

1982

Center for the Study of Administration Master's Programs 1982-83 Bulletin

Nova University

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Nova University

Center for the Study of Administration

Master's Programs
1982-83 Bulletin





Nova University

**Center for the Study
of Administration**

Master's Programs
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Nova University admits students of any race, color, and national or ethnic origin.



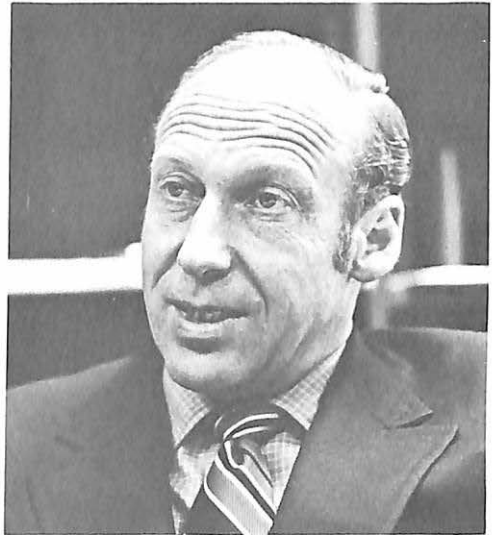
The growth of Nova University as a dynamic, mission-oriented educational institution has been coupled with an intensive search for strategies designed to make each of its courses of study maximally responsive to individual human needs. Hence, Nova University continues to press forward in seeking solutions to major societal problems while offering to its students many opportunities for intellectual challenge, professional preparedness and personal awareness.

Alexander Schure
Chancellor

Having entered its second decade, Nova University is beginning to see the impact that its graduates are having the institutions within our society. Many of the University's programs are mission-oriented, designed to improve the performance of professionals, and evidence is being collected which indicates that Nova alumni are having a strong, positive effect on the institutions in which they are employed.

Independent education must continue to be responsive and adaptable to the varying needs of potential students if it is to represent a true alternative to the tax-supported sector. Nova University is committed to maintaining quality at the same time it is meeting these needs.

Abraham S. Fischler
President



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**General
Information**

Founded in 1964, Nova University is an independent university which is non-sectarian, non-profit and racially non-discriminatory.

Unusual among institutions of higher education, Nova is a university for all ages. Nova College provides undergraduate education. Numerous graduate programs in a variety of fields provide master's, doctoral, and post-doctoral education. Also, non-degree, continuing education programs are offered. The University School, a demonstration school, serves children from pre-school through seniors in high school.

In 1970, Nova University joined in an educational consortium with the New York Institute of Technology, an independent, non-profit institution with campuses in Manhattan and Old Westbury, Suffolk County, Long Island. This mutually beneficial relationship permits each institution to draw on the personal and physical resources of the other, giving maximal benefit to the students of each and to society in general.

With students studying in Florida and in 20 states, Nova University is a university of national scope.

Accreditation Nova University is accredited by the Southern Association of Colleges and Schools.

Campus and Off-campus Locations The Nova University main campus is located on a 200-acre site west of Fort Lauderdale at 3301 College Avenue in the town of Davie, Florida. It is 10 miles inland from the Atlantic Ocean and is easily accessible from major U.S. and state highways, including I-95 and Florida's turnpike.

The Center for the Study of Law is located at 3100 S.W. 9th Avenue in Fort Lauderdale.

Nova University at Coral Springs is located at 3501 University Drive. Degree programs, non-credit courses, and cultural events that serve the residents in north Broward County and in Palm Beach County are held in Coral Springs.

The Oceanographic Center is located on the south side of the marine entrance to Port Everglades at 8000 North Ocean Drive, Dania, Florida.

Many Nova University students attend classes on the main campus, at the Law Center or at Coral Springs. But consistent with its educational mission to provide educational opportunities to adult students wherever they may be, Nova offers degree programs and continuing education experiences at off-campus centers locally, throughout Florida, across the United States, and in foreign countries.

With the New York Institute of Technology, Nova University maintains an office in Washington, D.C. It is located at 1511 K St., N.W. Suite 624.



**Center for the Study
of Administration**

The Department of Masters Programs of the Center for the Study of Administration offers a variety of programs that stress innovative learning processes and delivery systems for working professionals who wish to increase their managerial effectiveness. Major programs offered are as follows: the Master of Business Administration (MBA) which thoroughly develops the academic, quantitative, and managerial skills used in the private sector; the Master of Public Administration (MPA) which is designed to provide the necessary academic, analytical, and professional skills for the professional manager in the public sector; the Master of Science in Human Resource Management (MS/HRM) which is built on a foundation of behavioral science for those who are responsible for or aspire to such functions as personnel management, organizational development, labor relations, affirmative action and equal opportunity requirements, management education and development, or career planning; the Master of Science in Criminal Justice (MS/CJ) which is an interdisciplinary career-related program with an emphasis on a systems approach to criminal justice. Various majors may be taken in conjunction with MBA, MPA, and MS/HRM degrees, including Accounting, Banking and Financial Management, Computer Systems Management, Criminal Justice, Energy Technology Management, Health Systems Management, Human Resources Management, Procurement and Contract Management, Public Management, and Sales and Marketing Management. The department sponsors a number of professional workshops in the areas of Business and Public Administration and Human Resource Management.

Students in Nova University's Center for the Study of Law may earn a Master of Business Administration or a Master of Public Administration in conjunction with their law studies by satisfying all program core requirements. Students are counseled on an individual basis by both the Associate Dean of the Law Center and the Director of the Masters Programs in the Center for the Study of Administration. Students pursuing both law and management will receive separate degrees and diplomas at the time of completion of each program of study. This cooperative program does not lead to a single joint degree.

All of the above programs are available locally at Nova, in Ft. Lauderdale, and most of our programs are offered in a field based "cluster" format. A cluster is a group of twenty five to thirty students pursuing similar degree objectives in an off campus location. Nova University is

acknowledged as a leader in field based programs. There are two general types of academic clusters: the open cluster and the sponsored (corporate) cluster. The open cluster is comprised of students from a variety of backgrounds and professional experiences. Open clusters generally focus on general management studies, as opposed to any of the specializations noted above, although these options are available should the cluster members agree on a common major. The sponsored cluster is comprised of students who are generally employed in the same profession by a single employer or several employers in the same or similar industries in an area. The sponsored cluster is a “corporate” cluster to the extent that a corporate training department or management group, such as the National Management Association, negotiates the terms of a contract to deliver the management program with a specified major at the commencement of the program. For information on the establishment of an open or sponsored (corporate) cluster in an off-campus environment, please contact the Associate Center Director of the Masters Programs.

The educational emphasis of the Masters Programs is on general management skills and technologies designed to meet the professional needs of middle and upper level management personnel. A major concern of our programs is on the human resources dimension of management in the context of business, public, and not-for-profit organizational milieus of our students. The design of the curriculum recognizes the significant common elements of management in complex organizations in all sectors of society through a common core of courses, as well as the singular concerns of these sectors through specialized degree-specific coursework and major field specializations.

The Masters Programs variously serve over 700 students in both the United States and international clusters. We bring our talents to the working professionals, giving them the opportunity to upgrade managerial skills while increasing overall organizational effectiveness and value as a result of advanced management education.

Competency Based Learning All of the programs and courses offered by the Masters Programs are designed to meet the educational training needs of both students and organizations. Detailed course syllabi specifying behavioral objectives and learner outcomes serve as mechanisms of program content control wherever the programs are delivered—on campus in Ft. Lauderdale, Florida, or in field-based clusters. With the improvement of managerial skills being the underlying concern of our programs, re-evaluation of course content and learning resources by professionals with both academic and practitioner experiences is an ongoing process. Using multiple sources of evaluation, each course of instruction is monitored for competency of delivery. For more information on the nature of the review process, please contact the program office.

Accreditation Nova University is accredited by the Southern Association of Colleges and Schools (SACS) and is a member of the Council on Post-Secondary Accreditation (COPA), a nationwide organization which includes all the separate regional accrediting commissions. The University is also a member of the Florida Association of Colleges and Universities and the Independent Colleges and Universities of Florida (ICUF). Nova is a member of the American Council on Education (ACE), the College Entrance Examination Board (CEEB), and the Council of Graduate Schools of the United States (COGS).

Nova University's programs leading to professional degrees in management at the graduate level have been recognized and endorsed by the National Management Association (NMA), a nationwide professional management development organization with sponsorship by and membership in the nation's leading business and industrial corporations. A number of field based, sponsored (corporate) clusters are comprised exclusively of NMA members. For further information regarding the relationship between Nova University and the National Management Association, please contact the Associate Center Director for the Masters Programs at Nova University (305-475-7644) or the Director of Professional Development at the National Management Association (513-294-0421).

GENERAL INFORMATION

Admission Requirements Admission requirements for the student wishing to matriculate in the Masters Programs are listed below.

1. Applicants must possess a baccalaureate degree from an accredited college or university; the undergraduate degree may be in any major.
2. Three letters of recommendation should be written directly to the department which indicate the applicant's ability to do graduate work. If the undergraduate degree was earned less than three years prior to application, at least one letter must be written by a former professor or academic administrator or counselor.
3. An official transcript of one's undergraduate record at each college or university attended is required. Applicants with graduate work from other institutions should submit official transcripts of all such work.
4. Applicants must satisfy program prerequisites (3 semester hours each or equivalent): **MBA**—accounting, economics, marketing, and statistics; **MPA**—American government, economics, and statistics; **MS/HRM**—economics, psychology or organizational behavior, and statistics; **MS/CJ**—baccalaureate degree in criminal justice, criminology, or a related subject. All foreign students and students with an undergraduate grade point average less than 3.0 may be

required to satisfy an additional program prerequisite, GMP 5009—Managerial Communications. This requirement will be at the discretion of the admissions committee based on a composite of admissions criteria.

5. Completed application forms should be accompanied by a \$25 nonrefundable application fee.
6. Applicants must demonstrate satisfactory performance on the Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE) administered by Educational Testing Service, P.O. Box 966, Princeton, New Jersey 08541.

Since the GMAT (GRE) scores are weighted factors in the admissions formula used to evaluate an applicant's potential to do quality graduate work, no specific score is set. As a general rule, GMAT scores of 450 (GRE scores of 1000) or higher are considered to be acceptable. Applicants scoring lower than this threshold level may be required to retake the GMAT (GRE) by the admissions committee.

The Admissions Committee The admissions committee of the Masters Programs is comprised of three full time professors and counselors. A full time admissions secretary is charged with the responsibility of assembling each applicant's credentials for review by the committee. The Associate Center Director for the Masters Programs reviews and signs all admissions decisions. Nova University is an equal educational opportunity institution.

Prerequisite Satisfaction Those who have not completed program prerequisites may still enter the masters programs; however, they cannot enroll for any graduate course which has a specific program prerequisite. All prerequisites must be satisfied within six months of beginning the coursework in the program.

Students have three options for satisfying a program prerequisite. 1) They may take the required prerequisite course through the Masters Programs at Nova University or at another accredited college, including Nova College, the undergraduate division of Nova University. 2) They may successfully complete a proficiency examination administered by a testing organization that has national recognition such as CLEP, LOMA, or USAFI. 3) They may take a proficiency exam administered directly by the Masters Programs.

Enrollment in a prerequisite course is permitted concurrent with enrollment in the Masters Program. NOTE: Prerequisite course credits do not apply towards the master's degree, although if taken at Nova University they will appear on the official student transcript of coursework.

Acceptance Procedures Students are admitted to the Masters Programs under one of three classifications. First is full acceptance. This status is given upon satisfaction of all requirements for admission as stated elsewhere in this bulletin. Second is provisional (conditional) acceptance. This status is given to students who have not satisfied all of the admission requirements but have given evidence that all criteria can be met. Third is special student acceptance. This status is reserved for the non-degree seeking student. While this may be a preliminary status to full acceptance, enrollment in and satisfactory completion of courses does not guarantee admission to any program.

Students will be notified in writing of the status under which they may enroll in classes. Upon completion of all requirements, which must be done within six months, notification of full acceptance will be given in writing.



International Students In addition to the foregoing procedures, international students must also submit a TOEFL score of 500 or higher, be evaluated by the bilingual program as having a Level 4 proficiency, and enroll in the program prerequisite course, GMP 5009, Management Communications. The student VISA (I-20) may be issued only upon completion of all admissions requirements. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. For more information regarding the procedures of obtaining a student visa, please contact the Office of the Registrar or the Program Office.

Study Format The school calendar operates year round, and the average student enrolls for two courses a term, referred to at Nova as a Block, which runs for three months. Classes are scheduled approximately every third weekend during a Block for five weekends of classes. There are two sessions scheduled each class weekend. All courses represent three semester hours of graduate credit. Thus, the student is able to complete 24 credits of study a year by attending four Blocks, and the average student is able to satisfy all MBA, MPA, MS/HRM, or MS/CJ course requirements in about one and one half years. A master's project or course option may be completed in one additional Block.

Attendance Policy Students must attend classes on a regular basis. It is highly suggested that students clear any anticipated absences with instructors or the program office (if an instructor is not available) in advance. Additional work may be required by an instructor for any absence. Excessive absences will result in a failing grade.

Transfer Credits The University will accept up to six semester credits or ten quarter credits of graduate work (with a grade of not less than a "B") from an accredited program of graduate study at another institution, provided those graduate credits have not been applied toward another degree and the course content is the equivalent of courses offered in this program. Applications for approval of graduate transfer credits must be made in writing to the department and students are advised to receive recognition for this work at the time of admission.

Grading Policy Students are required to maintain a cumulative Grade Point Average (GPA) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms. If probation is not removed at the end of the two terms, the student may be suspended from the program. A student may petition for reinstatement after six months explaining the reasons why academic potential has changed and his/her readmission should be considered. Students who have reason to believe that there has been an error in assigning a grade may formally protest and invoke the Grade Appeal Procedure. When submitting written work, students are required to sign a statement verifying the authenticity of authorship. Students are permitted to retake courses in which a grade of "C" or lower has been earned at his/her expense. Retaking of courses does not remove the entry of the earlier registration and grade earned from the student's official transcript; however, the highest grade earned in a course will be computed as part of the student's grade point average, thus enabling the student to improve his/her grade point average.

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

A Excellent B Good C Acceptable F Failure

W Withdrawal—After the third class weekend or withdrawal by instructor for not completing the course.

I Incomplete—Given when most but not all course work has been completed. Must be requested from the instructor.

Incomplete Grade Make-up Students who receive a course grade of Incomplete (I) have two terms or six months in which to make up the Incomplete. There is a charge of ten dollars (\$10) to process the grade change from I to the grade earned. This charge will automatically be posted to the student's financial records in the comptroller's office. At the end of the six months following the receipt of an Incomplete, the I becomes a course grade of IW (Incomplete Withdrawal). Receipt of credit for the course may be accomplished only by retaking the course at full tuition charge.

Grade Appeal Procedure The grade appeal procedure for students is itemized below and should be followed in all instances, making sure each step is fully exhausted before going on to the next step.

Step 1: The professor should be contacted to discuss the grade disparity. (The problem should be resolved at this level if at all possible.)

Step 2: The student must make appeal in writing to the professor noting specific objections to the grade received. The professor must respond in writing giving justification for the grade given. Copies of both communications should be forwarded to the Program Director.

Step 3: An appeal committee will be appointed to mediate the dispute. The committee will review both written and oral arguments in the case. The committee will consist of:
 one administrative officer of the program,
 one faculty member who teaches in the program, and
 one student who is currently enrolled in the program.

Step 4: The student and professor will be informed of the committee's decision and barring no written objections by either party, the recommendation of the committee will be accepted.

Step 5: If written objections are received within ten days, the matter will be referred to the Center Director for review and resolution.

All non-grade student grievances must be made in writing to the Associate Center Director.

Student Costs

Application Fee (nonrefundable)	\$25
Continuation Fee	\$150 annually
Graduation Fee (excluding cap and gown)	\$15
Incomplete Fee	\$10
Interrupted Studies Fee	\$15
Late Registration Fee	\$10
Prerequisite Challenge Exam	\$50
Split Payment Fee	\$10
Tuition: Graduate (per credit)	\$100*
Tuition: International Clusters (per credit)	\$110*
Tuition: Program Prerequisites (per credit)	\$75*

*Tuition charges are scheduled to increase during 1982 as follows:

Tuition: Graduate (per credit)	\$110 (July 1982)
Tuition: International Clusters (per credit) ..	\$125 (January 1982)
Tuition: Program Prerequisites (per credit)	\$90 (April 1982)
	\$100 (July 1982)

In order to avoid confusion on the matter of fees, students are invited to discuss the matter with our financial clerk in the program office. The Late Registration Fee is charged any time payment is received by the school beyond the closing date for registration. The Split Payment Fee is an additional processing charge which is billed when students have made only partial payment during the registration period. The Interrupted Studies Fee is charged to students who do not register for course work for one term and are therefore removed from our active student roll. The Continuation Fee is an annual charge which begins six months after the completion of final course work.

Student fees are due and payable at the beginning of each term. In the event that extreme circumstances necessitate the deferment of partial tuition, the student must contact the Comptroller's Office and make individual arrangements. The program office will assist students in any manner possible to facilitate the processing of financial aid papers.

Financial Aid Nova University operates several programs which provide student financial aid in order to assist a number of students in meeting direct and indirect educational expenses. Its financial aid programs derive from federal, state, and private sources. Details of the various programs are available from the Office of Financial Aid, located within the Registrar's Office.

VA Benefits Students who are eligible for Veterans Administration benefits are invited to consult the Nova VA advisor who is located within the Registrar's Office.

Housing Three buildings of 30 apartments each are located on the main campus of the University. A limited number of apartments are available each year. Apartments are leased on a yearly basis. There are no dormitory facilities. For further descriptive information, application forms, and off-campus housing information, contact the Director of Housing, Nova University.

Graduate Assistantships A limited number of graduate assistantships are available each term which pay the equivalent of the course tuition in exchange for negotiated student services, such as operating tutorial sessions, grading for professors, or performing other support services for the department. Assistantships are available only to students who have completed the core courses in the Masters Programs. When vacancies exist, they are filled on a competitive basis. Interested students should contact the department for greater details.

Family Tuition Plan The department offers special tuition consideration (fifty percent of regular cost for second family member) when two or more members of the same immediate family are enrolled in any of the programs in the master's department simultaneously.

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

Library Resources Nova University recognizes the importance of adequate library facilities for graduate students interested in pursuing research. As such, a short summary of our services is in order. Nova maintains four separate libraries on campus. These are small but growing in acquisitions each year. The separation of library facilities is by functional utility and allows concentrations which students will find quite useful.

The major university collection is in the Behavioral Sciences Library. Other collections are in the Law Library, Life Sciences Library, and Ocean Sciences Library. These libraries provide the usual reference services to students and faculty and are helpful in obtaining remote bibliographic and

information sources. More unusual, perhaps, is Nova's emphasis on currently generated research materials. In order to make these available to students, the libraries have made use of current technology with computer assisted data searches as well as with heavy utilization of microfiche systems.

Among the nationally recognized services available to Masters students at the university's libraries are the ERIC document service, DIALOG, the Lockheed Data Base System which relies on information retrieval through computer terminals, and ASI and EDUCOM which give access to other data bases.

Graduation Requirements In order to be eligible for graduation, the student must fulfill the following requirements:

1. completion of all admission requirements,
2. satisfaction of all program prerequisites,
3. maintenance of a minimum of 3.0 GPA for all graduate work taken,
4. completion of all required course work,
5. completion of twelve (12) courses for thirty-six (36) hours of credit and/or the special requirements of any major, and
6. satisfactory completion of either the Master's Project or the course substitution option. The Master's Project carries four (4) hours of credit; the course substitution option carries six (6) hours of credit.

Time Limit The time limit for all masters programs is five (5) years. A continuation fee of \$150 per year will be charged beginning six months after the completion of all course work. Students may petition the program office for an extension of the time limit which will only be granted in rare, extenuating circumstances.

Placement Service Nova operates a placement office for Nova graduates. In order to utilize the placement service, students must submit an updated resume to the department upon graduation. This service is available to its graduates as a lifelong benefit of Nova University. The placement office also requires the completion of separate paperwork, in order to become a member of the National Alumni Association. For further information, contact the Association at Nova.

Faculty The Nova Center for the Study of Administration faculty is augmented by outstanding national lecturers. Their qualifications in teaching, research, publications, and consulting fields of management are the best available. As a rule, they hold full appointments on the faculties of

other major universities, but work in the department as adjuncts in their specific fields. In addition to adjunct faculty members, there is a core of full time faculty based on the Ft. Lauderdale campus. Many of our faculty have worked with the Masters Programs since they were begun several years ago, providing experience and continuity to the Programs. Those interested in knowing about the faculty may contact the department; resumes for each faculty member are available in the program office.

Counseling All required paperwork for admission to the Masters Programs may be processed through the mail. Counseling is strongly recommended but not mandatory. During the counseling process, you will be advised as to which requirements for acceptance are lacking, and a tentative schedule for the entire program will be prepared. Registration for each new block thereafter is routine and may also be through the mail. As long as there are no changes in the original proposed schedule, you will not have to see a counselor, but one will be available for scheduling appointments. A counselor may be seen any time by scheduled appointment. During the registration period for each block, counselors are available on a full time basis. Students must pick up course syllabi and purchase books at the time of registration in order to be prepared for their first class. A counselor must be seen if courses are taken differently than the required sequence.

Procedures for Resolving Allegations of Misconduct The procedure for the disposition of allegations of misconduct follows:

- Step 1. Allegations must be made in writing to the Associate Center Director program by a cluster coordinator, faculty member, or student. All pertinent factors, witnesses, events, and evidence should be included in the allegations. The person bringing the allegations should use the best judgment in gathering evidence at the time of the apparent misconduct.
- Step 2. If the allegations constitute "probable cause" to proceed, the Program Director will notify the accused in writing that an inquiry will be undertaken.
- Step 3. An investigator will assemble all pertinent documentary evidence and statements from witnesses. This will include, if possible, a written statement from the accused in response to the allegations. The investigator will consider all the evidence and recommend action to the Director, citing the pertinent evidence. Where misconduct is indicated beyond reasonable doubt, the penalties may be admonition, suspension, or expulsion.

Step 4. A report of the investigation will be provided to the accused. The accused may acquiesce in the recommendation, or he/she may submit a written response to the Associate Center Director for the Masters Programs contesting the recommendation and asking for a hearing. Failure of the accused person to respond within 20 days shall be construed as acquiescence in the report of the investigation. If a hearing is requested, the Associate Center Director may appoint a committee consisting of faculty and program participants or program graduates. Following the response of the accused and the report of the hearing committee, the Associate Center Director in consultation with the Center Director will decide on the action to be taken.



Misconduct may include the following types of activities:

1. plagiarism,
2. collaboration on examinations or assignments expected to be individual work,
3. use of any source to prepare program work without specific attribution (As a general rule, analysis is to be the participant's own work; data may be used which is collected with the help of others if properly acknowledged.),
4. cheating (giving or receiving help during examinations or transmitting examination questions to other participants or falsifying any records including assessments and admissions materials),
5. behavior which is flagrantly disruptive to the effective operation of the program,
6. behavior which is clearly unprofessional, unethical, or reflects adversely on the Nova program or the professional community, and/or
7. behavior which violates the general understanding of the proper conduct for graduate students.

THE MASTERS PROGRAMS

Master of Business Administration The program for the MBA consists of 40 graduate credits covered in 12-three credit courses and a four credit-bearing Master's Project or a six credit, two course substitution option. The MBA program is designed for the young business professional. The curriculum emphasizes knowledge, skills, and ethics necessary for successful business persons in the 1980's. Courses cover behavioral and quantitative material in business management and organization, such as managerial environment, managerial accounting, managerial finance, and business policy.

Master of Public Administration The MPA Program emphasizes a three-fold series of concerns for the professional public administrator: academic growth, analytical proficiency, and professional development. The program consists of 40 graduate credits covered in 12-three credit courses and a 4 credit-bearing Master's Project or a six credit, two course substitution option. The program focuses on the enhancement of a student's familiarity with ideas and concepts relating to public policy analysis; the program builds student competencies in the techniques of modern management; and the program encourages student sensitivity to issues relating to elements of a public management ethic.

Master of Science in Human Resource Management The MS/HRM program covers theory and skills required to bring about change in today's complex, dynamic environment. Whether it involves organization restructuring, implementing a more effective communication system, solving intergroup conflicts, complying with affirmative action requirements, or training personnel to avoid skills obsolescence—the problems all deal with maximizing human resources. The program consists of 40 graduate credits covered in 12-three credit courses and a four credit-bearing Master's Project or a six credit, two course substitution option.

Master of Science in Criminal Justice The Master of Science in Criminal Justice is an interdisciplinary career-related program with emphasis placed on a systems approach to criminal justice. The curriculum reflects the diversity of the components of the criminal justice system (law enforcement, courts, corrections), and the importance of theory, evaluation, and administration for integrating these components into an understandable and workable system that can be analyzed. The program consists of 40 graduate credits covered in 12-three credit courses and a 4 credit-bearing Master's Project or a six credit, two course substitution option.

MASTERS PROGRAM CURRICULUM

The MBA, MPA, and MS/HRM programs begin with a common core of five (5) required courses. (The MS/CJ program follows a completely distinctive curriculum, which is described separately). Upon completion of the core curriculum, MBA students take course work specializing in the various methods of quantitative decision-making for business executives; MPA students take course work specializing in practical concerns for public sector managers, and MS/HRM students take course work specializing in the behavioral science applications of management. Each degree program permits a student to select up to three (3) electives. MBA, MPA, MS/CJ, and MS/HRM students are then required to submit a 4 credit-bearing Master's Project or may opt to take a 6 credit, two course substitution option which is described in a later section.

Required Courses Required courses are offered routinely on a sequence basis. Students are advised to take required courses in the recommended order in order to insure satisfaction of advance course prerequisites and uninterrupted matriculation. Required courses may not be taken as Directed Individual Study (DIS).

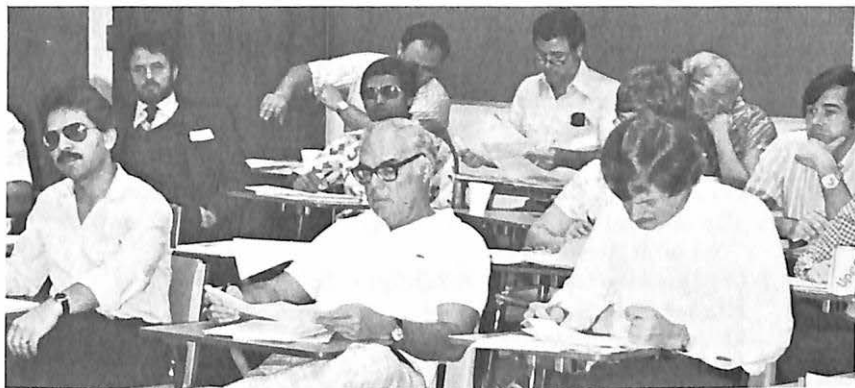
Elective Courses Elective courses are offered on a rotational basis insuring the needs of students pursuing major specializations. Elective courses may be offered at the demand of students. In order for an elective course to be scheduled, a minimum of twelve (12) students must enroll in the course. If fewer than twelve students sign up for the class, the elective may be offered as a small seminar or, if necessary, as a Directed Individual Study course. This policy does not apply to off-campus clusters.

Master Projects MBA, MPA, MS/CJ, and MS/HRM students must write a Master's Project at the conclusion of the required program of study. The Master's Project requires the student to register for GMP 5100 which carries four (4) hours of credit.

Students will be permitted to sign up for GMP 5100 only after they have completed all required and elective coursework, have satisfied all other program requirements, and have a cumulative grade point average of 3.0 or higher.

Written guidelines are provided to the student upon request. The guidelines must be strictly adhered to for proper completion and submission of the Master's Project to the department.

Master's Project Course Substitution Option A six credit, two course substitution option may be elected in place of a Master's Project. The option requires that students take GMP 5400 (Grants and Contracts) and GMP 5800 (Policy Analysis and Program Evaluation) in addition to their other electives or major specialization courses. For students not pursuing a major specialization, this option would increase the course hours of the master's program from 40 to 42 credits. For those pursuing a major specialization, this option would increase course hours from 43 to 45 credits. Students electing this course substitution option in place of the Master's Project should notify the program office at least one block in advance of requiring GMP 5400 and GMP 5800 to insure their scheduling. These courses may be taken as electives in the programs by those students electing to do the traditional Master's Project. For these courses to be scheduled in an off-campus cluster, at least fifteen (15) students in the cluster must register for the courses as an option to the Master's Project. As a general rule, GMP 5400 and GMP 5800 cannot be taken as Directed Individual Study (DIS).



Policy on Scheduling Courses It is the policy of Nova University and the Masters Programs that every core-required course must be scheduled at least once every other Block of instruction at the minimum. For example, a required course offered Block I will also be offered Block III. The Program Director reserves the right to substitute acceptable courses in a student's planned profile of courses in order to accommodate program modification that may occur after this bulletin has been printed. Any such changes will be announced in writing and apply equally to all students. This policy does not apply to off-campus clusters.

The Curriculum In order to insure adequate planning, scheduling, and sequencing the department strongly urges students to register for courses in the manner listed below.

STANDARD MBA WITH THREE ELECTIVES			Credits
GMP 5010	The Political and Legal Environment of Organizations		3
GMP 5020	Organization Behavior and Development		3
GMP 5030	Human Resource Management		3
GMP 5040	Quantitative Methods		3
GMP 5050	Managerial Economics for Decision Making		3
GMP XXXX	Elective		3
GMP 5060	Managerial Accounting		3
GMP XXXX	Elective		3
GMP 5070	Marketing Management		3
GMP 5080	Financial Management		3
GMP XXXX	Elective		3
GMP 5090	Business Policy		3
GMP 5100	Master's Project*		4
			40

**GMP 5400 (Grants and Contracts) and GMP 5800 (Policy Evaluation) may be substituted for Master's Project. This option increases credit hours to 42 for standard programs.*

STANDARD MPA WITH THREE ELECTIVES			Credits
GMP 5010	The Political and Legal Environment of Organizations		3
GMP 5020	Organization Behavior and Development		3
GMP 5030	Human Resource Management		3
GMP 5040	Quantitative Methods		3
GMP 5050	Managerial Economics for Decision Making		3
GMP XXXX	Elective		3
GMP 5450	Public Administration Theory and Practice		3
GMP XXXX	Elective		3
GMP 5460	Administrative Law		3
GMP XXXX	Elective		3
GMP 5470	Planning, Budgeting, and Control		3
GMP 5480	Public Policy Analysis and Procedure		3
GMP 5100	Master's Project*		4
			40

**GMP 5400 (Grants and Contracts) and GMP 5800 (Policy Evaluation) may be substituted for Master's Project. This option increases credit hours to 42 for standard programs.*

STANDARD MS/HRM WITH THREE ELECTIVES

			Credits
GMP	5010	The Political and Legal Environment of Organizations	3
GMP	5020	Organization Behavior and Development	3
GMP	5030	Human Resource Management	3
GMP	5040	Quantitative Methods	3
GMP	5050	Managerial Economics for Decision Making	3
GMP	XXXX	Elective	3
GMP	5205	Managerial Environment	3
GMP	XXXX	Elective	3
GMP	5320	Management Communications	3
GMP	XXXX	Elective	3
GMP	5260	Labor Relations: Principles, Problems, and Cases	3
GMP	5240	Advanced Organization Development	3
GMP	5100	Master's Project*	4
			40

*GMP 5400 (Grants and Contracts) and GMP 5800 (Policy Evaluation) may be substituted for Master's Project. This option increases credit hours to 42 for standard programs.

STANDARD MS/CJ PROGRAM

			Credits
GMP	6000	Crime and Justice in North America	3
GMP	6010	Criminal Justice Theories and Typologies	3
GMP	6020	Law Enforcement and Security: Roles and Responsibilities	3
GMP	6030	Policy Issues in Crime Control and Constitutional Law	3
GMP	6040	Research Methods for Criminal Justice	3
GMP	6050	Developmental Concepts and Planning	3
GMP	6060	Issues and Trends in Judicial Administration	3
GMP	6070	Juvenile Justice	3
GMP	6080	Contemporary Corrections	3
GMP	6090	Community Corrections, Probation, Parole	3
GMP	6100	Organizational Behavior-Management Theory and Personnel Administration in Criminal Justice	3

GMP 6110	Advanced Administrative Functions, Managerial Effectiveness, and Politics of Criminal Justice	3
GMP 5100	Master's Project*	4
		40

**GMP 5400 (Grants and Contracts) and GMP 5800 (Policy Evaluation) may be substituted for Master's Project. This option increases credit hours to 42 for standard programs.*

MBA with Accounting Specialization

Students who wish to pursue the MBA with a major specialization in accounting must take any four of the advanced accounting courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates a typical student's program.

SAMPLE PROFILE OF COURSES MBA WITH ACCOUNTING SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3
GMP 5060	Managerial Accounting	3
GMP 5110*	Accounting Theory	3
GMP 5120*	Current Topics in Accounting Research & Studies	3
GMP 5070	Marketing Management	3
GMP 5140*	Taxation of Corporation and Partnerships	3
GMP 5080	Financial Management	3
GMP 5170*	Taxation of Individuals	3
GMP 5090	Business Policy	3
GMP 5100	Master's Project	4
		43

ACCOUNTING CURRICULUM

GMP	5110	Accounting Theory
GMP	5115	Principles of Auditing
GMP	5120	Current Topics in Accounting Research and Studies
GMP	5140	Taxation of Corporations and Partnerships
GMP	5150	Tax Planning and Research
GMP	5160	Introduction to Fund Accounting
GMP	5170	Taxation of Individuals

Degree and non-degree students successfully completing four advanced accounting courses will be awarded a Certificate of Accounting.

EDUCATION REQUIREMENTS TO SIT FOR THE FLORIDA C.P.A. EXAMINATION If application is made prior to August 2, 1983, to sit for the Florida C.P.A. Examination, the applicant is required to hold a baccalaureate degree with a major in accounting or its equivalent with a concentration in accounting and business. The applicant must take 18 semester credit hours in accounting (above the introductory level) and 27 semester credit hours in related business.

These requirements can be satisfied through the Master's Program if the applicant holds a baccalaureate degree in an area other than accounting as follows:

ACCOUNTING CREDITS

GMP	5060	Managerial Accounting	3 credits
GMP	XXXX	Accounting Elective	3
GMP	XXXX	Accounting Elective	3
GMP	XXXX	Accounting Elective	3
GMP	XXXX	Accounting Elective	3
GMP	XXXX	Accounting Elective	3
			18 credits

RELATED BUSINESS CREDITS

GMP	5010	The Political and Legal Environment of Organizations	3 credits
GMP	5020	Organization Behavior and Development	3
GMP	5030	Human Resource Management	3
GMP	5040	Quantitative Methods	3
GMP	5050	Managerial Economics for Decision Making	3
GMP	5070	Marketing Management	3

GMP 5080	Financial Management	3
GMP 5090	Business Policy	3
Plus 1 undergraduate course in Business Statistics or Economics		3

27 credits

In addition to the above stated coursework, the M.B.A. degree also requires a 4 credit Master's Project or the Policy Analysis and Program Evaluation courses.

MBA with Banking and Financial Institutions Management Specialization

Students who wish to pursue the MBA with a major specialization in banking and financial management must take four of the courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates a typical student's program.

BANKING AND FINANCIAL INSTITUTIONS MANAGEMENT CURRICULUM

GMP 5810	Financial Institutions and Markets
GMP 5820	Marketing and Management in the Financial Institutions
GMP 5830	Management in the Financial Institutions
GMP 5840	Operations Policy in the Financial Institutions

Degree and non-degree students successfully completing four advanced banking and financial institutions management courses will be awarded a Certificate of Banking and Financial Management.

SAMPLE PROFILE OF COURSES MBA WITH BANKING AND FINANCIAL INSTITUTIONS MANAGEMENT SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3

GMP 5810	Financial Institutions and Markets	3
GMP 5060	Managerial Accounting	3
GMP 5820	Marketing and Management in the Financial Institution	3
GMP 5070	Marketing Management	3
GMP 5830	Management in the Financial Institutions	3
GMP 5080	Financial Management	3
GMP 5840	Operations Policy in the Financial Institution	3
GMP 5090	Business Policy	3
GMP 5100	Master's Project	4

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MBA, MPA, MS/HRM with Computer Systems Management Specialization

Students who wish to pursue a major specialization in computer systems management must take the four courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MBA student's program with this specialization.

COMPUTER SYSTEMS MANAGEMENT CURRICULUM

GMP 5910	Computer Architecture
GMP 5920	Computer Methodologies
GMP 5930	Data Management and Communication
GMP 5940	Computer Control

SAMPLE CURRICULUM PROFILE MBA WITH COMPUTER SYSTEMS MANAGEMENT SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3
GMP 5910	Computer Architecture	3
GMP 5060	Managerial Accounting	3

GMP 5920	Computer Methodologies	3
GMP 5070	Marketing Management	3
GMP 5930	Data Management and Communications	3
GMP 5080	Financial Management	3
GMP 5940	Computer Control	3
GMP 5090	Business Policy	3
GMP 5100	Master's Project	4

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Degree and non-degree students successfully completing the four courses in this specialization will be awarded a Certificate in Computer Systems Management.

MPA with Criminal Justice Specialization

MPA students wishing to pursue a major specialization in criminal justice must follow the curriculum listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MPA student's program with the specialization.

CRIMINAL JUSTICE CURRICULUM

GMP 6000	Crime and Justice in North America
GMP 6020	Law Enforcement and Security: Roles and Responsibilities
GMP 6030	Policy Issues in Crime Control and Constitutional Law
GMP 6060	Issues and Trends in Judicial Administration or
GMP 6080	Contemporary Corrections

Degree and non-degree students successfully completing four courses of this specialization will be awarded a Certificate in Criminal Justice.

SAMPLE PROFILE OF COURSES MPA WITH CRIMINAL JUSTICE SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3

GMP	5040	Quantitative Methods	3
GMP	5050	Managerial Economics for Decision Making	3
GMP	6000	Crime and Justice in North America	3
GMP	5450	Public Administration Theory and Practice	3
GMP	6020	Law Enforcement and Security: Roles and Responsibilities	3
GMP	5460	Administrative Law	3
GMP	6030	Policy Issues in Crime Control and Constitutional Law	3
GMP	5470	Planning, Budgeting, and Control	3
GMP	6060*	Issues and Trends in Judicial Administration	3
GMP	5480	Public Policy Analysis and Procedure	3
GMP	5100	Master's Project	4
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**GMP 6080—Contemporary Corrections may be substituted for this course depending upon the interest in the subject as expressed by students in the MPA/CJ program.*

MBA with Energy Technology Management Specialization

MBA students wishing to pursue a major specialization in energy technology management must follow the curriculum listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MBA student's program with this specialization.

ENERGY TECHNOLOGY MANAGEMENT CURRICULUM

GMP	5055	Energy Economics
GMP	5190	Energy Administration and Management
GMP	5210	Energy Regulatory Process
GMP	5230	Energy Technology and Planning
GMP	5250	Energy Policy Formulation

Degree and non-degree students successfully completing four advanced energy technology courses will be awarded a Certificate of Energy Technology Management.

SAMPLE PROFILE OF COURSES MBA WITH ENERGY TECHNOLOGY MANAGEMENT SPECIALIZATION

			Credits
GMP 5010	The Political and Legal Environment of Organizations		3
GMP 5020	Organization Behavior and Development		3
GMP 5030	Human Resource Management		3
GMP 5040	Quantitative Methods		3
GMP 5050	Managerial Economics for Decision Making		3
GMP 5190	Energy Administration and Management		3
GMP 5060	Managerial Accounting		3
GMP 5210	Energy Regulatory Process		3
GMP 5070	Marketing Management		3
GMP 5230	Energy Technology and Planning		3
GMP 5080	Financial Management		3
GMP 5250	Energy Policy Formulation		3
GMP 5090	Business Policy		3
GMP 5100	Master's Project		4

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MBA, MPA, or MS/HRM with Health System Management Specialization

MBA, MPA, or MS/HRM students wishing to pursue a major specialization in health systems management must follow the curriculum listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MPA student's program with this specialization.

HEALTH SYSTEMS MANAGEMENT CURRICULUM

GMP 5410	Health Systems
GMP 5420	Current Issues in Health Management
GMP 5430	Health Administration and Management
GMP 5440	Health Policy and Planning

Degree and non-degree students successfully completing four courses of this specialization will be awarded a Certificate in Health Systems Management.

SAMPLE PROFILE OF COURSES MPA WITH HEALTH SYSTEMS SPECIALIZATION

			Credits
GMP	5010	The Political and Legal Environment of Organizations	3
GMP	5020	Organization Behavior and Development	3
GMP	5030	Human Resource Management	3
GMP	5040	Quantitative Methods	3
GMP	5050	Managerial Economics for Decision Making	3
GMP	5410	Health Systems	3
GMP	5450	Public Administration Theory and Practice	3
GMP	5420	Current Issues in Health Management	3
GMP	5460	Administrative Law	3
GMP	5430	Health Administration and Management	3
GMP	5470	Planning, Budgeting, and Control	3
GMP	5440	Health Policy and Planning	3
GMP	5480	Public Policy Analysis and Procedure	3
GMP	5100	Master's Project	4

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MBA or MPA with Human Resource Management Specialization

Students who wish to pursue a major specialization in human resource management must take the four courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MBA student's program with this specialization.

HUMAN RESOURCE MANAGEMENT CURRICULUM

GMP	5180	Managerial Psychology: Individual and Group Behavior
GMP	5200	Seminar in Organization Theory and Human Resources
GMP	5205	Managerial Environment
GMP	5220	Interpersonal and Intergroup Dynamics
GMP	5240	Advanced Organizational Development
GMP	5260	Labor Relations: Principles, Problems, and Cases
GMP	5270	Collective Bargaining in the Public Sector
GMP	5272	Arbitration/Mediation
GMP	5280	Contingency Management: Concepts and Cases

GMP 5300	Career Development
GMP 5320	Management Communications
GMP 5350	Managing Employee Indirect Compensation
GMP 5360	Human Resource Development
GMP 5380	Special Topics in Human Resource Management
GMP 5381	Managing Stress

Degree and non-degree students successfully completing four courses of this specialization will be awarded a Certificate in Human Resource Management.

SAMPLE PROFILE OF COURSES MBA WITH HUMAN RESOURCE MANAGEMENT SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3
GMP 5205	Managerial Environment	3
GMP 5060	Managerial Accounting	3
GMP 5320	Management Communications	3
GMP 5070	Marketing Management	3
GMP 5260	Labor Relations: Principles, Problems, and Cases	3
GMP 5080	Financial Management	3
GMP 5240	Advanced Organizational Development	3
GMP 5090	Business Policy	3
GMP 5100	Master's Project	4
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MBA with International Business Specialization

Students who wish to pursue a major specialization in international business must take the four courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MBA student's program with this specialization.

INTERNATIONAL BUSINESS CURRICULUM

GMP 5540	Comparative International Management
GMP 5541	Comparative Financial Systems
GMP 5580	International Business
GMP 5581	International Banking

Degree and non-degree students successfully completing four courses of this specialization will be awarded a Certificate in International Business.

SAMPLE PROFILE OF COURSES MBA WITH INTERNATIONAL BUSINESS SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3
GMP 5540	Comparative International Management	3
GMP 5060	Managerial Accounting	3
GMP 5541	Comparative Financial Systems	3
GMP 5070	Marketing Management	3
GMP 5580	International Business	3
GMP 5080	Financial Management	3
GMP 5581	International Banking	3
GMP 5090	Business Policy	3
GMP 5100	Master's Project	4

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MBA or MPA with Procurement and Contract Management Specialization

Students who wish to pursue a major specialization in procurement and contract management must take the four courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MBA student's program with this specialization.

PROCUREMENT AND CONTRACT MANAGEMENT CURRICULUM

GMP 5461	Contract Management and Administration
GMP 5462	Contract and Procurement Law
GMP 5463	Contract Pricing and Administration
GMP 5464	Principles of Purchasing and Materials Management

Degree and non-degree students successfully completing four courses of this specialization will be awarded a Certificate in Procurement and Contract Management.

SAMPLE PROFILE OF COURSES MBA WITH PROCUREMENT AND CONTRACT MANAGEMENT SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3
GMP 5461	contract Management and Administration	3
GMP 5060	Managerial Accounting	3
GMP 5462	Contract and Procurement Law	3
GMP 5070	Marketing Management	3
GMP 5463	Contract Pricing and Administration	3
GMP 5080	Financial Management	3
GMP 5464	Principles of Purchasing and Materials Management	3
GMP 5090	Business Policy	3
GMP 5100	Master's Project	4

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MBA or MS/HRM with Public Management Specialization

Students who wish to pursue a major specialization in Public Management must take four of the courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MBA student's program with this specialization.

PUBLIC MANAGEMENT CURRICULUM

GMP 5290	State and Local Government and Administration
GMP 5310	Comparative Public Administration
GMP 5330	Public Productivity Improvement: Techniques and Evaluation
GMP 5450	Public Administration Theory and Practice
GMP 5460	Administrative Law
GMP 5470	Planning, Budgeting and Control
GMP 5480	Public Policy Analysis and Procedure
GMP 5490	Management Practices in the Public Service Sector
GMP 5492	Government Regulations and the Utility Industry

Degree and non-degree students successfully completing four courses of this specialization will be awarded a Certificate in Public Management.

SAMPLE PROFILE OF COURSES

MBA WITH PUBLIC MANAGEMENT SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3
GMP 5450	Public Administration Theory and Practice	3
GMP 5060	Managerial Accounting	3
GMP 5460	Administrative Law	3
GMP 5070	Marketing Management	3
GMP 5470	Planning, Budgeting, and Control	3
GMP 5080	Financial Management	3
GMP 5100	Master's Project	4

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MBA with Sales and Marketing Management Specialization

Students who wish to pursue a major specialization in sales and marketing management must take the four courses listed below. The total credit hours for this program are 43 credits involving the completion of 13 courses plus a Master's Project or 45 credits with the course substitution option to the Master's Project. A sample profile of courses illustrates an MBA student's program with this specialization.

SALES AND MARKETING MANAGEMENT CURRICULUM

GMP 5500	Sales Management
GMP 5570	Marketing Research
GMP 5571	Marketing Communications and Promotion
GMP 5572	Marketing New Products
GMP 5573	Retail Marketing Management
GMP 5575	International Marketing

Degree and non-degree students successfully completing four courses of this specialization will be awarded a Certificate in Sales and Marketing.

SAMPLE PROFILE OF COURSES SALES AND MARKETING SPECIALIZATION

		Credits
GMP 5010	The Political and Legal Environment of Organizations	3
GMP 5020	Organization Behavior and Development	3
GMP 5030	Human Resource Management	3
GMP 5040	Quantitative Methods	3
GMP 5050	Managerial Economics for Decision Making	3
GMP 5550	Sales Management	3
GMP 5060	Managerial Accounting	3
GMP 5560	Marketing Research	3
GMP 5070	Marketing Management	3
GMP 5572	Marketing New Products	3
GMP 5080	Financial Management	3
GMP 5573	Retail Marketing Management	3
GMP 5090	Business Policy	3
GMP 5100	Master's Project	4

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MASTERS PROGRAM COURSE DESCRIPTIONS

KEY TO ABBREVIATIONS FOR COURSES

- CBD**—New Course Under Development
CR—Core course, All programs
CJ—Required, Criminal Justice Program
EL—Elective
HR—Required, MS/Human Resource Management Program
MB—Required, MBA program
MP—Required, MPA program
PP—Program prerequisite

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

GMP 5000 American Government (PP) 3 cr.

This is a survey of the fundamental principles of American government as well as the institutions of governance: the Presidency, Congress, Judiciary, Bureaucracy, Political Parties, Elections and Interest Groups. The course reflects a public policy orientation. Course satisfies program prerequisite of American Government in MPA program.

GMP 5001 Introductory Accounting (PP) 3 cr.

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

GMP 5002 Introductory Quantitative Analysis (PP) 3 cr.

Review of college algebra and elementary calculus, probability theory, and statistical analysis. Course satisfies program prerequisite for MBA, MPA, and MS/HRM programs.

GMP 5003 Introductory Economics (PP) 3 cr.

Macro-economic concepts and analysis of the aggregate economy; deals with national income determination, economic fluctuations, monetary and fiscal policy, inflation, and economic growth. Course satisfies program prerequisite of economics for MBA, MPA, and MS/HRM programs.

GMP 5004 Introductory Psychology (PP) 3 cr.

Undergraduate basic concepts and methods; focuses on the individual and conditions which influence behavior. Covers biological foundations of behavior, growth and development, learning, individual differences, perception, and motivation. Course satisfies program prerequisite of psychology for MS/HRM program.

GMP 5005 Introductory Marketing (PP) 3 cr.

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

GMP 5009 Management Communications: Strategies and Skills (PP) 3 cr.

The purpose of this course is to help students become confident and effective writers in all writing situations. Techniques of critical reading and writing for graduate level work is emphasized. Required at the discretion of the admissions committee.

GMP 5010 The Political and Legal Environment of Organizations (CR) 3 cr.

Description and analysis of the business government interface in the United States. The course covers the following areas: public goods and public policy, the actors in public policy games, ruling class domination in America, public policy and the public interest, the nature of the corporate economy in the United States, and social responsibility of business in a democratic society.

GMP 5020 Organization Behavior and Development (CR) 3 cr.

This course links the classical substance of organization and management with the analysis of reorganization elements and dimension of human behavior in the work environment.

GMP 5030 Human Resource Management (CR) 3 cr.

Personnel administration in the United States, emphasizing the development, management, and scope of personnel relations in the public services. Major topics covered include an overview of personnel management ideas prevalent in the United States; the structure of the public personnel system; recruiting and managing personnel; responsibility and control of personnel; and the future of personnel management.

GMP 5040 Quantitative Methods in Management (CR) 3 cr.

Topics to be discussed include probability theory, decision making using expected value criteria, sampling theory, forecasting and simulation. Emphasis will be placed on managerial applications and the application of computer models where appropriate. **Prerequisite:** Undergraduate statistics or GMP 5002.

GMP 5050 Managerial Economics for Decision Making (CR) 3 cr.

The application of economic theory and quantitative methods to business decision making. Product demand, marginal pricing, competitive bidding, and allocation of resources. **Prerequisites:** GMP 5040 and Undergraduate Economics or GMP 5003.

GMP 5051 Economics of Human Resources (EL) 3 cr.

The application of economic theory to the description and explanation of the organization and operation of labor markets and the development of human resources. Contrasts traditional and institutional theories with the analysis of unemployment, inflation, education and training, income distribution, trade unionism and collective bargaining, job markets, leisure. Explores roles of public and private sectors in resolution of problems in human resource development. **Prerequisite:** GMP 5050.

GMP 5052 Macroeconomics (EL) 3 cr.

This course will delve into the nature and components of aggregate demand. Students will become familiar with the determinants of fluctuations in the level of economic activity. In addition they will learn to recognize the necessity for and relevance of macroeconomic policy. **Prerequisite:** GMP 5050.

GMP 5053 Comparative Economics (EL) 3 cr.

This course provides the criteria and the principles by which the existing world economic systems can be analyzed and evaluated. The analysis shall include the economic systems of the U.S., Japan, China, U.S.S.R., France, and Sweden. The theory of market mechanism will be reviewed and any divergence from the market system will be evaluated. **Prerequisite:** GMP 5050.

GMP 5054 Economic Development (EL) 3 cr.

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

GMP 5055 Industrial Planning (EL) 3 cr.

This course describes the methods by which a nation state can develop long-range comprehensive plans in order to enforce economic growth and greater technological base for the country. The course will cover macro and micro issues of industrial planning as relates to production strategies, and national policies. **Prerequisite:** GMP 5050.

GMP 5056 Energy Economics (EL) 3 cr.

A study of the nations energy economy, present and future. An overview of current application and future forecasts for energy. An analytical study of some general issues in economics of energy including capital requirements, taxes, cartels, substitutability, technology assessment, forecasting, input-output analysis, and socio-economics models. **Prerequisite:** GMP 5050.

GMP 5060 Managerial Accounting (MB) 3 cr.

Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets. **Prerequisite:** Undergraduate Accounting or GMP 5001.

MP 5061 Financial Accounting (EL) 3 cr.

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

MP 5070 Marketing Management (MB) 3 cr.

Planning the marketing efforts and integrating it into the total operation of an organization; managing the marketing function. **Prerequisite:** GMP 5005.

GMP 5080 Financial Management (MB) 3 cr.

Fundamental of capital building, cost of capital, optional capital structure and rate of return analysis. How to evaluate and select corporate assets; an introduction to security evaluation a consideration of dividend and capital structure. **Prerequisite:** GMP 5060.

GMP 5090 Business Policy (MB) 3 cr.

Intensive scrutiny of the strategy employed by successful corporations in planning, selecting and implementing objectives. Examples for analysis from

assigned cases and the utilization of a simulation management financial analysis project are the key tools used. **Prerequisite:** Completion of all required courses.

GMP 5100 Master's Project (EL) 4 cr.

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

GMP 5110 Accounting Theory (EL) 3 cr.

The theoretical structures of accounting for assets income definition, recognition and measurement income, influence of professional standards, and problem impact on equities. **Prerequisite:** GMP 5060.

GMP 5115 Principles of Auditing (CBD)

GMP 5120 Current Topics in Accounting Research and Studies (EL) 3 cr.

A seminar devoted to the more recent and controversial studies of the Financial Accounting Standards Board (FASB) and their impact on current reporting practices. **Prerequisites:** GMP 5060 and GMP 5110.

GMP 5140 Taxation of Corporations and Partnerships (EL) 3 cr.

Federal tax regulations and their impact on the operation of both forms of business organization, with heavy emphasis on the planning and decision making leading to the greatest tax benefits for the firm. **Prerequisites:** GMP 5060 and GMP 5110.

GMP 5150 Tax Planning and Research (EL) 3 cr.

A review of the regulations and decisions on tax issues leading to awareness in researching, the areas that both individuals and business find indispensable. **Prerequisites:** GMP 5060 and GMP 5110.

GMP 5160 Introduction to Fund Accounting (EL) 3 cr.

Survey of current types of Fund Accounting differentiating between the various AICPA audit guides. Emphasis on college, university and hospital audit guides. **Prerequisites:** GMP 5060 and GMP 5110.

GMP 5170 Taxation of Individuals (EL) 3 cr.

An introduction to the federal income tax structure, use of tax services, and the concept of taxable income primarily for individuals. Review of recent legislation such as the 1977 Tax Reform Act, and its impact. **Prerequisites:** GMP 5060 and GMP 5110.

GMP 5180 Managerial Psychology: Individual and Group Behavior (EL) 3 cr.

A study of individual behavior and role within the group; establishment of productive personality and

policies in order to accept and promote necessary change via identification of self-concept and its origins. **Prerequisites:** GMP 5010 and GMP 5020.

GMP 5190 Energy Administration and Management (EL) 3 cr. (CBD)

GMP 5200 Seminar in Organization Theory and Human Resources (EL) 3 cr.

An advanced research seminar dealing with important contemporary problems in organizational behavior and human resource management. The course consists of broad range reading; critical group discussion, and the preparation and presentation of a research paper in a significant topic in the field.

GMP 5205 Managerial Environment (HR) 3 cr.

An integrated analysis of the major concepts, theories, functions, viewpoints and corporate strategy of human resource management. The development of a theory for healthy organizations and how management personnel might reach this goal within today's environment. **Prerequisite:** GMP 5010 and GMP 5020.

GMP 5210 Energy Regulatory Process (EL) 3 cr. (CBD)

GMP 5220 Interpersonal and Intergroup Dynamics (EL) 3 cr.

A detailed examination of how we communicate and react to others, as well as feedback on the process by which our feelings are expressed. The twin goals of experience enhancement and increased awareness will be developed through both conceptual and experiential approaches. Students must participate in a group experience. **Prerequisites:** GMP 5010 and 5020.

GMP 5230 Energy Technology and Planning (EL) 3 cr.

This is a management oriented course, which examines problems in the energy field. For example, it examines issues related to economic development and the maintenance of environmental quality and it examines the strategic planning process and technology transfer.

MP 5240 Advanced Organization Development (HR) 3 cr.

Materials, techniques, and models currently being used as part of intentional change strategies used to solve people problems that exist in organizations—for both small groups and large systems. Actual research will be undertaken to study resolution of live conflict situations. **Prerequisite:** Completion of all required courses.

GMP 5250 Energy Policy Formulation (EL) 3 cr.

This is a course introducing students to the study of public policy in the energy arena. It examines and evaluates the technical, economic and sociopolitical components of energy in the USA and internationally. This includes examination of technology transfer mechanisms, the identification of entrepreneurial opportunities and the fit with corporate strategy development in the management of issues surrounding Energy and energy-related activities.

GMP 5260 Labor Relations: Principles, Problems and Cases (HR) 3 cr.

An examination of labor relations in depth, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration and other types of dispute resolution. Case problems based on actual situations are utilized to acquaint students with practical problems and issues encountered in union-management relations. **Prerequisite:** GMP 5030.

GMP 5270 Collective Bargaining in the Public Sector (EL) 3 cr.

Focuses on the impact of collective bargaining and general labor relations in the public sector unionism; recent trends in labor relations; constitutional issues in public sector bargaining; economics and politics of public sector unionism; public employee strikes; handling grievances; negotiating contracts.

GMP 5272 Arbitration/Mediation (CBD)

GMP 5280 Contingency Management: Concepts and Cases (EL) 3 cr.

This course is designed to acquaint you with Modern Management Theory, process and practice. Specific areas that will be addressed in the course include planning, organizing, directing decision making, communicating, motivating, group dynamics, leading and controlling. All of these areas will be woven together via a basic contingency management framework. The class format will be made up of lecture, discussion and some experimental learning exercises related to the assigned reading materials. **Prerequisites:** GMP 5010 and GMP 5020.

GMP 5290 State and Local Government and Administration (EL) 3 cr.

Examination of the administrative responsibilities of state and local government in the federal system. Selected topics include: intergovernmental relations; education policy; welfare; highways, municipal services; taxation; community power.

GMP 5300 Career Development (EL) 3 cr.

Work and professional careers are an important component, and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering and analysis that is taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at the individual student who wants to improve his or her abilities to aspirations and skills and with "real world" opportunities. **Prerequisites:** GMP 5010, GMP 5020 and GMP 5030.

GMP 5310 Comparative Public Administration (EL) 3 cr.

Public Administration in various political, social, and economic environment both within the United States and in the international milieu. Concepts of development administration and modernization of society through public sector enterprises is examined.

GMP 5320 Management Communications (HR) 3 cr.

This course will explore various problems associated with communications in business and offer selected concepts designed to correct them. Students will participate in experiential learning via numerous exercises to increase their communications skills. **Prerequisites:** GMP 5205.

GMP 5325 Business Liability and Insurance (EL) 3 cr.

To contribute to a student's understanding of the insurance law generally and to expose the student by class discussion to solutions for particular problems which would demonstrate to him relevant principles and avenues of inquiry offering sources of information to available materials. The aim is to serve as a basic understanding of insurance law providing the student with the ability to recognize the varied currents of principle, policy, precedents and practice that may be encountered. The course includes discussions of life, fire and casualty policies, problems of coverage, exceptions and exclusions with suggestions on the submission of claims, negotiation and settlement.

GMP 5330 Public Productivity Improvement: Techniques and Evaluation (EL) 3 cr.

Emphasis on agency needs to increase or maintain productivity levels in an era of constraining influences on their personnel and budgeting resources. Selected topics including: defining productivity measurements for local government activities; evaluation of pro-

ductivity projects at various government levels; the impact of collective bargaining on agency productivity goals.

GMP 5340 The Managerial Women (EL) 3 cr.

A course which examines, both from an informational and experiential point of view, the impact on organizations of the rising number of women in management positions. The experiential aspects of the course will provide an opportunity for students to become more aware of how their perceptions of sex role differences affect work behavior. **Prerequisites:** GMP 5010 and GMP 5020.

GMP 5350 Managing Employee Indirect Compensation (EL) 3 cr.

Topics to be covered include the selection and management of various employee insurance needs; professional liability insurance, health and medical insurance, disability insurance, workmen's compensation, ERISA, as well as pension, retirement, and profit-sharing plans. **Prerequisite:** GMP 5030.

GMP 5360 Human Resource Development (EL) 3 cr.

Topics to be covered include personnel planning; recruitment and selection; employee evaluations; performance appraisal, and assessment centers; training and development. **Prerequisites:** GMP 5010, GMP 5020 and GMP 5030.

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

- (1) Quality of Work Life
- (2) Second Career Decision and Mid-Life Change
- (3) Conflict Management — Team Management
- (4) Job Analysis, Job Design and Job Enrichment
- (5) Incentive Systems and Incentive Contracting
- (6) Management Education and Training

GMP 5381 Managing Stress (EL) 3 cr.

Managing Stress is a course which focuses on an area which has become increasingly costly in both human and organizational terms, who are paying an extremely high price for the fast-paced high technology pressure cooker world we live in. Stress induced illness or disfunction costs an estimated 17 billion dollars per year. This course examines the psychological and physiological stimulus response chain which is triggered by severe disruption to one's equilibrium as well as the complicating factors that may be stress to one person for providing stimulation to another. The fine line between enough stress to stay alert and productive and too much stress which becomes destructive will be examined and it is expected that each student will become increasingly aware of his or her

own tolerances. Towards this end various surveys and other instruments will be employed and there will be an attempt to define various methods for reducing stress in oneself and others.

GMP 5390 Practicum (CR) 4 cr.

Registration for writing the experience paper for MBA, MPA and HRM students. Submit prospectus and obtain approval first. **Note:** Written progress report must be submitted by student at end of each registration period. **Prerequisite:** All course work completed.

GMP 5400 Grants and Contracts (EL) 3 cr.

The development and refinement of skills in grant writing and grant maintenance. The student will initiate and finalize an actual grant proposal for submission to a national, state, or local funding agency for consideration as a requirement of the course. The rationale and mechanics involved in setting up different sections of proposals will be dealt with in depth.

GMP 5410 Health Systems: Structure and Organization (EL) 3 cr.

Description of various health care delivery systems at federal, state, and local levels. Types of facilities and services; the provider-consumer-payer relationship; quality of health care; health service agencies, health maintenance organization, and professional services review organizations; planning and education; related health legislation. **Prerequisite:** Core work completed.

GMP 5420 Current Issues in Health Management (EL) 3 cr.

This course is a special topics course which will allow students the opportunity to investigate up to three topics of particular concern to the health field. Sample topics include but are not limited to: National Health Insurance, Legal/Ethical Issues of Health Care, Health Regulation, Quality Assurance. **Prerequisite:** All core coursework completed. Should be taken concurrently with GMP 5410.

GMP 5430 Health Administration and Management (EL) 3 cr.

Managerial policies in the management of health care facilities. Budgeting and cost effectiveness analysis. Development of health information systems and health delivery models. **Prerequisite:** Core work completed.

GMP 5440 Health Policy and Planning (EL) 3 cr.

The course investigates the linkages between the issues facing health professionals and the policies developed to deal with these issues. The roles of research and evaluation as they affect planning and the impact of regulatory agencies as well as other

sociopolitical factors on health policy will be examined. **Prerequisite:** Completion of all core coursework. Should be taken concurrently with GMP 5430.

GMP 5450 Public Administration Theory and Practice (MP) 3 cr.

The study of public administration from the standpoint of linkages between the politics of administration and the techniques of public management. Specific topics include: the nature of formal and informal organizations; organization environment relations; the bureaucratic environment; Administrative behavior and decision-making.

GMP 5460 Administrative Law (MP) 3 cr.

The examination of the public administrative environment from a legal perspective. The course deals with the Administrative Procedures Act and its impact on public administration. Selected topics include: the administrative process; administrative procedure and judicial review; rules and rule making; discretion and its control; tort liability of government and its office. A case law approach is followed in this course.

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

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

GMP 5462 Contract and Procurement Law (EL) 3 cr.

Legal aspects of contracting and the requirements of administering public contracts. The course will include the examination and evaluation of contract clauses and provisions and will familiarize participants with contract case law.

GMP 5463 Contract Pricing and Negotiations (EL) 3 cr.

Scope, objectives and techniques of negotiations, organization, preparation, and operation of the negotiating team and conduct of the negotiations is explored. The course will focus attention on the analysis of quality appraisal, cost, price, profit, investment, and risk related to negotiated contracts. Simulated negotiations and case studies are used as learning devices.

GMP 5464 Principles of Purchasing and Material Management (EL) 3 cr.

This course examines the major considerations of purchasing as they relate to the public-private interface. Attention is directed toward the management of inventories including the determination of requirements, pricing, source selection, inventory policy, managerial accountability and professional ethics.

GMP 5470 Planning Budgeting and Control (MP) 3 cr.

Fundamental principles of the tools of financial management and budget preparation in the public sector. Selected topics include: revenue and expenditure policies; fiscal planning and budgeting; tax principles and policies; public indebtedness; fiscal control measures; public policy evaluation from the perspective of alternative public budgeting systems.

GMP 5480 Public Policy Analysis and Procedure (MP) 3 cr.

Description and analysis of techniques of public policy evaluation. Selected topics include: distributive, regulatory, and redistributive public policies; the practice of policy evaluation; the application of quantitative methods of program evaluation; the impact of politics on policy analysis. Case analyses are a component of this course.

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

An analysis of managerial techniques and financial controls in the public sector, with special emphasis in the law enforcement area. **Prerequisites:** GMP 5020, GMP 5030 and GMP 5450. (Formerly GMP 5690).

GMP 5491 Management Practices in the Non-Profit Sector (EL) 3 cr.

An analysis of managerial techniques in the administration of charitable and religious organizations. Financial and personnel policy development in the non-profit sector. **Prerequisites:** GMP 5020, GMP 5030 and GMP 5450. (Formerly 5700)

GMP 5492 Government Regulations and the Utility Industry (EL) 3 cr.

A discussion of current policies, trends, and problems in the utility industry. A comparative approach to management practices resulting from inputs by government and user representatives. **Prerequisite:** GMP 5010 (Formerly GMP 5710)

GMP 5510 Statistical Quality Control (EL) 3 cr.

Advanced concepts of statistical analysis in industrial quality control. Construction and analysis of control charts and tolerance limits. Sample selection and evaluation. Normal and abnormal performance deviation and analysis. **Prerequisite:** GMP 5040.

GMP 5530 Money Market and Monetary Institutions (EL) 3 cr.

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

GMP 5540 Comparative International Management (EL) 3 cr.

Management philosophies in the United States compared and contrasted with management philosophies in other countries. The special role of management development in the "less developed" countries. Historical and cultural development of management in Western Europe, the Mid-East, and Asia. **Prerequisite:** GMP 5010.

GMP 5550 Sales Management (EL) 3 cr.

The training, motivation, and effective management of the sales staff. A survey of current Marketing and Sales Management concepts and relationships, with emphasis on management of selling activities and the outside sales force as one major phase of marketing management. Topics covered include a thorough discussion of all elements of the Sales Management process, viz, organizing, recruiting, selection, training, motivating, compensating, supervising and controlling the sales force. **Prerequisite:** GMP 5005 and GMP 5070.

GMP 5560 Advanced Financial Policy (EL) 3 cr.

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

GMP 5570 Marketing Research (EL) 3 cr.

The establishment of an effective research program of the external environment and the gathering of marketing data. Sources of market information; the use of the computer and computer simulations in market research. **Prerequisite:** GMP 5070.

GMP 5571 Marketing Communication and Promotion (EL) 3 cr.

This course will deal with fundamental concepts of marketing communication, including assessment of demand and legal environment of marketing communication; government impact on advertising and promotion through the Federal Trade Commission and other regulatory agencies. It also covers the development of promotion budgets; management of the advertising function; relationships with outside agencies; personal selling and supportive communications; the conditions of and integrations with the entire promotional program, and economic and social dimensions of promotional strategy. **Prerequisite:** GMP 5070.

GMP 5572 Marketing New Products (EL) 3 cr.

This course will explore the concepts and special applications in the development and implementation of a

marketing strategy for new products. Included will be a consideration of opportunity analysis, innovation, economic evaluation of new products, test marketing, and the development of marketing plans. Special consideration will be given to case studies of new product introduction. **Prerequisite:** GMP 5070.

GMP 5573 Retail Marketing Management (EL) 3 cr.

This course explores the specific concerns related to retail marketing management. Particular emphasis is placed on store management, facility location, buying, merchandise control, merchandise pricing, customer services, training and supervision of retail sales force. **Prerequisite:** GMP 5070.

GMP 5580 International Business (EL) 3 cr.

This course examines the organizational and marketing systems of multinational and international corporations, the marketing systems used in countries other than the U.S., the role of institutions in international marketing, the financing and tariff arrangements of international trade, and the control mechanisms for foreign marketing activities.

GMP 5590 Integrated Management Systems (EL) 3 cr.

This course focuses on the basic concepts of systems and the systems approach within the context of organization and management theory, and formal organization's goals, decision methods, policies, procedures, control and reward systems that are used in order to fulfill organizational purposes and goals in a dynamic environment are examined. The organization as a sociotechnical system with models and analytical tools relevant to problem diagnosis and decision-making as well as general systems theory, alternative systems, models and tools of information, communication network analysis, systems modeling, methodology, planning and contracting are interrelated and integrated in this examination of systems management. **Prerequisite:** Completion of all required courses. Should be taken concurrently with GMP 5090.

GMP 5600 Operations Research and Systems Analysis (EL) 3 cr.

The concept of rational decision making and planning will be discussed with emphasis on profit maximization. Topics will include linear programming, waiting line theory, inventory, and simulation models. **Prerequisites:** GMP 5040/5041.

GMP 5610 Legal Environment of Business (EL) 3 cr.

The legal structure within which managers must func-

tion. Implication of trade regulation, the Uniform Commercial Code on managerial decision making. **Prerequisite:** GMP 5010.

GMP 5620 Investment Principles and Policies (EL) 3 cr.

Managerial aspects of investment policy. Relation of investment strategy to money markets and business cycles. **Prerequisites:** GMP 5080.

GMP 5630 Regional Economic Forecasting (EL) 3 cr.

Forecasting of economic activity within a region; special problems such as population and industry migration; effect of external forces on the economy. **Prerequisites:** GMP 5050/5051.

GMP 5640 Government Regulation and the Air Transport Industry (EL) 3 cr.

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

GMP 5650 Urban Land Economics and the Housing Industry (EL) 3 cr.

Managerial decision-making factors in the land development and construction industries. Consideration of the financial, managerial, and marketing aspects of urban property development. Determinants of private and public demand for housing. **Prerequisite:** GMP 5050.

GMP 5670 Entrepreneurship and Venture Initiation (EL) 3 cr.

An explanation of the entrepreneurship function. Formation and operation of new business venture. **Prerequisites:** GMP 5010 and GMP 5050/5051 and consent of the instructor.

GMP 5730 Environmental Economics (EL) 3 Credits

This course provides the students with a meaningful awareness of the impact of economic activity on the physical environment in which our society must live. **Prerequisites:** GMP 5010 and GMP 5050.

GMP 5740 Advertising Management (EL) 3 Credits

Examines the development, design, implementation, and evaluation of an organized advertising program. Emphasizes the use of research in formulating advertising objectives. **Prerequisites:** GMP 5070 or permission of the instructor.

GMP 5750 Selected Topics in Management (EL) 3 Credits

Tutorial course only, topics to be selected in consultation with faculty advisor. **Prerequisites:** Approval of Department Head and consent of instructor.

GMP 5760 Management by Objectives (EL) 3 Credits

This course examines the mechanics of adopting MBO into the organization and using it effectively to manage the resources of the firm. **Prerequisites:** GMP 5020 and GMP 5030.

GMP 5770 Managerial Decision Making (EL) 3 Credits

Decision making through optimization models; use of probability, queuing theory, Markov Chains, Simplex procedures, and lineprogramming. **Prerequisites:** GMP 5040/5041.

GMP 5790 Research Methods in Business (EL) 3 Credits

Sources of business information; applicable research methods in the business sector; development of an independent research project. **Prerequisites:** GMP 5040/5041 and GMP 5050/5051.

GMP 5800 Policy Analysis and Program Evaluation (EL) 3 cr.

The course is designed to give students the opportunity to design and carry out an evaluation of an agency or business policy from the perspective of its technical and political feasibility. The course will provide practical experience to students under the guidance of trained policy evaluators from both the public and private sectors. **Prerequisite:** Completion of all course work.

GMP 6000 Crime and Justice in North America (CJ) 3 cr.

Theoretical and operational examination of social institutions and processes which promote conformity and criminality. The nature of deviant behavior and society's response to it. Study of criminal justice as a process and as a system or non-system. The interdependent role of law enforcement security (public and private), courts and corrections as they administer justice. Examination of contemporary issues and attitudes. (Formerly MSCJ 600.)

GMP 6010 Criminal Justice Theories and Typologies (CJ) 3 cr.

An examination and analysis of the casual and non-casual models in criminal, delinquent and deviant behavior. The construction of theories and typologies. An examination and analysis of social, behavioral and legalistic typologies in crime and delinquency. (Formerly MSCJ 601.)

GMP 6020 Law Enforcement and Security: Roles and Responsibilities (CJ) 3 cr.

The nature and definition of the role of law enforcement and security (police, security and prosecutor) agencies at all levels of government. Responsibilities for role definition. Citizen input. Articulation of role definition. Policies and priorities. Limits of authority. Effect of role definition on performance, personnel development and expectations. Role implementation. (Formerly MSCJ 602.)

GMP 6030 Policy Issues in Crime Control and Constitutional Law (CJ) 3 cr.

Examines critical public policy issues relating to the control and reduction of crime. Focus on those concepts, activities and programs which require innovations by criminal justice agencies, and greater citizen involvement. Constitutional law and implications for law enforcement. (Formerly MSCJ 603.)

GMP 6040 Research Methods for Criminal Justice (CJ) 3 cr.

An examination of the fundamentals of the research process with special emphasis on criminal justice phenomena. The interrelationship of research and theory, data collection, reliability and validity of criminal justice statistics, design, analysis and control. (Formerly MSCJ 604.)

GMP 6050 Developmental Concepts and Planning: Towards a More Effective System (CJ) 3 cr.

An examination to the role of and need for research and planning as tools for crime reduction and upgrading the criminal justice system. Establishing goals and objectives, problem analysis, collection and analysis of data, identifying alternatives and selecting solutions. Implementing planning, techniques of planning. Research methodology. (Formerly MSCJ 605.)

GMP 6060 Issues and Trends in Judicial Administration (CJ) 3 cr.

An examination of the impact of judicial decisions on police and corrections. A look at judicial supervision of police and corrections and the "hands off" doctrine. An examination of judicial reform efforts. Unification of court systems, court administration. (Formerly MSCJ 606.)

GMP 6070 Juvenile Justice (CJ) 3 cr.

A survey of juvenile justice development in America from philosophical, legal and practical perspectives. Reactions by society and the juvenile justice system to such problems as delinquency, dependency, parental neglect, maladjusted youths, and the battered child syndrome. The dilemma of civil rights for juveniles. Responsibilities of police, courts, and rehabilitation

departments (including Division of Youth Services). (Formerly MSCJ 607.)

GMP 6080 Contemporary Corrections (CJ) 3 cr.

A study of the roles and functions of the corrections component of the criminal justice system. Issues or institutionalization. Correctional administration. The social system of the prison. The problems of custody, treatment and rehabilitation. Reintegration as a goal. Legal rights of offenders. (Formerly MSCJ 608.)

GMP 6090 Community Corrections, Probation-Parole (CJ) 3 cr.

A study of the alternatives to correctional incarceration (adult and juvenile). Issues on de-institutionalization, philosophy of community-based programs, a survey of programs including probation and parole which provide a bridge between institutions and the community as well as those programs which divert offenders from the criminal justice system. Trends in probation and parole. (Formerly MSCJ 609.)

GMP 6100 Organizational Behavior—Management Theory and Personnel Administration in Criminal Justice (CJ) 3 cr.

A study of behavioral theory and dynamics in modern organization and its application to the management of institutions and agencies, with implications for the administration of criminal justice agencies. An analysis of recruitment, selection, retention, training, education, personnel evaluation and promotional programs in criminal justice. Coverage of disciplinary systems, incentive pay plans. Unionization and collective bargaining. Issues and trends in personnel development and administration. (Formerly MSCJ 610.)

GMP 6110 Advanced Administrative Functions, Managerial Effectiveness and Politics of Criminal Justice (CJ) 3 cr.

A critical analysis of the principle elements, functions, and tools of modern administration in both the private and public sectors, and consideration of approaches to the attainment of managerial effectiveness in criminal justice agencies. The effects of politics on criminal justice processes and administration. Relationship between authority and power. Impact of special interest groups. The enactment of crime-related legislation. Intra- and inter-agency politics: cooperation and coordination. (Formerly MSCJ 611.)

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Nova University

**Academic Centers and
Major Programs
of Study**

The Center for the Study of Administration The Center for the Study of Administration offers a variety of programs at the doctoral and master's degree levels that stress innovative learning processes and delivery systems for working professionals who wish to increase their administrative or managerial effectiveness.

The major programs offered at the master's degree level are: the Master of Business Administration (MBA) which thoroughly develops the quantitative skills used in management; the Master of Public Administration (MPA) designed for persons aspiring to management positions in public and community service agencies; the Master of Science in Criminal Justice (MSCJ) for persons in law enforcement and corrections agencies; the Master of Science in Human Resource Management (MSHRM), which is built on a foundation of behavioral science, is for managers who are responsible for such functions as organizational staffing, affirmative action and equal opportunity requirements, management education, and development or career planning. There are also various majors that may be taken in conjunction with the MBA, MPA, and MSHRM degrees, such as accounting, computer systems management, criminal justice, health management, and procurement and contract administration. In conjunction with the Center for the Study of Law, the Center awards the MBA along with the JD for those students who complete the core requirements. The JD and MBA joint degrees are of special value to attorneys who anticipate a career in a large organization or corporation.

The Center's two doctoral level programs address both public and private sector management. The Doctorate in Public Administration (DPA) is national in scope, is offered in several states, and is built around a senior faculty drawn from key government and academic centers throughout the United States. The degree is designed to broaden the professional competence of practicing administrators in the public sector. The DPA curriculum addresses the environment, processes, techniques and methods of public management and provides, through participant clinical or laboratory experience, direct learning in the key functions, systems, and roles involved in the administration of public institutions and enterprise at all levels of government. The degree content is guided by the standards set by the National Association of Schools of Public Affairs and Administration (NASPAA).

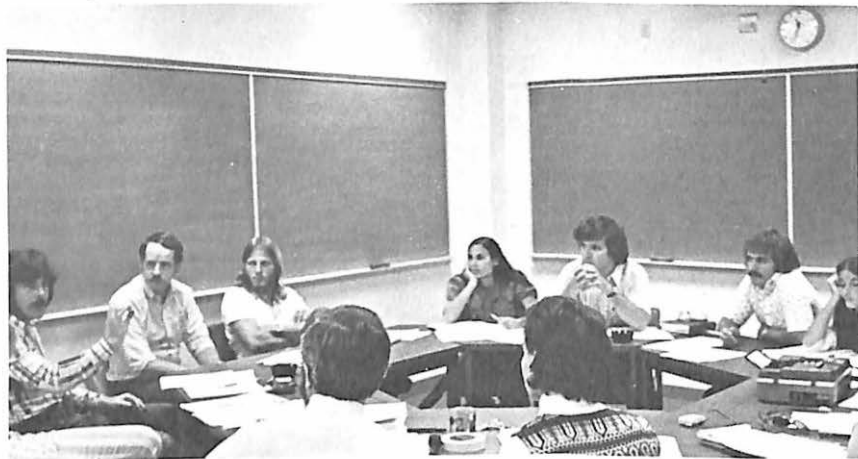
The Doctorate in Business Administration (DBA) prepares people for careers in high-level teaching, research, or managerial positions. The DBA curriculum covers the spectrum of foundation knowledge, both quantitative and behavioral, represented by the professional divisions and special interest groups of the Academy of Management.

In addition, through its Government Assistance Service, the Center seeks to promote efficient and economical methods of administering local government and other public bodies. It helps develop programs based on

knowledge and consideration of the needs and resources of the particular community. The Center also provides an Urban Workshop where the application of system dynamics to local and state administrative issues can be undertaken by practitioners and research persons.

Behavioral Sciences Center The Behavioral Sciences Center focuses on the study of man.

The Department of Psychology offers the Ph.D. in clinical psychology. This is a full-time on-campus degree program. The Master of Science degree is offered in counseling, gerontology, applied psychology, psychometry, school guidance. The Educational Specialist degree is offered in school psychology. The Master of Science degree programs in counseling, applied psychology and human services are offered at both on-campus and off-campus locations.



The Florida School of Psychology in Miami has become a component of the Behavioral Sciences Center of Nova University and will be called the School of Professional Psychology.

Established in 1977 in Miami, the Florida School of Psychology offered the Doctor of Psychology (Psy.D.) degree on a full-time basis to students seeking a career in psychology in a practitioner-oriented format rather than in a research-oriented manner. This degree, the Doctor of Psychology (Psy.D.), will now be offered by Nova University.

The Behavioral Sciences Center also operates, or is affiliated with, various institutes and clinics which provide facilities for research and service in the behavioral sciences. These include: The Nova University Clinic, Inc., The Children's Assessment and Treatment Program, The Biofeedback Clinic and Laboratory, The Institute of Social Services to Families (Foster Parent Project), The Family Center, and the Nova Research Institute.

Family Center The Family Center is a community resource located on the Nova Ft. Lauderdale/Davie Campus. The Center provides a network of programs and services designed to strengthen the family and enhance the quality of family life. It serves as a training facility for students in clinical and applied developmental psychology. The Family Center provides:

FAMILY PROGRAMS— a selection of courses and programs for families with young children.

CLINICAL PSYCHOLOGY— psychological services on a sliding fee basis to community residents. Services include psychological and psycho-neurological assessment, individual therapy, and family and group therapy.

EDUCATION— educational and learning disability assessment, private and small group tutoring, learning disability remediation and college board preparatory classes.

PROFESSIONAL DEVELOPMENT— courses, workshops, and consultative services to child-care practitioners and professionals working with families.

PRODUCT AND RESOURCES— resources devoted to children and their families. The Family Resource Library is open to the public.

Nova University at Coral Springs Nova University established an educational center at Coral Springs specifically to meet the needs of men and women living in north Broward County and Palm Beach County. The uniqueness of this branch of Nova University is its community based mission. Classrooms and administrative offices are presently located at 3501 University Drive. Nova has recently purchased a permanent site for its university center in Coral Springs. It is located in the heart of the community services complex across from Mullins Park on N. W. 29th Street. Plans for the first building are in the process of development.

Undergraduate courses leading to the Bachelor of Science degree in a variety of majors are offered at Coral Springs. In addition to regular courses, the Alternative Classroom program offers undergraduate courses through television, newspaper and community research.

The Master of Science degree in counseling, school guidance, and gerontology is also available. Other graduate programs are in the planning stages. Continuing education courses and workshops are offered for personal enrichment and career development. Cooperating with community agencies, Nova University at Coral Springs is developing a full cultural program.

The Nova University Clinic, Inc. — a non-profit, publicly supported mental health clinic serving Northwest Broward — is located in the Coral Springs Center.

Center for the Advancement of Education The Center for the Advancement of Education is dedicated to the training and continuing support of teachers, administrators, trainers, and others working in education. These practitioners serve as the bridge between the knowledge base in education and the quality of education experienced by their students. The Center hopes to fulfill its commitment to the advancement of education by serving as a resource for practitioners and by supporting them in their self-development.

In accomplishing its mission, the Center offers educational programs designed to meet the needs of the working practitioner and makes a special commitment to provide educational programs in those geographical areas in which there are few resources for the training and for the professional support of practitioners in education.

Because of its commitment to the working professional, the Center offers alternative delivery systems for education that are adaptable to practitioners' work schedules and locations. Center programs reflect and anticipate the needs of practitioners to become more effective in their current positions, to fill emerging roles in the field, and to be ready to accept changing responsibilities within their own organizations. The Center also aids professional educators in achieving personal goals, including certification requirements.

The programs offered by the Center are:

MASTER'S PROGRAM FOR CHILD CARE ADMINISTRATORS

This program was developed for the administrator in for-profit and not-for-profit centers. The primary mode of instruction is independent study. Additional participant responsibilities include a special project and a summer institute.

GRADUATE EDUCATION MODULE PLAN (GEM)

The participants include teachers, administrators, and health educators seeking Master's and Ed.S. degrees, certification, and "redirection" credit in 19 majors. The learning experiences are organized into six and nine-credit modules.

MASTER OF ARTS IN TEACHING

This program is designed to prepare, for a career in teaching, the person whose undergraduate degree was not in education. The program's major components include the completion of modules in the GEM program and a full year internship at The University School of Nova University.

Ed.D. IN EARLY CHILDHOOD

The early childhood program is designed for those persons who are in leadership positions in the field of early childhood education, but participation is not limited to those in school-related positions; it is open to

social workers, counselors, parent educators, etc. The program's three components consist of five study areas, two practicums and two summer institutes.

Ph.D. IN APPLIED DEVELOPMENTAL PSYCHOLOGY

This program is an on-campus, full-time degree experience. Applied research is emphasized for candidates who desire active involvement in the design and evaluation of systems and programs for young children.

Center for Higher Education The Center offers programs leading to the Doctor of Education (Ed.D.) in higher education; vocational, technical, and occupational (VTO) education; and leadership in adult education. All are practitioner-oriented, field-based programs that combine formal instruction, independent study, and institutional research into a three-year program of study.

The field-based delivery system requires that program participants be employed and remain employed in positions related to one of the three areas of specialization. A major characteristic of the program is the opportunity for the immediate application of newly acquired knowledge, skills, and techniques to "real world" problems and issues and for conducting research on problems actually encountered by participants.



To graduate, participants must attend and pass seven seminars, successfully perform five practicums (institutional research projects), a Major Applied Research Project, and attend two Summer Institutes. The Center for Higher Education currently offers one or more of its programs in 20 states.

Intensive English Program for International Students

The Program provides educational opportunities to meet the academic and social needs of students from different language backgrounds. A prospective student does not have to be a member of a degree program at Nova University or plan to join a university program to be eligible. Students from abroad are admitted with student-visa status.

The goal of the program is to prepare students for successful university or career experiences in the United States by helping them develop proficiency in the English language in the areas of conversation (listening and speaking), reading, and writing. This full-time program offers students five hours of classroom instruction per day. A Reading Lab and a Language Lab are part of the daily program and are also open after classes for students who want an added hour of individualized practice.

A unique feature of the Program is that it focuses on the individual needs of each student. Upon entrance, students are evaluated in each skill area of the language and are then placed in the appropriate level for each skill.

Institute for Labor and Industrial Relations

The Institute seeks to provide working professionals in the field of labor and industrial relations with the most current knowledge, insights, and skills to enable them to serve with greater professionalism and competence. It also aims to provide the opportunity for those seeking a mid-career change to attain the necessary background for entry into the field of labor and industrial relations and for recent college graduates to train for careers in the field. The Institute provides consulting services to corporations and agencies and conducts research projects, surveys and related activities for the community. It plans to offer the Master of Science in Labor and Industrial Relations, a career-oriented program presented in a format and at times and locations that meet the needs of working professionals. The Institute presently operates at the New York Institute of Technology, Old Westbury Campus.

The Center for the Study of Law

The Center offers a full-time, traditional on-campus program of study leading to the J.D. (Doctor of Jurisprudence) degree. It received provisional accreditation from the American Bar Association in August, 1975. Students at provisionally approved law schools are entitled to the same recognition accorded to students and graduates of fully approved law schools.

The Center accepts 225-250 students in its entering class, attracts students locally and nationwide, and maintains a faculty of 23 full-time professors. It is located in the Leo Goodwin, Sr. Law Building in downtown Fort Lauderdale, just minutes from the Federal, State, and local courthouses.

The Center is the *only* school of law in Broward County, Florida, and it is one of two law schools in South Florida. It maintains the most extensive law library in Broward County.



The Law Center has responded to the need for continuing legal education. It provides educational experiences for lawyers consistent with the Florida Bar Association's mandating continuing attendance at legal enrichment courses by members of the practicing bar. Because the State of Florida is in the unique position of being at the hub of trade with South America, the Center provides programs to prepare attorneys to deal with the scope of international trade. Programs held at Oxford, England and Cali, Colombia have explored the comparative law of the United States and of Latin America. The Center has sponsored a major conference on Labor Law, as well as seminars on International Finance, Tax, and Marketing and the Revenue Act of 1978.

Biology Laboratories In conjunction with the Ocean Sciences Center, the biology laboratories now offer Ph.D. programs in a variety of sub-disciplines of the biological sciences. Students with master's degrees interested in research opportunities are encouraged to make inquiries.

The curriculum leading to the Doctorate in Biological Sciences is designed to utilize the unique facilities of the Biological Laboratories at the Oceanographic Center and the Goodwin Institute for Cancer Research in nearby Plantation, Florida. The program is oriented toward qualified students with an interest in cell biology with emphasis on oncology, immunology, virology, and biochemistry. Opportunities for field studies in marine biology and experimental cancer research in animals are noteworthy. Programs are formulated to meet the needs of the individual student. Candidates are expected to demonstrate evidence of scholarly work in the form of a dissertation based on laboratory research.

Microcomputer Laboratory The Microcomputer Laboratory provides courses and programs based exclusively on applied microcomputer technology. The laboratory is equipped with the latest versions of the most popular microcomputers. Its extensive software library provides opportunity for the study of the range of applications of software in word processing, simulation, computer-assisted instruction and other areas.

In addition to individual courses, two complete degree programs are offered—the M.S. and the Ed.S. in Computer Education—through the Center for the Advancement of Education. Through these offerings, teachers can gain the competencies needed to provide leadership in the rapidly increasing use of microcomputers in schools.

The Microcomputer Laboratory and its programs were designed and are administered by the Office of New Programs, which develops new program content as well as new delivery systems.

Nova College—Undergraduate Programs NOVA COLLEGE draws upon the extensive human and technological resources of the Nova University/New York Institute of Technology (NYIT) Federation in providing quality undergraduate programs. The College offers programs leading to the Bachelor's degree in accounting, business administration, community services and administration, computer science, computer systems, education, electrical engineering, mathematics, psychology, social science and professional management.

A Day Division is available to qualified, intellectually motivated high school graduates and high school students seeking an education with an emphasis on the liberal arts. All students participate in a comprehensive series of interdisciplinary courses which include experiential components and career orientation through the major. The academic year in the Day Division is 11 months divided into five terms of nine weeks each, permitting students to be enrolled in up to nine credits of time-intensive interrelated course work per term and allowing the completion of the B.A. or B.S. degree in three calendar years. Students who opt to enroll for any four of the five terms can still be considered full time. Some merit scholarships are available to Broward County residents.

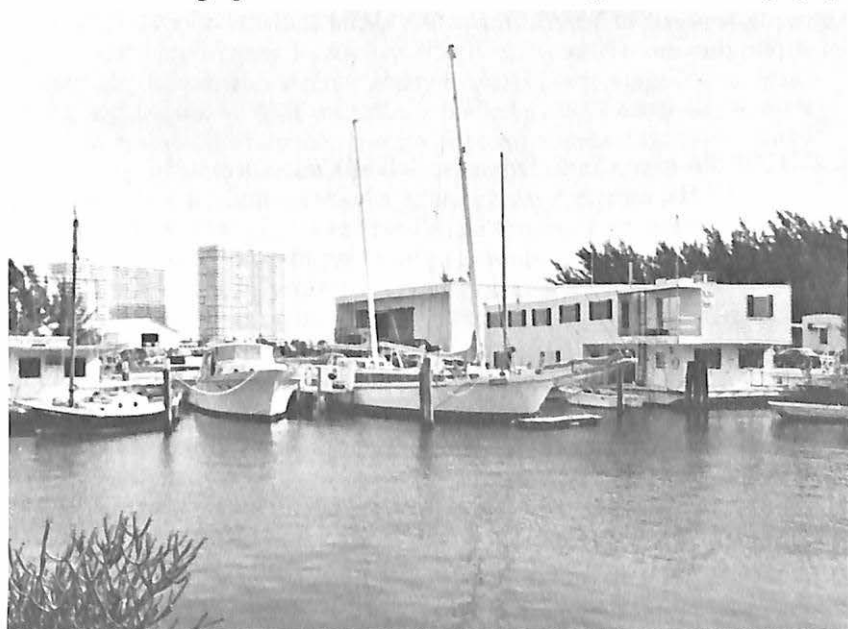
The Career Development Program and the Center for Science and Engineering (see page) have been organized for adults. Courses are offered on campus in the evenings and on weekends. They are also offered at institutional, industrial, and other off-campus locations convenient to the student. Although course content is designed to meet traditional educational requirements, courses are scheduled to meet the needs of employed students and are taught utilizing a blend of university professors and knowledgeable practicing professionals in the community.

Most of the approximately 1,200 students currently enrolled in the Career Development Programs and the Center for Science and Engineering College are employed and have passed the traditional age of undergraduates; many have families. They bring with them not only a mature, stable, and determined interest in enhancing themselves through acquiring new knowledge and skills, but also considerable practical experience and a desire to play an active role in their own further education.

Full-time students of Nova College who are Florida residents may qualify for the *Florida Tuition Voucher Plan*. Under the Plan, for the academic year 1980-81, qualified students were eligible to receive as much as \$750 payable toward the year's tuition with no obligation to repay it.

The Oceanographic Center The Oceanographic Center is concerned with studies and investigation in theoretical and experimental oceanography. Studies include modeling of large-scale ocean circulation, coastal dynamics, ocean-atmosphere interaction, geophysical fluid dynamics, ocean currents, coral reef ecology and geology, physiology of marine phytoplankton, calcification of invertebrates, cell ultrastructure, fouling effects, lobster migration and larval recruitment and marine fisheries. Primary regions of interest include Florida's coastal waters, the continental shelf and slope waters of the southeastern U.S., the waters of the Caribbean and Gulf of Mexico, and the equatorial Pacific Ocean.

The Oceanographic Center offers the Ph.D. degree in Oceanography.



The Institute of Coastal Studies The Institute of Coastal Studies is an academic and research unit of Nova University located at the Oceanographic Center. Multi-disciplinary studies focus on contemporary problems and conflicts arising from increased use of coastal areas. Emphasis is on the use, management, and policy affecting the living and nonliving resources in open coastal regions, estuaries, large inland bodies of water bounded by shorelines, wetlands, and other environments associated with these resources. The program places emphasis on the development and evaluation of alternative solutions to policy and management issues at the international, national, regional, and local levels. The Institute offers the M.S. degree in Coastal Zone Management.

The Institute for Retired Professionals The Institute for Retired Professionals serves the specific needs of the growing retirement community in South Florida. The program focuses attention on how the educated person can occupy newly found full-time leisure creatively. Because of their varied interests and life experience, IRP members act as teachers and students at the same time: they share with and learn from one another. In the IRP, retirees from all walks of life explore new interests and directions in their retirement years.

The yearly membership fee entitles an individual to enroll in an unlimited number of peer-taught and professionally taught IRP courses offered during weekdays and to benefit from other social and educational opportunities within the university.

School Center Programs included in the School Center are: **THE UNIVERSITY SCHOOL**, an independent, culturally-integrated, non-profit school offering instruction to an enrollment of 1,100 students; **THE READING LABORATORY**, a resource center and library of reading programs which provides diagnostic and prescriptive services for school age children; **THE LEARNING TUTORIAL PROGRAM**.

The University School of Nova University is located on 17 acres of university land. The main building is a single story structure of 42,000 square feet with a library and media resources center, classrooms, offices and a large combination auditorium, gymnasium, cafeteria. The University School complex includes four tennis courts, three swimming pools and several playing fields.

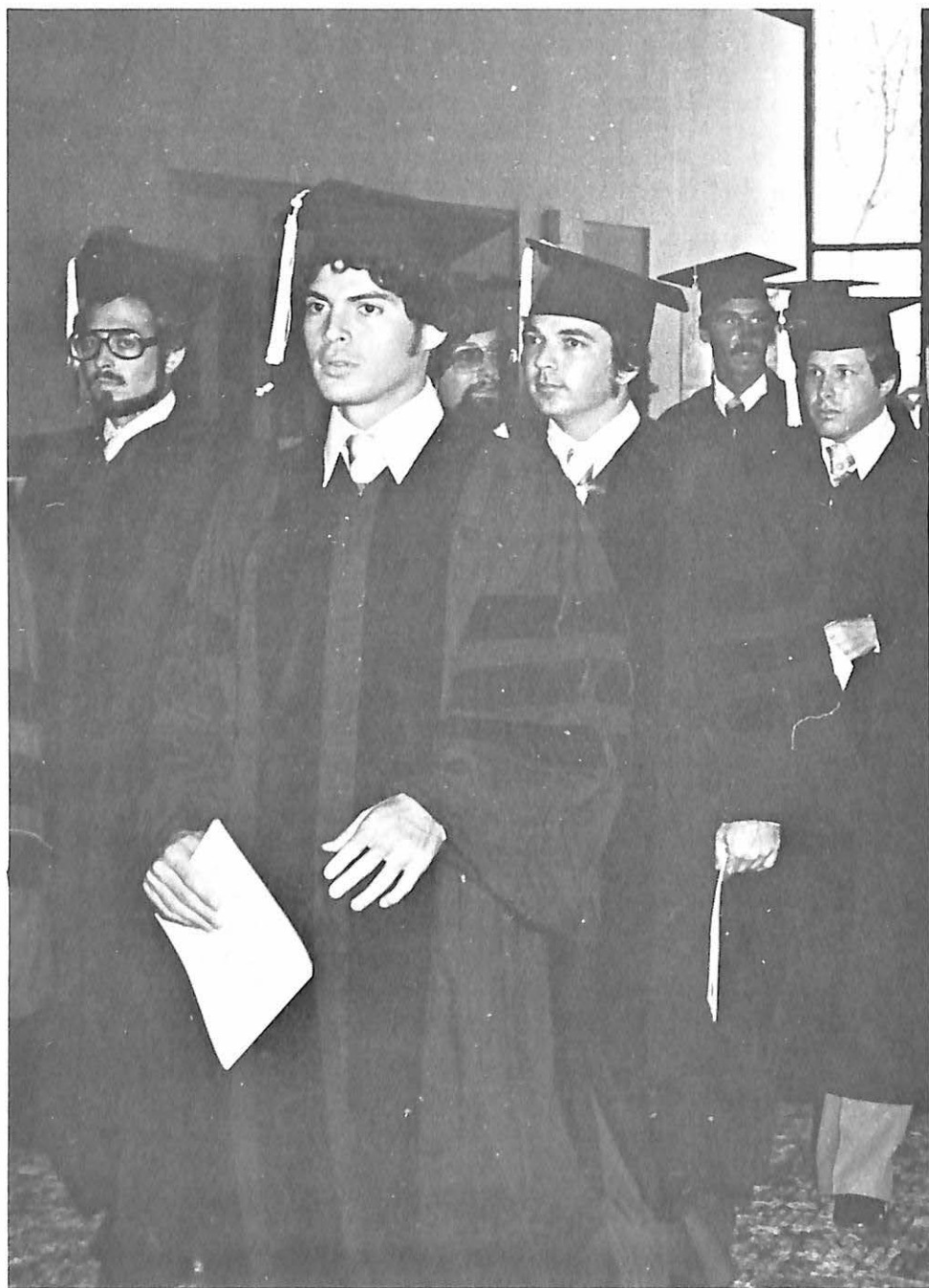
The School Center of Nova University provides the University and South Florida communities with innovative and alternative educational environments and programs for students from pre-school through high school.

The Center serves as a demonstration facility as well as a training center for prospective and in-service teachers in the fields of early childhood, elementary and secondary education, reading, learning disabilities, and administration and supervision. Its programs and facilities are available to graduate students in the Behavioral Sciences Center and to education majors in the Center for Undergraduate Studies and the Center for the Advancement of Education for the purposes of research and degree-credit internships.

Center for School Leadership Development The Center for School Leadership Development offers the Doctor of Education degree as a field-based program through its National Ed.D. Program for Educational Leaders. The Program is currently being offered to candidates in 17 states. Open only to practicing elementary- and secondary-level school administrators, this program provides three years of targeted study, in which candidates must pass eight study areas, satisfactorily complete three performance-oriented practicums, and attend two summer institutes. Using such a structure, the Program seeks to develop the leadership skills of those able to apply their training immediately to the solution of real problems in the schools. By focusing on real life situations and school problems, the Program moves toward its goal of improving elementary and secondary schools.

Center for Science and Engineering The Center for Science and Engineering focuses its efforts in the area of science, mathematics, computer science and electrical engineering. Faced with a rapidly expanding body of technical knowledge, the Center serves three groups of individuals: the computer science or engineering major who is seeking to prepare for a career in technology, the non-major who needs some foundation in science and technology in order to function as an educated person in today's world, and the professional who needs continuing education to maintain his or her professional knowledge. Classes are offered at night and on Saturday in order to provide an opportunity for the working adult to pursue a professional degree. Electronic, microprocessor and microcomputer laboratories are available for instruction in addition to the University mainframe, a DEC 20. In addition, the Center draws on the resources of Nova's sister institution, the New York Institute of Technology. To provide this educational base to the community, the Center offers:

- The Master of Science, major in computer science, which is designed to give the student practical experience and in-depth knowledge of computer systems.
- The Bachelor of Science in Electrical Engineering, a well-defined professional degree program in which students focus on computer science in addition to the traditional electrical engineering courses.



- The Bachelor of Science, major in computer science, a program which has strong components in both hardware design and software development.
- The Bachelor of Science, major in computer systems, which combines both computer systems and business components.
- The Bachelor of Science, major in computer systems/technical communication, which combines courses in computer systems with those in technical communication.
- The Bachelor of Science, major in mathematics/computer programming which provides the student with formal education in mathematics and computer software development.

Additional undergraduate coursework and specializations are provided for the non-major.

The Center also offers a series of workshops which are designed to bring the latest technical information to professionals in the South Florida area. A Masters in Electrical Engineering is currently in the planning stage.

New York Institute of Technology, which offers programs in engineering and technology at three locations in the New York area, works closely with the center to make their programs and resources available in South Florida.

Personnel

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Ph.D. Rensselaer Polytechnic Institute

D.Sc. University of Paris

HALL MAGGIED

Director Undergraduate Programs in Administration

M.B.A. Xavier University

D.P.A. University of Georgia

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Ph.D. Florida State University

WILLIAM SPADE

*Instructor of Business Administration
Operations Manager, Consolidated Master's
Programs*

M.A. Florida Atlantic University

The provisions set forth in this bulletin are not to be regarded as an irrevocable contract between the student and Nova University. The regulations and requirements herein, including tuition and fees, are necessarily subject to change without notice at any time at the discretion of the administration. The University further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon the discovery of the fraud, and the student is not entitled to any credit for work which he may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition and fees. The balance due Nova University will be considered receivable and will be collected.

A transcript of a student's academic record cannot be released until all his/her accounts, academic and non-academic, are paid.

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

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

Parents or eligible students will be provided a hearing by Nova University if they wish to challenge the content of the record. If still not satisfied, the parents or eligible student may add explanatory or rebuttal matter to the record. If the student or parents are denied access to a hearing or if records are alleged to have been illegally disclosed to a third party, the student or parents may file a complaint with the Family Educational Rights and Privacy Act (FERPA) Office, Room 4512, Switzer Building, Washington, D.C. 20202.

Nova University does not discriminate on the basis of handicap, sex, race, religion, national or ethnic origin in admission, access or employment for any of its programs and activities. The University Registrar and Director of Personnel have been designated as student and employee coordinators, respectively, to assure compliance with the provisions of the applicable laws and regulations relative to non-discrimination.

Nova University programs are approved by the coordinator for Veterans Approval, State of Florida, Department of Education, for veterans educational benefits.

This school is authorized under Federal Law to enroll non-immigrant alien students.

The Nova University general policies on Student Relations are on file in the Office of the Registrar.



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