Relations: The aim of this course is to introduce students to the basic components of International Relations and the key contemporary issues that concern the discipline. Throughout the course, students will develop a more thorough understanding of international relations theory and examine how international laws and institutions such as the United Nations, the International Monetary Fund (IMF), NATO, and others function in a global context. Additionally, students will explore contemporary challenges related to the discipline, including global poverty, migration, security, and the environment. By the end of the course, students should be able demonstrate, a knowledge and understanding of the role that international relations theories, laws and related institutions play in resolving contemporary issues faced by various countries and regions in a global context.	3
Com101: Presentation Skills: The goal of this course is to prepare students to present a case creatively, clearly, and confidently. Throughout the course, students will be introduced to presentation formats and structures, in addition to research and preparation tips. An essential element of the course is also exploring how creative techniques such as storytelling, the use of catchphrases, metaphors, analogies, body language and the use of modern technology can be combined to enhance the audience's interest level. By the end of the course, students should be able to prepare and deliver effective and engaging presentations on topics related to their academic studies and future careers by using related technologies, and critique/evaluate the effectiveness of presentations.	3
Bus 101: Career Planning: This course enables students to develop a sense of career directionality and maturity. Throughout the course, students will have the opportunity to complete a self-assessment that enables them to identify and align their personal values and interests with their career choices. Additionally, students will compare their current strengths to the competencies and skills required for the career fields that they intend to enter upon completion of their degree, and in turn determine areas for additional professional and academic development. Students will also learn effective job search, resume writing and interviewing techniques. Special emphasis will be paid to the growing role the Internet and social networks, play in the career planning process. By the end of the	3

Course Number and Description	Credit hours
course, students should be able to complete an individual career plan and demonstrate their ability to utilize tools and techniques introduced in the course to act towards achieving their career goals.	
Bus203: Time Management: The aim of this course is to introduce students to principles of effective time management. Throughout the course, students will become familiar with methods and technology available to assist them in organizing their personal schedules, eliminate time wasters, and avoid procrastination. By the end of the course, students should be able to identify personal habits that can be altered to make more efficient use of their time and demonstrate the ability to apply course concepts and tools to complete trimester-long and month-long timetables, in addition to weekly and daily “to do” lists.	3
Eng102: World Literature and Composition: The aim of this course is to provide students with an introduction to major works of literature produced in the Western world, in addition to China, Japan, India, the Middle East, and Africa from the ancient world through the twentieth century. These works are drawn from various national traditions, genres, and historical periods ranging from the pre-romantic to the post-modern. By the end of the course, students should be able to discuss the characteristics of the major periods of world literature as well as the major literary genres that have emerged, identify major themes of representative works, and compare writing styles from different periods, genres and cultures.	3
Eng201: Creative Writing: This course provides students with a practical introduction to creative writing. Throughout the course, students are introduced to a variety of reflective writing practices, including revision and editing. Through a selection of related readings in a range of genres, students also become familiar with a series of approaches, styles and techniques designed to develop essential skills in the discipline. By the end of the course, students should be able to Begin to demonstrate an awareness of how to frame a research or creative problem and devise ways of addressing it in the context of creative writing, prepare and deliver polished and carefully edited samples of creative writing (through a series of exercises and drafts), and critically evaluate their own and others' written material.	3
Rel201: World Religions: The aim of this course is to introduce students to the major world religions. Throughout the course, students will explore the historical evolution, philosophical underpinnings, major doctrines and rituals of Christianity, Hinduism, Buddhism, Taoism and Confucianism, Judaism, and Islam, in addition to new religious movements. Upon successful completion of the course, students should be able to demonstrate an understanding of the role of religion in a historical context and in contemporary society. Additionally, students should be able to apply critical reasoning and analytical skills to compare the similarities and differences among the major world religions.	3
Econ200: History of Economic Thought: The course concentrates on the development of economic thought primarily from the sixteenth century to the present day. Throughout the course, students will	3

Course Number and Description	Credit hours
explore the roles of ideology, science, and philosophy in the evolution of different schools of economic thought and will become familiar with the classical school of economics and its critics. By the end of this course, students will be able to evaluate different streams of economic thinking and should demonstrate knowledge of those scholars who had a significant impact on the history of economic thought.	
Math201: Statistics: The aim of this course is to introduce students to the basic concepts and principles of statistics and probability and bridge the gap between statistical theories and practical applications. Course topics include descriptive statistics, probability testing, discrete and random variables, issues related to hypothesis testing, causality, and statistics for multiple groups. By the end of the course, students should be able to demonstrate knowledge of the application of statistics and probability to solve problems in the real world. Likewise, students should be able to collect, organize and represent data using statistical graphs, charts, and diagrams, and accurately describe the outcome and relationships of statistical calculations.	3
Bus302: Managerial Accounting and Reporting: This course focuses on the essential managerial accounting concepts used within organizations for decision-making purposes. Core topics include the nature of business decisions, short-term and long-term/strategic decision-making models, cost management principles, variance analysis, budgeting, and associated performance measurement practices. By the end of the course, students should be able to explain the role that management accounting and reporting plays in organizational decision-making scenarios and apply management accounting, budgeting techniques and practices in making strategic/long-term business decisions.	3
Bus303: Entrepreneurship: The aim of this course is to provide student with the basic understanding of activities required for the planning and creation of new business ventures. Throughout the course, students will learn how to recognize and assess business opportunities, conduct economic and resource feasibility analyses, and develop a business plan. Various forms and models of financing new business ventures will also be covered. By the end of the course, students should be able to apply entrepreneurial theories to identify opportunities for new businesses/and or products that solve customer problems. Additionally, students should be able to describe the alternatives available to finance entrepreneurial ventures, recognize sources of uncertainty associated with new venture creation, and apply principles taught in this course to resolve such issues.	3
Bus304: Financial Management: The aim of this course is to introduce students to the fundamental concepts and techniques used in financial management. Key topics to be covered in this course include the role of financial management in the organization, interpreting financial statements and ratios, the concept of the time value of money, valuation, management of working capital, capital budgeting, and long-term financing tools and policies. By the end of the course, students should be able to calculate the value of various financial assets, identify primary sources of capital and	3

Course Number and Description	Credit hours
incorporate their cost when making investment decisions, and explain the trade-off between financial risk and return.	
Bus308: Strategic Management: The aim of this course is to introduce students to strategic challenges that businesses face in the contemporary global business environment. Topics include managing uncertainty and change, creating new markets through disruption and innovation, and energizing and motivating employees to deliver superior performance results. Throughout the course, students will also explore strategic management theories, in addition to related tools and techniques used to develop and cascade strategic objectives across the firm. By the end of the course, students should understand how to evaluate a firm's present business position, its long-term direction, its resource and competitive capabilities, the effectiveness of its strategy, and its opportunities for gaining sustainable competitive advantage in the global business environment.	3
Bus309: International Business Management: This course provides students with a fundamental understanding of the theories, main actors, micro and macro challenges associated with international business. Throughout the course, students will explore topics related to economic, cultural, HR, political and legal aspects of managing business internationally. Upon successful completion of the course, students should be able to synthesize information and apply theories and concepts introduced in the course, to formulate effective business decisions and resolve challenges related to achieving strategic growth, managing business operations, and mitigating risks in an international business context.	3
Bus311: Risk Management: The aim of this course is to introduce students to the concept of Enterprise Risk management, and its role of increasing importance in the business environment. Throughout the course, students will explore enterprise risk identification and classification methods, the evolution of the risk management function in the organization, and roles, responsibilities and processes and products used to manage and mitigate enterprise risks. By the end of the course, students should be able to demonstrate an understanding of enterprise risk management frameworks, classify risk types, and evaluate the likelihood of a business risk escalating into a major business problem. Additionally, students should be able to propose viable solutions for risk mitigation.	3
LS-100: Legal Research and Writing Techniques: The objective of this course is to develop student's legal writing and research skills. Throughout the course, students will become familiar with research techniques specific to the legal profession. Students will also learn common legal terminology and methodology for writing case briefs and other common legal documents concisely and accurately. By the end of the course, students should be able to write with clarity for analytical, informational, and persuasive purposes. Additionally, students should demonstrate their ability to create legal research plans, and appropriately cite legal references.	3

Course Number and Description	Credit hours
LS101: Law and Society: This course examines law as a social institution and its role in society. An interdisciplinary approach to the study of law is taken, focusing on the social function of law, and the relationship between law and morality. Students will refine their understanding of the purpose of law and be able to reflect on competing theoretical approaches. Upon successful completion of the course, students will be able to explain and compare contemporary perspectives on law and society.	3
LS-102: Introduction to US Legal Systems: This course introduces the principles and structures of the legal system in the United States. The course will examine sources of law, legal professions, and federal and state level judicial systems. The aim of the course is to equip students with a firm understanding of the U.S. legal system. Ultimately, students should be able to identify principles that define the U.S. legal system, apply core concepts to critically evaluate the U.S. legal system, and be able to compare it with international legal systems.	3
LS-103: U.S. Constitutional Law: This introductory course considers the principles and policies that are underlying to U.S. constitutional law. During the course, students analyze the historical context of the U.S. Constitution, as well as the powers and protections guaranteed by constitutional documents. The goal of this course is to ensure that students can clearly identify and analyze constitutional issues in factual scenarios. Moreover, students should emerge from the course with an increased understanding of the essential policy issues surrounding areas of constitutional law.	3
LS-104: Public Policy: The course begins with an exploration of the institutions that generate policy and culminates with a review of the main types of public policy. The aim of the course is for students to assess different policy theories and analyze trends and changes in redistributive, regulatory, moral, and distributive public policy. Additionally, students should be able to explain debates occurring in contemporary society related to public policy issues.	3
LS-201: Family Law: The course introduces the current law and rules governing the law of marriage, divorce, and the legal status of children. Students study the development of marriage as an institution in the United States. The course is designed with the goal that students will be confident discussing legal issues arising under family law and will be able to evaluate policy debates and proposed reform in family law.	3
LS-200: Property Law: The aim of this course is to introduce students to the theoretical nature and justifications of property, and the important features of US common law and statutory provisions relating to real and personal property. The principal aim is to acquaint students with the fundamental concept of proprietary interests, and to teach students how to apply the relevant laws and concepts to practical situations where such interests are in dispute. The following topics will be considered: private and public/state property; ownership and possession of real and personal property; adverse possession; estates and tenure; land ownership and title registration; easements and restrictive	3

Course Number and Description	Credit hours
covenants. By the end of the course, students should be able to explain and analyze the legal principles of property law and identify factual and legal issues in property law disputes.	
LS-202: Introduction to Commercial Law: The course serves as an introduction to the general principles and laws governing commercial law and its applicability in the business world. The aim of the course is to expose students to legal concepts and issues that arise within the sphere of commercial law including termination and creation of partnerships and corporations, corporate powers and management, and remedies. Upon conclusion of the course, students should be able to interpret relevant legislation and judicial precedents and apply their understanding to related case studies.	3
LS-203: Fundamentals of Tort Law: The course provides students with the core principles of tort law including the elements of negligence, intentional and strict liability torts. The course also covers defenses and remedies for breaches of tort. Upon finishing this course, students will be able to recognize different torts in factual scenarios as well as apply tort law to analyze and argue for potential legal outcomes and rulings.	3
LS-204: Ethics in Law: The course is intended for students to look at ethical issues encountered in the legal profession including confidentiality, legal obligations, and moral responsibility. Students will also assess questions concerned with the nature of law and the obligation to obey the law. By the end of the course, students should have a firm understanding of the philosophical and practical considerations underpinning ethics and law. Furthermore, students should be able to apply this understanding to ethical dilemmas faced by individuals working in the legal profession.	3
LS-301: Intellectual Property Law: This course is an introduction to intellectual property law. Throughout the course, students will explore and analyze laws relating to patents, trademarks, and copyright. The goal of the course is for students to consider practical issues within the sphere of intellectual property law using cases, legislation, and articles. Upon completion of the course, students are expected to be able to discuss policy issues that concern intellectual property in a global context, and independently assess the laws and institutions that protect intellectual property.	3
LS-302: Criminal Law: This course provides an overview of the general principles of U.S. criminal law, including the elements of criminal liability, defenses to specific crimes and constitutional limits on criminal law. Throughout the course, students will examine the application of criminal law to problem questions and factual scenarios. Additionally, students will explore more broadly, the concepts of punishment and deterrence. By the end of the course, students should be able to assess the impact of history and philosophy on current criminal laws, classify various types of criminal offenses and articulate potential penalties for such crimes, and evaluate the application of criminal law to other areas of criminal justice such as law enforcement and corrections.	3

Course Number and Description	Credit hours
LS-303: Employment Law: The course draws upon federal and state legislation to examine key concepts of employment law, including health and safety regulations, employer and employee obligations and rights, and equality in the workplace. The course also explores the role of common law and labor unions in the historical development of employment law, in the US and internationally. Upon successful completion of the course, students should be able to demonstrate their ability to interpret and apply contemporary employment laws to resolve related cases and matters of dispute that arise between employees and employers in the workplace.	3
LS-304: Contract Law: This course provides students with the essentials of contract law, covering topics ranging from the formation of a contract to remedies for breach of contract. The objectives of this course are to examine the basic rules of the law of contract, its commercial, social and historical context, and to achieve an understanding of the issues which may arise in a contractual setting. By the end of the course, students should be able to demonstrate an understanding of fundamental principles of contract law, and identify relevant legal issues that can arise, given a set of facts in contract law.	3
LS-305: Wills, Trusts, and Estates: This course covers the procedure, techniques and the substantive law involved in the planning of estates, from simple wills to more complicated trusts. Students will also learn to administer the estate of the deceased and will study the tax consequences involved. By the end of the course, students should be able to analyze estate planning facts, rules, laws, and cases and describe the remedies in specific situations. Additionally, students should be able to draft estate planning documents, including wills, trusts, and powers of attorney, as an outcome of this course.	3
LS-306: Civil Litigation: This course is designed to provide an overview of the civil litigation process from initial investigation through appeal. Key course topics include choice of forum and jurisdiction for litigation, initiating civil actions, pleadings, evidence and privilege rules and concepts, discovery, motion practice, trial preparation, settlement, and alternative dispute resolution processes. By the end of the course, students should be able to prepare state and federal pleadings, discovery documents, and simple motions. Additionally, they should be able to determine the jurisdictional basis for civil litigation, differentiate between the functions of trial courts and appellate courts, and recognize privilege issues as they arise in the discovery process.	3
LS-307: Legal Negotiations: The course is designed to prepare students for negotiations in the legal field. The aim of the course is to provide students with strategies for legal negotiation in dispute resolution. Additionally, students will consider negotiation ethics and develop their awareness on how biases and perception can impact the negotiation. Upon completion of the course, students should be able to demonstrate their ability to adapt negotiating techniques and styles, based on the contextual environment.	3

Course Number and Description	Credit hours
LS-308: International Human Rights: This course is designed to expose students to the historical evolution, related theory, and current practices of human rights law. Throughout the course, students will explore origins and theories of human rights, the international framework of human rights law, protection, and enforcement of human rights, in addition to special topics such as the rights of indigenous peoples, refugees, and women.	3
LS-309: European Union Law: The course introduces students to the law regulating the European Union and explores the historical development of the European Union and its institutions. Students will study the main freedoms including free movement of persons, workers, services, goods, capital, and establishment through extensive analysis of decisions of the European Union Court of Justice along with directives and regulations. By the end of the course, students should be able to demonstrate a broad understanding of the functions and rules governing the European Union and its guiding principles.	3
LS-310: Environmental Law: The course introduces the concepts and principles which underpin environmental law from the international to the local level. The course will address responsibilities and roles in society relating to the environment; sustainable development; environmental planning; environmental protection principles, climate change; water resources laws; heritage issues and laws related to the protection of biological diversity. By the end of the course, students should demonstrate a strong understanding of the influence of international policies and institutions on environmental law, in addition to the complexity of state and federal government relationships in the environmental area.	3
LS-311: Mediation and Conflict Resolution: This course provides students with an introduction to conflict theory and enables them to explore and critically evaluate alternative forms and methods for resolving legal disputes. The essential features of negotiations, mediation, arbitration, and other primary dispute resolution options will be considered. Students will have the opportunity to acquire and use dispute resolution skills. Students will consider the legal implications of choosing a dispute resolution process. Upon completion of the course, students should demonstrate knowledge of the sources of legal disputes, and processes of non-litigious dispute resolution. Additionally, students should be able to identify all the options by which disputes, or conflict can be resolved or managed, and select the best resolution process for a dispute.	3
LS-312: Data Privacy and Protection Law: This course will concentrate on US privacy and data protection law related to the Internet, electronic communications, and online social media. In addition, the course will make comparisons to analogous EU laws, to provide students with a system for comparative reference. Throughout the course, students will explore domestic and international data protection issues, both from a legal and policy perspective, and analyze their relevant link to human rights issues. Real-world examples will be used when examining laws related to transferring	3

Course Number and Description	Credit hours
personal data electronically, processing personal data on online services (social networks, e-commerce websites, etc.), and profiling individuals in the context of electronic commerce and marketing purposes. By the end of the course, students should be able to identify and analyze legal issues and arguments regarding privacy and data protection law related to the Internet, electronic communications and online and social media. Additionally, they should be able to explain the key legal challenges that businesses face in connection with data privacy and protection when working in a global, technologically connected business environment.	
LS-314: International Trade Law: This course introduces students to the laws and organizations governing international trade and focuses on the law of the World Trade Organization (WTO) and U.S. international trade law and practice. Throughout the course, students will develop an understanding of the arguments for and against free trade, the basic framework of the GATT/WTO, the dispute settlement mechanism of the WTO, and the domestic implementation of international trade obligations. Key topics discussed in the course include the three fundamental principles of the WTO—tariff binding, most-favored-nation, and national treatment—and their exceptions. Additionally, students will learn about trade remedies laws, and selected areas of international trade regulations including agriculture, service, and intellectual property. By the end of the course, students should demonstrate the ability to analyze the business impact of major international trade policy rules and identify potential legal remedies for international trade disputes.	3
LS-313: Capstone Project: This course is a culminating experience for legal studies majors, involving a substantive written project. Students are expected to synthesize learning accumulated in the major, demonstrate their research and analytical skills, and their ability to write clearly and concisely. Additionally, completed projects should provide evidence of the student's in-depth understanding of the theories and applications associated with a specific topic of interest in the field of legal studies.	6

Economics (B.S.)

Course # and Description	Credit Hours
Eng101: Academic Research and Writing Skills: This course aims to build students' writing, reading, and critical thinking skills, and combines a comprehensive grammar review with an introduction to paragraph writing and composition. Throughout the course, students will become familiar with several types of college level writing assignments, identify common grammar and usage issues, and understand academic research strategies and citation requirements. By the end of the course, students should be able to apply these skills to successfully complete college level writing assignments.	
Math101: Survey of Mathematics: This course provides students with a survey of contemporary mathematical topics and is appropriate for college level students who are not planning to pursue STEM majors. By the end of the course, students will have learned a variety of algorithmic, graphical, algebraic, statistical, and analytic approaches to solving mathematical problems, and be able to apply these concepts to solve problems that they encounter in their everyday life.	3
Soc101: Principles of Sociology: Throughout this course, students will examine the basic concepts and principles of sociology, with emphasis on a scientific analysis of culture, personality, social groups and social institutions, social organizations, population trends, and social processes. By the end of the course, students should be able to demonstrate the ability to recognize important differences in people's social, cultural, and economic backgrounds. Additionally, they should be able to apply critical reasoning skills to discuss complex social issues and problems that confront modern society.	3
Phil101: Foundations of Modern Philosophy: This course introduces students to some of the basic philosophical problems confronting mankind. Throughout the course, student will be exposed to the philosophical viewpoints of ancient philosophers, key constructs related to metaphysics, epistemology, the philosophy of religion, and the philosophy of art and aesthetics. Additionally, students will learn about the social and political context from which a philosophical viewpoint arose. By the end of the course, students should be able to apply critique to various philosophical viewpoints and analyze how these viewpoints may be applied to resolve philosophical questions and ethical dilemmas present in contemporary society.	3
IT101: Introduction to Information Systems: The aim of this course is to assist students to acquire core skills related to information systems. Key topics to be covered in this course include peoples' interaction with information systems, communication technologies, databases and data warehouses, the Internet, social media, E-Commerce and M-Commerce, and enterprise management systems. By the end of the course, students should be able to demonstrate a core understanding of why information systems are so fundamental to business and society, and critically analyze contemporary issues related to data privacy and information security.	3

Course # and Description	Credit Hours
Psy101: Introduction to Psychology: This course introduces the concepts and theories of psychology and their application to real-life situations. Throughout the course, students will explore topics related to the evolution of psychology as a science, an introduction to the scientific method, sensation, perception, consciousness, stress and coping, learning, memory, motivation, and emotions. By the end of the course, students should be able to distinguish between scientific and non-scientific information about human behavior, describe major developments and research methods used in psychology, analyze the variety of factors affecting sensation, perception, consciousness, learning, memory, motivation, emotion, and health, and apply psychological principles to situations in everyday life.	3
Sci101: Environmental Studies: This course aims to provide students with a global view of essential themes in environmental science. An introduction to the interactions between human society and our environment. Topics include the structure and functioning of natural ecosystems; local, regional, and global pollution problems; the growth of human populations through time; and factors relating to energy consumption by society. By the end of the course, students should be able to identify and analyze the critical environmental challenges facing society and contribute potential ideas for solving these problems.	3
Pol101: Introduction to Comparative Politics: This course aims to introduce students to the key concepts, approaches and arguments that will enable them to successfully compare the fundamentals, structures, and processes of political systems across the globe. Throughout the course, students will explore the formal, public sphere of politics and power relations through a systematic study and comparison of institutional types of governance and political systems, including authoritarian, totalitarian, and democratic state forms. Upon successful completion of the course, students will have the background to understand and explain variations in political behavior and political institutions and be able to analyze the issues facing political systems in each of the regions covered.	3
His201: World History: The aim of this course is to acquaint students with the political, social, economic, and cultural history of the World from earliest times to 1500. Throughout the course, students will explore cultures, states, and societies such as Ancient Eurasia, Greece, Rome, China, India, the Byzantium and Ottoman Empires, Western Christendom, the Mongols, Islam, and developments in Africa and the Americas, and investigate the impact of these societies on the modern world. By the end of the course, students should be able to make connections among historical developments occurring in different times and places, including those related to culture, state building, conflict and war, technological advancement, and economic systems, and analyze how such developments have impacted current relations between nation states.	3

Course # and Description	Credit Hours
Geo101: World Geography: This course focuses on the primary issues that have created our cultural and societal structures and presents them within a framework for global understanding. Throughout the course, students will examine how the location, environment, topography, climate, populations, cultures, and natural resources of various regions impact global economic dynamics. Regions to be explored include Europe, North America, Russia, Central America, South America, Africa, Asia, Australia & New Zealand, in addition to Antarctica. By the end of the course, students should be able to explain how geographic factors covered in the course impact economic relationships between countries and regions, and impact globalization and trade.	3
Int201: International Relations: The aim of this course is to introduce students to the basic components of International Relations and the key contemporary issues that concern the discipline. Throughout the course, students will develop a more thorough understanding of international relations theory and examine how international laws and institutions such as the United Nations, the International Monetary Fund (IMF), NATO, and others function in a global context. Additionally, students will explore contemporary challenges related to the discipline, including global poverty, migration, security, and the environment. By the end of the course, students should be able demonstrate, a knowledge and understanding of the role that international relations theories, laws and related institutions play in resolving contemporary issues faced by various countries and regions in a global context.	3
Com101: Presentation Skills: The goal of this course is to prepare students to present a case creatively, clearly, and confidently. Throughout the course, students will be introduced to presentation formats and structures, in addition to research and preparation tips. An essential element of the course is also exploring how creative techniques such as storytelling, the use of catchphrases, metaphors, analogies, body language and the use of modern technology can be combined to enhance the audience's interest level. By the end of the course, students should be able to prepare and deliver effective and engaging presentations on topics related to their academic studies and future careers by using related technologies, and critique/evaluate the effectiveness of presentations.	3
Bus101: Career Planning: This course enables students to develop a sense of career directionality and maturity. Throughout the course, students will have the opportunity to complete a self-assessment that enables them to identify and align their personal values and interests with their career choices. Additionally, students will compare their current strengths to the competencies and skills required for the career fields that they intend to enter upon completion of their degree, and in turn determine areas for additional professional and academic development. Students will also learn effective job search, resume writing and interviewing techniques. Special emphasis will be paid to the growing role that the Internet, and social networks, play in the career planning process. By the end of the course,	3

Course # and Description	Credit Hours
students should be able to complete an individual career plan and demonstrate their ability to utilize tools and techniques introduced in the course to act towards achieving their career goals.	
Bus203: Time Management: The aim of this course is to introduce students to principles of effective time management. Throughout the course, students will become familiar with methods and technology available to assist them in organizing their personal schedules, eliminate time wasters, and avoid procrastination. By the end of the course, students should be able to identify personal habits that can be altered to make more efficient use of their time and demonstrate the ability to apply course concepts and tools to complete trimester-long and month-long timetables, in addition to weekly and daily “to do” lists.	3
Eng102: World Literature and Composition: The aim of this course is to provide students with an introduction to major works of literature produced in the Western world, in addition to China, Japan, India, the Middle East, and Africa from the ancient world through the twentieth century. These works are drawn from various national traditions, genres, and historical periods ranging from the pre-romantic to the post-modern. By the end of the course, students should be able to discuss the characteristics of the major periods of world literature as well as the major literary genres that have emerged, identify major themes of representative works, and compare writing styles from different periods, genres, and cultures.	3
LS-101: Law and Society: This course examines law as a social institution and its role in society. An interdisciplinary approach to the study of law is taken, focusing on the social function of law, and the relationship between law and morality. Students will refine their understanding of the purpose of law and be able to reflect on competing theoretical approaches. Upon successful completion of the course, students will be able to explain and compare contemporary perspectives on law and society.	3
Eng201: Creative Writing: This course provides students with a practical introduction to creative writing. Throughout the course, students are introduced to a variety of reflective writing practices, including revision and editing. Through a selection of related readings in a range of genres, students also become familiar with a series of approaches, styles and techniques designed to develop essential skills in the discipline. By the end of the course, students should be able to Begin to demonstrate an awareness of how to frame a research or creative problem and devise ways of addressing it in the context of creative writing, prepare and deliver polished and carefully edited samples of creative writing (through a series of exercises and drafts), and critically evaluate their own and others' written material.	3
Rel201: World Religions: The aim of this course is to introduce students to the major world religions. Throughout the course, students will explore the historical evolution, philosophical underpinnings, major doctrines and rituals of Christianity, Hinduism, Buddhism, Taoism and Confucianism, Judaism, and Islam, in addition to new religious movements. Upon successful completion of the course,	3

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students should be able to demonstrate and understanding the role of religion in a historical context and in contemporary society. Additionally, students should be able to apply critical reasoning and analytical skills to compare the similarities and differences among the major world religions.	
Bus301: Operations Management: The aim of this course is to introduce students to the principles of operations management and illustrate how all business students will interact with this discipline in their future careers. Throughout the course, students will explore topics related to the link between operational strategy and competitiveness, the principles of Total Quality Management, Just-in-Time and Lean Systems, capacity planning, work system design, aggregate planning, resource planning and scheduling. By the end of the course, students should be able to articulate how the underlying concepts of effective operations management and control contribute to the achievement of the strategic goals of both manufacturing and service businesses. Additionally, students should be able to identify and evaluate operating issues that have short, intermediate, or long lead times, propose potential solutions to resolve such problems, and apply forecasting methods as the basis of operational planning and control activity.	3
Bus302: Managerial Accounting and Reporting: This course focuses on the essential managerial accounting concepts used within organizations for decision-making purposes. Core topics include the nature of business decisions, short-term and long-term/strategic decision-making models, cost management principles, variance analysis, budgeting, and associated performance measurement practices. By the end of the course, students should be able to explain the role that management accounting and reporting plays in organizational decision-making scenarios and apply management accounting, budgeting techniques and practices in making strategic/long-term business decisions.	3
Bus303: Entrepreneurship: The aim of this course is to provide student with the basic understanding of activities required for the planning and creation of new business ventures. Throughout the course, students will learn how to recognize and assess business opportunities, conduct economic and resource feasibility analyses, and develop a business plan. Various forms and models of financing new business ventures will also be covered. By the end of the course, students should be able to apply entrepreneurial theories to identify opportunities for new businesses/and or products that solve customer problems. Additionally, students should be able to describe the alternatives available to finance entrepreneurial ventures, recognize sources of uncertainty associated with new venture creation, and apply principles taught in this course to resolve such issues.	3
Bus304: Financial Management: The aim of this course is to introduce students to the fundamental concepts and techniques used in financial management. Key topics to be covered in this course include the role of financial management in the organization, interpreting financial statements and ratios, the concept of the time value of money, valuation, management of working capital, capital budgeting, and long-term financing tools and policies. By the end of the course, students should be	3

Course # and Description	Credit Hours
able to calculate the value of various financial assets, identify primary sources of capital and incorporate their cost when making investment decisions, and explain the trade-off between financial risk and return.	
Bus308: Strategic Management: The aim of this course is to introduce students to strategic challenges that businesses face in the contemporary global business environment. Topics include managing uncertainty and change, creating new markets through disruption and innovation, and energizing and motivating employees to deliver superior performance results. Throughout the course, students will also explore strategic management theories, in addition to related tools and techniques used to develop and cascade strategic objectives across the firm. By the end of the course, students should understand how to evaluate a firm's present business position, its long-term direction, its resource and competitive capabilities, the effectiveness of its strategy, and its opportunities for gaining sustainable competitive advantage in the global business environment.	3
Bus309: International Business Management: This course provides students with a fundamental understanding of the theories, main actors, micro and macro challenges associated with international business. Throughout the course, students will explore topics related to economic, cultural, HR, political and legal aspects of managing business internationally. Upon successful completion of the course, students should be able to synthesize information and apply theories and concepts introduced in the course, to formulate effective business decisions and resolve challenges related to achieving strategic growth, managing business operations, and mitigating risks in an international business context.	3
Bus311: Risk Management: The aim of this course is to introduce students to the concept of Enterprise Risk management, and its role of increasing importance in the business environment. Throughout the course, students will explore enterprise risk identification and classification methods, the evolution of the risk management function in the organization, and roles, responsibilities and processes and products used to manage and mitigate enterprise risks. By the end of the course, students should be able to demonstrate an understanding of enterprise risk management frameworks, classify risk types, and evaluate the likelihood of a business risk escalating into a major business problem. Additionally, students should be able to propose viable solutions for risk mitigation.	3
Math200: Introduction to Linear Algebra: This course introduces students to techniques and theory used to classify and solve systems of linear equations. Solution techniques include matrices, determinants, eigenvalues, linear transformations, and representations. Also covered is a thorough investigation of the properties of vectors in two and three dimensions. Upon successful completion of the course, students will be able to solve systems of linear equations, determine whether a linear system is consistent or inconsistent, simplify matrix expressions using properties of matrix algebra,	3

Course # and Description	Credit Hours
define vector space, subspace, linear independence, spanning set and basis, define matrix transformations and linear transformations, prove basic results in linear algebra using accepted proof-writing conventions, and evaluate linear algebra proofs for accuracy and completeness.	
Math201: Statistics: The aim of this course is to introduce students to the basic concepts and principles of statistics and probability and bridge the gap between statistical theories and practical applications. Course topics include descriptive statistics, probability testing, discrete and random variables, issues related to hypothesis testing, causality, and statistics for multiple groups. By the end of the course, students should be able to demonstrate knowledge of the application of statistics and probability to solve problems in the real world. Likewise, students should be able to collect, organize and represent data using statistical graphs, charts, diagrams, and accurately describe the outcome and relationships of statistical calculations.	3
Econ200: History of Economic Thought: The course concentrates on the development of economic thought primarily from the sixteenth century to the present day. Throughout the course, students will explore the roles of ideology, science, and philosophy in the evolution of different schools of economic thought and will become familiar with the classical school of economics and its critics. By the end of this course, students will be able to evaluate different streams of economic thinking and should demonstrate knowledge of those scholars who had a significant impact on the history of economic thought.	3
Econ201: Macroeconomics: The course examines the main principles of determinants of real income, employment and unemployment, the price level and inflation, and the conduct of macroeconomic policy. Students in this course will explore and interpret the behavior of economies and countries at both national and international levels. Through this exploration, students will learn how to evaluate decisions on monetary and fiscal policy. Students will also learn how to apply conceptual principles of macroeconomics in practical ways to everyday life. Upon completion of the course, the students should be able to describe macroeconomics and the principles of market efficiency, analyze monetary systems, and interpret aggregate demand and supply, prices, and growth in the context of international trade.	3
Econ202: Microeconomics: The aim of this course is to provide students with an introduction to economic principles and analytical tools needed to think intelligently about social and economic problems. The course looks at the behavior of individual economic units – consumers, producers, and workers, and examines topics such as opportunity cost, gains from trade, market equilibrium, price controls, consumer decision-making, production, cost, market structure, input markets, and externalities. The course emphasizes concepts and principles and their use in analyzing economic issues. By the end of the course, students should be able to demonstrate a thorough understanding	3

Course # and Description	Credit Hours
of the principles of economics that are applied to the functions of individual decision-makers, both consumers and producers, within the larger economic system.	
Econ203: Econometrics: This course investigates the methods economists use to test theories and conduct economic forecasts. This course will introduce students to the methods used to design, conduct, and evaluate empirical work in economics and other social sciences. Upon completion of the course, students should be familiar with the basic tools available to economists for testing theories, estimating the parameters of economic relationships in financial markets, and forecasting financial variables. Additionally, students are expected to be able to read, interpret and replicate the results of published papers in economics and finance using standard computer packages and real-world data.	3
Econ204: The Economics of Social Issues: The aim of this course is to introduce students to topics in the economics of contemporary society. Topics may include how to measure societal wellbeing, including economic measures of education, safety, crime, and health of the society. By the end of the course, students should be able to apply economic principles to the analysis of social issues and measures of wellbeing, and critically appraise policy interventions in relation to social issues and wellbeing.	3
Econ205: Competition Policy and Regulation: The goal of this course is to introduce students to the concepts of market power and market regulation. Students will have the opportunity to explore market power in a few settings, including through collusion, mergers and acquisitions, vertical control, and some non-price monopolization practices. Additionally, students will review theories of economic regulation, and the economic impact of anti-competitive regulations and related firm behavior will be analyzed and discussed. By the end of the course, students should be able to formally analyze competition policy issues and anti-competitive business practices and explain their impact on the economy.	3
Econ206: Labor Economics: This course uses theoretical and empirical research to examine the economics of work from both the point of view of the firm and the worker. Economic tools are used to analyze some of the important issues relevant to labor economics, such as labor force participation, the division of labor within the household, occupational choice, investments in education, minimum wage legislation, wage elasticities, employment-hours tradeoff, labor market discrimination, unions, and job search. By the end of the course, students should demonstrate an understanding of the major models (theoretical and empirical), that are used to explain the labor market behavior of individuals and firms.	3
Econ301: International Trade Theory & Policy: This course introduces the foundations, consequences, and policies of international trade and to the multilateral trading system and institutions. Students are expected to become familiar with the basics of international trade and the implications of	3

Course # and Description	Credit Hours
different events on the short and long-run growth possibilities of an economy. Additionally, students would become more aware of the various linkages among the international, regional and national levels of economic activity. Upon successful completion of this course, students should be able to demonstrate a basic understanding of the main concepts of international trade, and analytical skill in the evaluation of international trade policies. Additionally, students should be able to explain how government and business decisions influence international trade and assess the effects of current regional trade agreements and economic integration.	
Econ302: Managerial Economics: Managerial economics applies economic theory and methods to business and administrative decision-making, to achieve goals and objectives of organizations in the most efficient way. This course provides an understanding of how to link economic theory with quantitative methods and apply such analysis to managerial decision-making. By the end of the course, students should demonstrate their ability to use economic models to isolate the relevant elements of a managerial problem, identify their relationships, and formulate models to which decision-making tools can be applied.	3
Econ303: Monetary Economics: This course covers the main topics in monetary theory and their implications for monetary policy. It explores alternative theories on the role of central banks in the broader global financial system. The course includes discussions of the roles of expected inflation, exchange rate policies and the International Monetary Fund. Upon successful completion of the course, students should be able to delineate and explain the institutional forms that support exchange in modern economies, differentiate between Keynesian and Monetarist views on the impact and effectiveness of monetary policy, and identify and explain the main factors that influence savings rates.	3
Econ304: Public Finance: This course is designed to provide students with the basic concepts of public finance, including the application of efficiency criteria to political decision-making, allocation of resources to social goods, tax subsidy as correctives for externalities, and minimizing the excess burden of financing government activities. The course also discusses equity criteria for tax systems and income distribution. By the end of the course, students should be able to explain the systems and purposes of taxation and understand the applications of tax theory to policymaking.	3
Econ305: Productivity and Efficiency Analysis: The objectives of this course are to explore some of the major issues associated with economic development, and to explore analytical tools that are used for productivity and efficiency analyses. Throughout the course, students learn how different assumptions concerning technologies, markets and firm behavior can be used to guide the construction of proper productivity indexes. Students gain an understanding of why the estimation of these components is critically important for public policymaking. The course develops students' abilities to link theory with applied work. By the end of the course, students should be able to	3

Course # and Description	Credit Hours
identify an appropriate theoretical framework, a suitable analytical method, and undertake an informed empirical analysis able to solve economic problem sets related to performance analysis.	
Econ306: Financial Markets & Institutions: This course explores the evolution and organization of financial institutions and the operation of financial markets; including their functions, pricing, and institutional structures. Topics include valuation of financial assets and the characteristics of financial instruments in monetary and capital markets. By the end of the course, students should be able to determine and analyze the appropriate measures of risk and return for various financial instruments, evaluate empirical evidence of market performance, and analyze specific issues related to the international integration of financial markets and institutions, as well as the related impact for financial managers.	3
Econ307: Economics of Innovation and Entrepreneurship: This course introduces students to the economics of entrepreneurship and innovation in terms of evolutionary economics and information economics. A basis is provided for analyzing public policy, and for anticipating the patterns of economic change associated with entrepreneurship and innovation. Upon the completion of the course, students should demonstrate an understanding of the economic-related challenges facing the entrepreneur, the challenges of corporate innovation and resistance to innovation, public policy implications relating to entrepreneurship, and government's role in innovation and entrepreneurship.	3
Econ308: Economics of Globalization and Development: This course introduces students to the cultural, economic, geographical, historical, political, ideological, and social forces affecting globalization. Throughout the course, students will explore characteristics of developed and developing economies, examine economic causes of population change and new trends in urban sprawl, in addition to the human modification of the environment and impact of mass consumption, and the role that businesses play in deciding where to locate their business and manufacturing operations.	3
Econ309: Environmental Economics: The aim of this course is for students to develop an understanding of the relationship between sustainable resource utilization and the economy. Key topics to be covered in this course include the impact of economic globalization and development on the environment, the economic business case for sustainable development, and analysis of the economic impact of government policy related to the environment. As an outcome of the course, students should be able to explain the environmental consequences related to the globalization of the economy, conduct a simple cost-benefit analysis on an environmental problem, and evaluate government policies related to the environment from an economic perspective.	3
Econ310: Economies of Latin America: This course provides a survey of the most important economic issues in Latin America in the 20th century. Topics include historical legacies, the theory and practice of import substitution industrialization, the debt crisis, stabilization and structural adjustment, the	3

Course # and Description	Credit Hours
persistence of poverty and inequality, and land reform. The course places current problems in a historical perspective and uses applied economic analysis to understand the choices as well as the constraints that Latin American policymakers face. Upon completion of the course, students should demonstrate an understanding of the economic policies, institutions, international trading practices of the regions' major countries, and analyze current economic challenges and growth opportunities in the region.	
Econ311: Economies of East Asia: This course focuses on the economic and financial systems of East Asian countries. Topics covered include economic growth, the development of the private sector, and the development of the informal sectors of the region's main economies. Additionally, students will explore the impact of the recent financial crisis on the region, government intervention and the free market, and planned economic vs. market economic models that coexist in the region. By the end of the course, students should be able to demonstrate an understanding of underlying factors that contribute to economic growth or stagnation in various countries in the region. Additionally, students should be able to analyze and compare the institutional structure and growth experience of East Asian economies with other advanced economies such as the U.S., understand different schools of thought on the relationship between government intervention and the free market, and on financial systems and economic growth.	3
Econ 312: Economy of the European Union: This course aims to analyze the process of economic and political integration of European countries from a theoretical and a policy perspective. It explores the process of European economic integration and its effects on economic growth and aggregate productivity, analyzing the free circulation of goods (customs unions, free trade areas), of factors of production (single market) and the coordination of economic policies leading to the setup of the Economic and Monetary Union. Additionally, the course examines some of the main policies currently undertaken by the European Union (cohesion, trade, competition), as developed via the EU budget, and the role played by European companies in shaping these policies. By the end of the course, students should demonstrate a thorough understanding of the main ongoing reforms behind the process of European integration and assess the main drivers of the business and regulatory environment in which firms operate when dealing with the EU market.	3

Business Administration (MBA)

Course Number and Description	Credit hours
Bus501: Managerial Economics: This course provides students with an introduction to decision making within firms, from an economic perspective. Throughout the course, students will explore how changes in the environment in which firms operate influence their decision making and will become familiar with economic tools that can be used in making and analyzing managerial decisions. Upon completion of the course, students should be able to assess and categorize any real-world market as being competitive, oligopolistic, or monopolistic and to describe to a non-economist how that market structure affects firm decisions. Additionally, students should be able to explain the conditions required for a variety of firm pricing strategies to be profitable.	3
Bus502: Strategic Management and Decision-making: This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, skills, and business judgment managers must use to devise strategies, position their businesses, define firm boundaries, and maximize long-term profits in the face of uncertainty and competition. By the end of the course, students should be able to analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to industry. Additionally, students should be able to appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.	3
Bus503: Statistics for Business: In this course, students will explore the value of statistics in managerial decision making. Throughout the course, students will learn how to analyze business problems from a statistical perspective and select/apply appropriate statistical tools to identify potential resolutions to such problems. Topics include descriptive statistics, random variables and probability distributions, hypothesis testing, statistical sampling, statistical quality control, and regression analysis. By the end of the course, students should be able to identify the appropriate statistical analysis for a given managerial question, analyze data using a variety of statistical methods, and translate statistical results into substantive managerial recommendations.	3
Bus504: Financial Management: The aim of this course is to develop the financial skills and logical thought processes amongst students, necessary for understanding and evaluating financial policy decisions in a global economy. Specific objectives include developing an understanding of the time value of money; using financial statements in decision making; and understanding the nature of financial markets, the cost of capital, valuation of stocks and bonds, management of short-term assets, short-term and long-term financing, capital markets, and multinational financial management. Upon completion of the course, students should demonstrate an understanding of the importance of generating shareholder value. Additionally, they should be able to assess the	3

Course Number and Description	Credit hours
performance of a business through the analysis of financial reports and statements; evaluate projects and investments by utilizing financial costing and investment analysis models and determine appropriate funding and financial management strategies for use in a range of domestic and international settings.	
Bus505: Project Management: This course introduces students to project management from the standpoint of a manager who must organize, plan, implement, and control tasks to achieve an organization's schedule, budget, and performance objectives. Throughout the course, students will be introduced to a variety of project management practical tools and concepts such as project charters, project plans, the project management lifecycle, estimating resources, project implementation, monitoring, and control. Additionally, the course covers the human and political aspects of managing projects in a global business environment. By the end of the course, students should be able to demonstrate their ability to initiate, plan, execute, control, monitor, and close projects, and create related stakeholder management, risk management and communication plans. Students should be able to select an appropriate project management methodology to use for a new project and consider the type of project and related organizational and cultural factors.	3
Bus506: Enterprise Risk Management: The aim of this course is to introduce students to Enterprise Risk Management (ERM) frameworks. Such frameworks can assist in identifying and managing the full spectrum of risks that organizations confront in a global business environment, thereby improving uncertainty planning and achieving better performance results. Key topics include defining, identifying, and evaluating operational risks in the organization; data issues related to risk management; approaches to measuring and prioritizing operational risks; and creating a culture of shared responsibility for risk management in the organization. By the end of the course, students should be able to define, identify and evaluate operational risks in an organization; understand how to implement ERM in a business – including creating a risk management governance structure and embedding ERM into the organizational culture, and assess gaps between identified potential risks and actual risks.	3
Bus507: Organizational Behavior and Human Resources Management: Students will learn the tenants of navigating diverse organizations to work with and lead diverse teams. Topics will include identity, organizational relationships, diversity, equality, equity, and organizational effectiveness.	3
Bus508: Advanced Marketing Methods: This course focuses on advanced marketing strategy and strategic customer management. It integrates knowledge of market and competitor analysis with strategic business considerations, to achieve superior performance in sales growth, market share and profit contribution. Topics include the link between organizational strategy and strategic marketing planning; value proposition development; defensive marketing strategies; marketing portfolio analysis, diversification, and differentiation; social, ethical, technological and global issues	3

Course Number and Description	Credit hours
as they impact on marketing performance. Upon completion of the course, students should demonstrate an understanding of marketing processes from a strategic perspective, and ability to manage and segment markets appropriately, identify target markets, and develop marketing plans to best reach those markets.	
Bus601: Logistics and Supply Chain Management: In this course, students will develop and understanding of the strategic role of Logistics Supply Chain Management (SCM) in the attainment of company goals to achieve competitive advantage and deliver long-term sustainability. Throughout the course, students will explore the challenges of sourcing and procurement logistics in the global business environment. Strategies, methods, and tools for solving these practical problems in international business are core elements of the course. By the end of the course, students should demonstrate an understanding of the key issues related to managing logistics and the supply chain in a global business environment and be able to employ techniques introduced in the course to improve the performance and efficiency of supply chains.	3
Bus602: Warehouse & Inventory Management: This course is designed to help students understand warehouse functions, processes, organization, and operations. It includes analysis of warehouse location, operation, management, controls, procedures, finance, security, cargo/materials, handling, and productivity. Upon completion of the course, students should be able to analyze issues involved in locating warehouses; organizing warehouse space, equipment, and personnel for maximum efficiency and customer satisfaction; assess warehouse financials, utilization metrics and productivity improvement methods, and discuss warehouse security issues.	3
Bus603: Transportation, Containerization and Distribution Networks: This course focuses on understanding capacity development, freight consolidation, network alignment, and synchronization. The course develops the principles, practices, and tools required to address major issues and tradeoffs in domestic and international transportation, including key financial and performance indicators for transportation and design of supply chains to minimize transportation and distribution costs. Upon completion of this course, students should be able to demonstrate an understanding of how transportation and distribution networks impact the supply chain. Additionally, students should be able to analyze routes and schedules to optimize logistics transportation costs, analyze tradeoffs between transportation costs and customer service levels, measure and improve transportation performance.	3
Bus604: Logistics IT and Information Management Systems: This module introduces students to technologies used in contemporary logistics operations and supply chain management. Throughout the course, students will explore the applications of IT in purchasing, distribution, transportation, inventory, and warehouse logistics. Additionally, students will become familiar with how specific technologies used in logistics, such as GPS, barcodes, RFID, wireless, mobile, networking and EDI,	3

Course Number and Description	Credit hours
support the flow of goods from manufacturers to end customers. By the end of the course, students should demonstrate a critical understanding of the business benefits of information technology implementation in logistics operations and be able to analyze unstructured and complex information, knowledge-related logistics, challenges, and propose potential solutions to such problems.	
Bus605: Compensation, Reward and Recognition Systems**:** The aim of this course is to provide students with an understanding of different rewards systems available to employers to attract, motivate and retain qualified employees in a global business environment. The topics include the impact of rewards on attraction, retention, and performance management; behavioral elements impacting compensation design; the main components of compensation and employee benefits; formulating reward and compensation strategies; and techniques used to perform job evaluations. Upon completion of the course, students should be able to evaluate the relationship between behavioral motivational theories and compensation design. Additionally, they should be able to describe the impact of business strategy, internal labor force composition and labor market data on compensation strategies and policies, design reward and compensation systems with appropriate pay plans, and analyze the content and base pay structure of jobs.	3
Bus606: Employee Recruitment and Selection Methods: This course provides students with an understanding of recruitment and selection methods in a variety of organizational settings. Throughout the course, students will explore methods for designing effective recruitment strategies, and successfully performing recruitment activities. Additionally, students will become familiar with technologies used to facilitate the recruitment process, and common metrics used to measure the performance of the recruitment function within the firm. By the end of the course, students should be able to demonstrate an understanding of the concept of the candidate-job match; analyze potential assessment methods for open positions and recommend optimal recruitment methods; evaluate job applicants' assessment data, select the best-qualified applicant, justify that decision; and produce reports that contain key recruitment metrics.	3
Bus607: HR Systems and Workforce Analytics: This course introduces students to the strategic purpose of Human Resources Information Systems (HRIS) and reporting analytics in the organization. Throughout the program, students will learn about the managerial, technological, and organizational factors driving its adoption, and its relationship to organizational knowledge, learning, decision-making and effectiveness. Additionally, students will learn how companies can apply HR analytics to evaluate the current state of their workforce and optimize their human capital investments. By the end of the course, students demonstrate an understanding of the role of HRIS in Strategic HRM, business process re-engineering, organizational change and development, and HR	3

Course Number and Description	Credit hours
evaluation. Students should also be able to analyze HR data sets and interpret the results of such analysis to explain existing workforce behavioral patterns and predict potential HR-related issues.	
Bus608: Employee Performance Management and Development Strategies: This course is intended to provide students with an understanding of the major theories and practices associated with strategically managing workforce performance and fostering learning and development in the organization. Throughout this course, students will explore topics related to managing by objectives (MBO), cascading, and aligning strategic goals to team and individual objectives, and methods and common practices of evaluating employee job performance. Additionally, students will consider learning and development theories and frameworks, with an emphasis on developing new skills and competencies amongst adult learners. By the end of the course, students should be able to describe and critically evaluate various performance management and appraisal systems and determine which system would be most appropriate to use in a particular business environment. Students should also be able to conduct an organizational learning needs analysis and identify appropriate related training and development options for the workforce.	3
Bus609: Data Management and Governance: This subject covers data security and governance as a quality control discipline for assessing, managing, using, improving, monitoring, maintaining, and protecting organizational information. Students will learn about concepts such as data security and access, data protection, data policies, business process management, and risk management surrounding the handling of data in an organization. By the end of the course, students should demonstrate their ability to design a corporate data governance program, create best practice policies and procedures to effectively manage and protect organizational data, and identify and mitigate risks associated with the storage, processing, and transfer of corporate data.	3
Bus610: Data Mining for Business: The aim of this course is to provide students with an appreciation of the uses of data mining software in solving business decision problems. Students will gain knowledge of the theoretical background to several of the commonly used data mining techniques and will learn about the application of data mining as well as acquire practical skills in the use of data mining algorithms. Key topics include data visualization and pre-processing, data mining techniques, creating data models, and identifying patterns, classification trees and data clustering. By the end of the course, students should demonstrate an understanding of the practical uses and limitations of business intelligence and data mining, in addition to privacy and ethical considerations related to the practice. Additionally, students should be able to effectively apply data mining techniques in a variety of business applications.	3
Bus611: Spreadsheet Modeling and Simulation: The aim of this course is for students to gain modeling and analysis skills necessary to address a wide variety of business problems. Topics covered include general modeling and analysis principles, principles and practices of good	3

Course Number and Description	Credit hours
spreadsheet model design, time series analysis and forecasting optimization, simulation, and decision analysis. By the end of the course, students should demonstrate an understanding of the processes of collection and analysis of data at strategic, functional, and analytical levels. Additionally, students should understand how to critically evaluate the benefits of quality data analytics to the firm, and describe the ethical challenges related to data collection and analysis**.**	
Bus612: Data Reporting and Visualization: This course is designed to provide students with the foundations necessary for understanding and extending their knowledge and skills related to data visualization in a business context. Throughout the course, students will explore how to formulate stories about business data by using visualization techniques. Additionally, students will learn best practice design principles for creating effective data visualizations and analyze and draw insights from data that generate managerial action. By the end of the course, students should understand how to read and interpret analytics represented in visual format in business and scholarly literature. Students should also be able to apply techniques taught in the course to create executive dashboards that visually measure key business performance indicators and monitor the status of projects that generate competitive advantage for the firm.	3
CAP620 Capstone Project: For the culmination of the program, students complete a capstone project. This project will be an individualized piece of work that includes scholarly research and integrates multiple concepts covered in the MBA program. Students work with one or more faculty members to create the project and present the project to the Capstone Faculty team.	3

Business Administration (DBA)

Course Number and Description	Credit hours
Bus701: Advanced Management Theory: This subject aims to expose doctoral students to contemporary research in the field of management across a range of different topic areas, competing perspectives, and levels of analysis. To this end, students will be given opportunities throughout the course to develop their abilities to critically evaluate research articles and to integrate knowledge from existing research and practice into the development of a theoretical position in the discipline of management. By the end of the course, students are expected to demonstrate advanced theoretical understanding of substantive domains of management research, compare different perspectives, and analyze the applicability of utilizing such theories to solve actual problems in the field of management.	3
Bus702: Ethical Issues in Business Management: This course considers ethics in business and management from a research perspective. Topics of study include foundations, ethical codes of conduct in organizations, contemporary ethics research, corporate perspectives on ethics, and cross-cultural ethics research. By the end of the course, students should demonstrate an understanding of the evolution and importance of business ethics within the discipline of management and be able to determine the purpose the corporation should serve in society, considering its obligations towards its stakeholders. Additionally, students should be able to demonstrate their understanding and ability to apply universal ethical norms to solve problems and conflicts of interest in an international business environment.	3
Bus703: Quantitative Methods for Applied Business Research: This course studies the application of quantitative methods for business analysis and decision making. Topics include survey design; experimental design; statistical analysis of survey and experimental data; multivariate statistical analysis including analysis of variance, multiple regression, the general linear model, factor analysis, and other methods; time series analysis; and other topics. By the end of the course, students should be able to differentiate the purpose of various quantitative analysis techniques and select the appropriate techniques to further analyze a variety of managerial problems. Additionally, students should be able to interpret quantitative statistical results contained in existing scholarly papers and articles and transform a business problem into a mathematical model that can be used to conduct further quantitative research.	3
Bus704: Qualitative Methods for Applied Business Research: This course examines contemporary approaches to qualitative analysis in business. Throughout the course, students will become familiar with such qualitative research techniques as open-ended interviewing, focus groups and the case-study approach. By the end of the course, students should be able to differentiate the purpose of different qualitative analysis methods and select the appropriate techniques to further analyze a variety of managerial problems. Additionally, students should be able to interpret qualitative statistical	3

Course Number and Description	Credit hours
results contained in existing scholarly papers and articles and transform a business issue into a qualitative research problem that can be further explored using related methods.	
Bus705: Management of Organizational Change: This course examines the criteria needed to transform enterprises so that they can be competitive and relevant in the fast-paced global business environment. Throughout the course, students will explore the role of senior executives in achieving transformational change, the development of agile and flexible organizations, and the importance of innovation in achieving competitive advantage. By the end of the course, students should demonstrate an understanding of the key perspectives and debates occurring in contemporary organizational and strategic change research. Additionally, students should be able to analyze the current state of a company, identify barriers that inhibit the adoption of new initiatives or innovations, and prepare a plan to overcome such obstacles and successfully implement organizational change programs and processes.	3
Bus706: Leadership Issues in the 21st Century: The aim of this course is to introduce students to empirical studies related to contemporary issues facing leaders in the global business environment and analyze their practical applications. Students in this course explore topics such as neuroscience and leadership, women and leadership, competency-based leadership, emotional intelligence, strengths-based leadership, leadership and culture, and innovation and leadership**.** By the end of the course, students should demonstrate an understanding of the key challenges facing leaders in the 21st century, be able to contrast and critique scholarly research conducted on these topics, and apply knowledge gained in the course to solve leadership challenges that occur in the business world.	3
Bus707: Strategic Decision-Making & Problem-solving: The aim of this course is to introduce students to the methods and models used to translate corporate strategy into day-to-day decisions and manage competing objectives. Throughout the course, students will become familiar with frameworks for improving decision making, including characterizing risk, uncertainty, and opportunity; quantifying goals and modeling alternative decision outcomes; staged decision making and decision tree models. A core part of this course also involves making students aware of common decision biases and traps that can impact the decision-making process. By the end of the course, students should be able to demonstrate their understanding of tools and frameworks available to improve the quality of business decisions and apply them to solve actual business problems. Additionally, students should be aware of their personal decision-making styles and understand how to recognize and prevent cognitive bias from negatively impacting the quality of business decisions made by individuals and groups in the organization.	3
Bus708: Managerial Consulting Methods: The aim of this course is to introduce students to the approaches and methodologies used to lead and implement change initiatives and projects in organizations**.** Key topics will include diagnosing strategic problems in the organization, preparing	3

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executive proposals to address such issues, creating change management communication and implementation plans, identifying, and managing risks and crisis, and assessing external vendors and suppliers for potential outsourcing projects. By the end of the course, students should be able to apply the essential concepts, theories, and approaches of managerial consulting to lead and implement change initiatives and projects in the global business environment.	
Bus709: Cross-Cultural Business Management: The aim of this course is to provide students with an understanding of the theories, practices and challenges associated with managing people, processes, and systems in a global business environment. Throughout the course, students will become familiar with the latest findings related to the impact of national culture on management practices, and analyze how to best adapt leadership styles, HR practices and communication methods, to successfully manage virtual multicultural teams. By the end of the course, students should be able to explain the concept of cultural dimensions and assess the impact that national cultural variations have on management practices, in addition to a firm's organizational culture. Additionally, they should be able to analyze and develop strategies for working in virtual and co-located multicultural teams.	3
Bus710: International Finance: This course addresses the basic financial problems facing a global company. Themes include the structure and operations of the international financing system, foreign exchange rates and their risk management, international funding sources and basic instruments of international financing. The course also highlights new research on financial crises, banking, and credit markets. Additionally, major risks faced by financial institutions are covered. By the end of the course, students should demonstrate an understanding of the various types of global capital markets and be able to explain their strategic role in creating shareholder value, achieving diversification, and reducing risks. Additionally, students should be able to analyze recent financial crisis that have occurred in various countries, determine the underlying issues that led to the occurrence of such crisis, and make strategic recommendations on how to mitigate financial risks for international companies operating in such circumstances.	3
Bus711: Global E-Commerce: In this course, students will critically examine what globalization means for e-commerce, learn how trade policies work in a global e-commerce marketplace, and study issues related to the use of internet technology as an enabler to perform international business functions. By the end of the course, students should demonstrate knowledge of the latest research related to strategic challenges facing firms that compete in the global e-commerce marketplace. Additionally, students should be able to apply knowledge of e-commerce theories to critically analyze and evaluate an international firm's e-commerce strategy and current internet business activities.	3
Bus712: International Logistics & Supply Chain Management: This course explores the methods by which logistics and supply chain management can contribute to a firm's ability to achieve a sustainable competitive advantage in a global business environment. Throughout the course, students will	3

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become familiar with how implementing best practices in this field can assist a company in overcoming contemporary business challenges related to shortening product life cycles, consumer preference for increasing product variety, and highly variable demand that is difficult to forecast. By the end of the course, students should be able to identify key operational issues involved in international logistics and explain the significance of logistics and supply chain management in sustaining competitive advantage in an international business environment.	
Bus713: International Project Management: The focus of this course is on understanding and managing the particularities relevant to international projects. Throughout the course, students will explore the latest research and become familiar with best practices relevant to achieving project success in a global business environment. Topics will include managing the expectations of international project stakeholders, designing, and implementing global project communication plans, managing diverse project teams, global outsourcing and vendor management, and the legal and bureaucratic requirements specific to international projects. By the end of the course, students should be able to analyze the factors that are critical to successfully delivering international projects and identify specific competencies and professional skills required of international project managers. Additionally, students should be able to critically evaluate the additional risks and external factors that can negatively impact the outcomes of global projects, and apply knowledge gained in the course to propose solutions to such problems.	3
Bus714: International Human Resources Management: The aim of this course is to enable students to examine the discipline of human resources from a global perspective. Throughout the course, students will gain theoretical research-based insights and practical skills related to employment practices in a multinational context. Topics to be covered include international recruitment strategies; global employee development, compensation, and retention techniques; and a comparison of industrial relations practices and employment law concepts in major economies. By the end of this course, students should be able to explain strategic human resources issues facing global organizations, in addition to specific HR challenges that firms face when working in emerging economies, and apply knowledge gained in the course to propose solutions to such problems. Additionally, students should be able to conduct research on key industrial relations policies and employment law concepts in major economies and determine how a multinational company may need to tailor their HR policies and programs to comply with local regulatory requirements.	3
Bus715: Entrepreneurship: The aim of this course is to provide students with an overview of major topics and themes in the field of entrepreneurship. Students will be presented with some of the primary theoretical underpinnings of the field as well as some of the common and/or promising methodological approaches to the study of entrepreneurial phenomena. Topics covered include: a theoretical overview of entrepreneurship, the origins of entrepreneurial opportunity, learning and knowledge related to opportunity assessment, entrepreneurial decision making, entrepreneurial	3

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failure, and corporate entrepreneurship. By the end of the course, students will be expected to demonstrate an advanced theoretical understanding of substantive domains of entrepreneurial research, compare different theoretical perspectives, and analyze the applicability of such theories to solving practical problems in the field of entrepreneurship management.	
Bus716: Financing Entrepreneurial Ventures: The aim of this course is for students to explore the development of a new entrepreneurial venture from startup to financial security. Throughout the course, students will examine the process and various sources of funding new ventures, including partnerships with venture capitalists, conventional sources, crowdsourcing, and initial public offerings. By the end of the course, students should demonstrate an understanding of the main models and theories associated with entrepreneurial finance. Additionally, they should be able to evaluate the context of a new business venture, determine the preferred method(s) for financing such a venture, and articulate the trade-offs and benefits associated with financing recommendations.	3
Bus717: Social Entrepreneurship: This course introduces students to the concepts and theoretical underpinnings of social entrepreneurship. Throughout the course, students will explore how social entrepreneurs create and lead organizations that advance a social mission using the structures and marketplace of the business. Key topics include global developments and research trends in the field of social entrepreneurship, traits of social entrepreneurs, and business models for social enterprises. By the end of the course, students should demonstrate an understanding of the concepts underpinning social entrepreneurship. They should research and articulate best practices, as well as successes and failures related to social entrepreneurship; and critically evaluate existing business models for social entrepreneurship.	3
Bus718: Entrepreneurial Marketing: This course enables students to explore key marketing concepts, methods, and issues relevant for start-up and early-stage entrepreneurs. Throughout the course, students will explore the key role of the marketing function in supporting entrepreneurial ventures and evaluate marketing strategies and tactics used to launch new products to consumers. A special emphasis will be placed on understanding new product pricing mechanisms, and the role of internet marketing and social media in launching new products. By the end of the course, students should be able to articulate the role of marketing in supporting entrepreneurial endeavors and new product launches and determine the pricing strategy for new products and services. Additionally, students should be able to prepare an internet marketing plan to support the launch of a new company and/or product.	3
Bus719: Managing Innovation in Mature Organizations: This course addresses the emerging practice of "corporate entrepreneurship," broadly defined as the application of entrepreneurial capabilities to the development of new ventures within an existing firm. Throughout the course, students will explore how mature corporations currently view and manage innovation by creating a growth strategy,	3

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structures, organizational culture, processes, and people that support innovation and new product development. By the end of the course, students should be able to identify systemic enablers and challenges to corporate entrepreneurship, and articulate the key roles played by employees, managers, advisors & executive sponsors to drive innovation in mature organizations.	
Bus720: Small Business Management: This course provides students with an overview of the challenges faced by individuals planning to establish a small business venture. Key course topics include common forms of business legal ownership, specific challenges to operating family-owned enterprises, and ethical issues in small business management. Additionally, students will explore how small businesses can create and sustain a competitive advantage. By the end of the course, students should be able to demonstrate an understanding of the complex and important role that small business plays in the global economy. Students should also be able to conduct research to examine and explain the ethical issues surrounding the ownership, management, and operation of a small business venture.	3
Bus721: Writing the Doctoral Dissertation: The aim of this course is for students to define the topic of their doctoral dissertation and determine their preferred research method for conducting research (quantitative or qualitative). At the end of the course, students are expected to submit a draft dissertation prospectus for review by their dissertation advisor. After incorporating feedback provided by their dissertation advisor, students should send their completed dissertation prospectus for final review and approval to the university's DBA dissertation committee.	3
Bus722: Doctoral Dissertation Literature Review: The aim of this stage of a student's dissertation work focuses on drafting Chapters 1-3 of the dissertation. Students should focus on conducting a thorough literature review of the main theories and models associated with their dissertation topic and explain their relevance to the student's research problem. When writing the second chapter of the dissertation, it is expected that students will challenge and critique some of the principles and underlying concepts of the theories discussed. It is expected that students will provide a detailed description of the design of their research and justify their choice of using quantitative or qualitative methods in the third chapter of their work. At the end of this stage, it is expected that the student will submit the first three chapters of their work to their dissertation advisor for review and approval.	3
Bus723: Doctoral Dissertation Completion: In this course, doctoral candidates will complete chapters four and five and of the dissertation and make any revision necessary to the first three chapters. Students are required to submit their final dissertation for review and approval to their dissertation advisor and the university's DBA dissertation committee for review and approval. This course culminates with the oral defense of the student's dissertation.	12