Johns Hopkins
Carey Business School
Handbook and Catalog
Academic Year 2012-2013
OUR MISSION

The Johns Hopkins University Carey Business School, a premier humanistic learning community, develops global business leaders, and transforms organizations, communities, and society through discovery, education, entrepreneurship, and engagement.

While the mission focuses on our shared purposes, the values we share as a community are critical in helping us achieve our mission. To this end, we declare our commitment to the following shared values:

- Humanity: We believe excellence is achieved by creating an open environment that promotes integrity, compassion, and humility. We are committed to sustaining a trusting and supportive environment that respects and celebrates diversity in all forms.
- Optimism: We approach challenges with a commitment to making a difference.
- Creativity: We encourage creativity, innovation, and intellectual flexibility among all our students, faculty, and staff.
- Accountability: We hold our faculty, staff, students, and other members of the Carey community accountable for their behavior. Similarly, the Carey Business School, as an entity, is accountable for its actions.
- Service: We are committed to serving regional, national, and global communities and to solving societal problems.

INTRODUCTION

THE JOHNS HOPKINS UNIVERSITY

Established in 1876, Johns Hopkins University was the first American university dedicated to advanced study and scientific research. Today, Hopkins continues as a leader in teaching, research, and community service and is the single largest university recipient of research and development funds from the federal government.

There are 10 divisions within the university. The Johns Hopkins Carey Business School’s faculty, administrative staff, and many of its programs are located in Baltimore. Programs are also offered at campus locations in Columbia and Montgomery County, Maryland, and Washington, D.C. The Krieger School of Arts and Sciences and the G.W.C. Whiting School of Engineering are based on the Homewood campus in north Baltimore. The School of Education houses its central administration and some programs in the Homewood Campus’ Education Building. Additional campus facilities are in Columbia and Montgomery County. The School of Medicine, Bloomberg School of Public Health, and School of Nursing occupy a campus in East Baltimore, along with the Johns Hopkins Hospital, a separate but closely allied institution. The Peabody Institute, one of the nation’s leading professional schools of music, is also located in Baltimore; the Paul H. Nitze School of Advanced International Studies is in Washington, D.C.; and the Applied Physics Laboratory is in Laurel, Maryland. Academic campuses overseas are in Nanjing, China; Bologna, Italy; and Singapore.

THE JOHNS HOPKINS CAREY BUSINESS SCHOOL

The Johns Hopkins Carey Business School brings to the field of business education the intellectual rigor and commitment to excellence that are the hallmarks of The Johns Hopkins University. True to the traditions of the university of which it is a part, the school’s approach is original and transformative. It offers a uniquely humanistic and multidisciplinary model of business education and research, tapping the rich resources of faculty and programs from the other great divisions of the university—the Schools of Medicine, Public Health, Nursing, Engineering, Advanced International Studies, Arts and Sciences, and Education. By linking
business education to urgent social issues—health, education, environmental sustainability, population, poverty—the Johns Hopkins Carey Business School endeavors to improve lives on a global scale.

Current academic programs include the Johns Hopkins Global MBA, Executive MBA, and Flexible MBA. Also offered are a wide range of additional MBA programs (in collaboration with other Johns Hopkins schools) in areas such as medical services management, government, communication, biotechnology, and public health; specialized Master of Science degree programs in finance, information systems, marketing, and real estate; a bachelor’s degree completion program in business; and a variety of graduate certificate programs.

Starting in fall 2012, Carey will offer an MBA/MA in Design Leadership in collaboration with the Maryland Institute College of Art.

ADVANCING BUSINESS EDUCATION AT JOHNS HOPKINS

Johns Hopkins has been educating business leaders since 1916. Encouraging sound business practices and good public administration is a tradition that started when Daniel Coit Gilman, Hopkins’ first president, invited Henry L. Gantt—class of 1880—to present his revolutionary ideas about management to members of the Baltimore business community.

In January 2007, the late Wm. Polk Carey, Johns Hopkins trustee emeritus and chairman of W.P. Carey & Co., a New York City real estate investment firm, presented the university, through the W. P. Carey Foundation, with a generous gift to support the creation of the Johns Hopkins Carey Business School.

The school is named for Wm. Carey’s great-great-great grandfather, James Carey of Loudon, an 18th and 19th century Baltimore shipper, a member of Baltimore’s first city council, chairman of the Bank of Maryland, and relative of university founder Johns Hopkins.

A NEW GENERATION OF BUSINESS LEADERS

Carey Business School students are a new generation of business leaders equipped with both specialized skills and cross-disciplinary knowledge. Through programs that combine extensive theory with a wealth of work-world experience, they learn from nationally recognized researchers and leaders in their fields.

Carey Business School faculty are a dynamic blend of academic experts and practitioners drawn from leading corporate, government, and nonprofit institutions, such as Bank of America, Deloitte & Touche LLP, Fannie Mae, NASDAQ, Northrop Grumman, the U.S, Treasury, Wells Fargo, and the World Wildlife Fund. Carey students represent a diverse mix of prominent national and international employers, including Black & Decker, the U.S. State Department, Ernst & Young, IBM, and NASA.

A Carey Business School education offers opportunities for joint or dual degrees through interdisciplinary relationships with other world-renowned schools at Johns Hopkins, including Medicine, Public Health, Nursing, Engineering, and Arts and Sciences. Because Carey graduates are so highly skilled in multiple disciplines, they are widely sought after by corporations, government agencies, nonprofits, and health care systems internationally, and move quickly into leadership positions.

ACCREDITATION

The Johns Hopkins University is accredited by the Middle States Commission on Higher Education, 3624 Market St., Philadelphia, PA 19104-2680; 267-284-5000.
ACADEMIC YEAR CALENDAR

Summer Semester 2012

March 1  Deadline for 2012–13 Maryland State Scholarships
March 15 Financial aid priority filing date for 2012–13 academic year for all full-time program students and Executive MBA program students
April 15 Financial aid priority filing date for 2012–13 academic year for all part-time students
April 16–May 23 Registration period for summer semester
May 30  Late Registration and add/drop period 2012 summer semester opens
June 4  Graduate summer session begins (8-week)
June 11 Application for graduation available for 2012–13 academic year
July 4  Fourth of July - no classes held
July 15 Last day to submit an application for graduation for summer semester
July 27–28 Make-up days for summer session (if needed)
August 1  Graduate summer session ends (8-week)

Fall Semester 2012

March 1  Deadline for 2012–13 Maryland State Scholarships
March 15 Financial aid priority filing date for 2012–13 academic year for all full-time program students and Executive MBA students
April 15 Financial aid priority filing date for 2012–13 academic year for all Professional Program students
April 16–July 24 Application deadline for 2012–13 academic year campus-based scholarships
May 1–July 24 Registration period for fall semester (Sessions I and II)
June 11 Application for graduation available for 2012–13 academic year
August 3 Late registration and add/drop period fall semester opens (Sessions I and II)
August 6–17 Orientation for new Global MBA students
August 13–17 Orientation for new full-time Real Estate students
August 14 Orientation for new full-time undergraduate students
August 15 Orientation for new F-1 visa students at D.C. campus
August 17 Orientation for new F-1 visa students at Baltimore campus
August 18 Orientation for all new Professional Program students
August 20 8-week and 16-week Fall I classes begin
Part-time undergraduate 10-week Fall I classes begin
Full-time undergraduate fall semester begins
September 1 Harbor East classes held in Columbia (Grand Prix)
September 3 Labor Day - no classes held
October 12–13 Make-up days for Fall I (if needed)
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<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>October 16</td>
<td>Last day of graduate 8-week Fall I classes</td>
</tr>
<tr>
<td>October 18</td>
<td>Graduate 8-week Fall II classes begin</td>
</tr>
<tr>
<td>October 29</td>
<td>Last day of part-time undergraduate 10-week Fall I classes</td>
</tr>
<tr>
<td>November 3</td>
<td>Part-time undergraduate 10-week Fall II classes begin</td>
</tr>
<tr>
<td>November 16</td>
<td>Last day to submit an application for graduation for fall 2012</td>
</tr>
<tr>
<td>November 21–24</td>
<td>Thanksgiving holiday - no classes held</td>
</tr>
<tr>
<td>December 14–15</td>
<td>Make-up days for Fall II (if needed)</td>
</tr>
<tr>
<td>December 19</td>
<td>Last day of graduate 8-week and 16-week fall semester</td>
</tr>
<tr>
<td>December 24–31</td>
<td>Winter break - no classes</td>
</tr>
<tr>
<td>January 1</td>
<td>New Year’s Day - no classes held</td>
</tr>
<tr>
<td>January 21</td>
<td>Martin Luther King Jr. Day - no classes held</td>
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<tr>
<td>January 28</td>
<td>Last day of part-time undergraduate 10-week Fall II classes</td>
</tr>
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**Intersession 2013**

- May 1–January 2: Registration period for Intersession
- January 3: First day of Intersession
- January 19: Last day of Intersession
- January 20–21: Make-up days for Intersession (if needed)

**Spring Semester 2013**

- June 11, 2012: Application for graduation available for 2012–13 academic year
- November 1: Financial aid priority filing date for 2013 spring only
- November 26–January 6: Registration period for all students for spring semester (Sessions I and II)
- January 14: Late Registration and add/drop period for spring semester opens (Sessions I and II)
- January 19: Orientation for new Professional Program students
- January 21: Martin Luther King Jr. Day - no classes held
- January 22: 8-week Spring I classes begin
- March 1: Last day to submit an application for graduation for 2013 spring semester
- March 15–16: Make-up days for Spring I (if needed)
- March 18: Last day of graduate 8-week Spring I classes
- March 20: Graduate 8-week Spring II classes begin
- April 8: Last day of part-time undergraduate 10-week Spring I classes
- April 9: Part-time undergraduate Spring II classes begin
- May 10–11: Make-up days for Spring II (if needed)
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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>May 14</td>
<td>Last day of graduate 8-week and 16-week spring semester</td>
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<tr>
<td>May 21</td>
<td>Carey Graduation Ceremony</td>
</tr>
<tr>
<td>May 23</td>
<td>University-wide Commencement</td>
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<tr>
<td>May 27</td>
<td>Memorial Day holiday - no classes held</td>
</tr>
<tr>
<td>June 24</td>
<td>Last day of part-time undergraduate 10-week Spring II classes</td>
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</table>
**ACADEMIC ADVISING**

By consulting with academic advisers throughout their degree or certificate programs, students can ease the registration process, ensure conformity to program curricula and regulations, select course work to best meet career or professional goals, and stay on track for timely completion of their academic program.

Academic advisers are assigned to each student upon admission to an undergraduate or graduate program. Advising may be done in person, by phone, or by email.

**When to seek advising:**

- New students are expected to seek advising prior to registering for their first class.
- Matriculated students who have not registered for a course in more than a year should reassess the remaining curriculum requirements for their academic program prior to registering for additional classes.
- To plan courses in their concentration, students should schedule appointments with advisers prior to registering for advanced-level graduate coursework.
- Undergraduate or graduate students on academic probation or suspension are required to meet with an adviser prior to re-registration.

**ACADEMIC HONORS, AWARDS, AND PRIZES**

The generous support of friends of the Carey Business School makes it possible to recognize outstanding student accomplishments including the following awards.

**Graduate Awards**

**The Edward J. Stegman CPA Memorial Award**
Presented each year to Carey Business School students who graduate with a 4.0 grade point average and receive a Master of Science or Master of Business Administration degree.

**The Anikeeff Prize**
Established by Dr. Pamela T. Anikeeff in 1999, the Anikeeff Prize annually recognizes and supports students in the Edward St. John Real Estate Program working on socially responsible development as part of their master’s program.

**The Mortgage Bankers Association of Metropolitan Washington Real Estate Finance Award**
This award was established by the Mortgage Bankers Association of Metropolitan Washington in 2003 to recognize outstanding students concentrating in real estate finance in the Edward St. John Real Estate Program.

**The Mueller Award**

**Leadership Development Program Award**
The Alma D. Hunt/VCM Award for the Leadership Development Program
Established in 1999 by an anonymous donor in honor of Alma D. Hunt, a woman whose humble life and generous spirit were underscored by her compassionate concern to put others first. The award recognizes
academic excellence, personal achievement, and demonstrated leadership qualities of a student enrolled in the Leadership Development Program for Minority Managers.

**Undergraduate Awards**

**Undergraduate Honors**
Undergraduate degree candidates whose grade point averages are 3.5 or better and fall within the top 20 percent of the graduating class will be eligible to receive undergraduate honors status.

**The Delta Sigma Pi Scholarship Key**
Awarded each year to the undergraduate student with the highest grade point average.

**Academic Standards**

Johns Hopkins University and the Carey Business School expect the highest academic standards from its students. The awarding of degrees and certificates is based upon satisfactory completion of all degree/certificate and instructional requirements determined by student performance that meets the expectations of the faculty as well as compliance with University and School regulations. The Academic Council of the Carey Business School reviews all student applications for graduation and makes recommendations for degree/certificate conferral to the president of the University.

The university does not guarantee the award of a degree or certificate to students enrolled in any academic program. Any breach of academic standards may result in disciplinary actions against the student(s) involved; please see the Honor Code section for an overview of grievance and due process procedures.

**Academic Progress**

**Undergraduate Students**
Undergraduate students at the Carey Business School must have a minimum 2.0 grade point average to graduate and must maintain at least a C average (2.0 on a 4.0 scale) to remain in good academic standing.

Undergraduate students will be placed on academic probation if their cumulative grade point average falls below 2.0. Students whose cumulative GPA falls below 2.0 should meet with their advisers to discuss resources such as tutoring or workshops so that they can raise their GPA to assure continued progress toward graduation. Students will be removed from academic probation when they raise their cumulative grade point average to above 2.0.

Students on academic probation who do not raise their cumulative grade point average above 2.0 by the following semester of enrollment will be suspended. After a period of one semester, academically suspended students are required to meet with their academic advisers and may then submit a written petition for reinstatement on a probationary basis.

**Graduate Students**
Graduate students at the Carey Business School must have a minimum 3.0 grade point average to graduate and must maintain at least a B average (3.0 on a 4.0 scale) to remain in good academic standing. Students receive credit for courses in which they receive grades lower than a B; however, students need to repeat any required course in which they receive an F.

Graduate students will be placed on academic probation if their cumulative grade point average falls below 3.0. Students whose cumulative GPA falls below 3.0 must meet with their advisers to discuss resources such as tutoring or workshops so that they can raise their GPA to assure continued progress toward graduation. An Adviser Hold will be placed on the student record for all students with a cumulative
GPA below 3.0. Students will be removed from academic probation when they raise their cumulative grade point average to above 3.0.

Students on academic probation who do not raise their cumulative grade point average above 3.0 by the following semester of enrollment may be suspended. After a period of one semester, academically suspended students are required to meet with their academic advisers and may then submit a written petition for reinstatement on a probationary basis.

Note: These policies are for determining satisfactory academic progress. Please review the Financial Aid section of this handbook to determine the standards for satisfactory progress for eligibility for receiving or continuing to receive financial assistance.

ADMISSION

Students seeking admission to a degree or certificate program must submit an online application including an essay, a resume, two letters of recommendation, official transcripts from all post-secondary institutions attended, and an application fee. Admission requirements (e.g., standardized test scores) vary by program, so applicants are encouraged to contact the Office of Admissions or visit carey.jhu.edu/admissions to determine specific admission criteria, suitability of prior degrees, or certification requirements for their desired programs of study. Students who provide fraudulent or incomplete information during the admission process will be dismissed.

The Carey Business School has a rolling admission policy, and applications are accepted and processed throughout the year. Applicants should allow approximately two to three weeks for completion of the entire admission process (from submission of complete application packet to the admission decision). To expedite the process, applicants should have official copies of undergraduate and/or graduate transcripts (and/or course-by-course evaluations for international students) sent at the time of submission of their application (or before). To be considered “official,” transcripts must be received by the admissions office in the issuing institution’s sealed envelope.

Academic records (transcripts, diplomas, and degree certificates) for degrees earned from non-U.S. institutions must be evaluated by an authorized credential evaluation agency (not the Office of Admissions). The course-by-course evaluation conferring the degree should be submitted in lieu of transcripts for degrees earned at non-U.S. institutions. However, applicants who earned credits at a non-U.S. institution without earning a degree should submit an official English translation of the transcript from the institution where those credits were earned in lieu of a course-by-course evaluation. See the International Credential Evaluation section of this catalog.

All applications to the Carey Business School should be submitted using the online application system at carey.jhu.edu/admissions/application_process.html. Paper applications are no longer accepted. Application materials (including all relevant supporting documentation) should be mailed separately to:

Johns Hopkins Carey Business School
Office of Admissions
100 International Drive
Baltimore, MD 21202

To be eligible for federal financial aid, federal regulations require that students be accepted (unconditionally) into a 15-credit (or more) degree or certificate program, and maintain an enrollment status of at least half-time each semester. Note that provisionally admitted students who are taking the prerequisite credits necessary for full admission to their program may be considered for limited federal loan assistance for one or two semesters depending on the number of prerequisites required. Loans may not exceed tuition charges for the specific number of required credits, registration or course fees, and a book allowance.

BACHELOR’S PROGRAMS

An applicant for admission to a Carey Business School undergraduate program must hold a high school degree or an equivalent and have earned 54-60 semester hours or 81-90 quarter hours completed transfer-
eligible, college-level credits from a regionally accredited institution.

Applicants must submit an application for admission, the application fee, and all other required supporting documentation (such as letters of recommendation, essay and optional resume), along with official transcripts from all post-secondary colleges or universities attended. Academic records from non-U.S. institutions must be evaluated by an authorized credential evaluation agency (see list in the International Credential Evaluation section of this catalog for suggested agencies). Additionally, the admission process may include an interview.

For more information about admission to undergraduate programs, please contact the undergraduate Admissions Officer at 410-516-9742.

**Master’s Programs**

Master’s degree program applicants must hold a bachelor’s degree from a regionally accredited college or university. Application requirements can vary by program, and may include other supporting documentation such as letters of recommendation, a current professional resume, an essay, and standardized test scores. For information regarding specific admission requirements for each degree program, please refer to the Carey Business School website. An interview may also be required before admission.

Additional materials are required for international student admission. Please see the International Student Admission Policy section for details.

**Certificate Programs**

Applicants to graduate certificate programs must hold a bachelor’s or master’s degree from a regionally accredited college or university with a minimum cumulative grade point average of 3.0 (on a 4.0 scale), or have a minimum 3.0 grade point average (on a 4.0 scale) in the last half of their undergraduate program. Additional application requirements vary by certificate program, so please refer to the Carey Business School website for details.

**Graduate Degree Requirements**

Once admitted to a graduate degree program in the Carey Business School, students must complete all coursework at Johns Hopkins University, except with prior written approval from an adviser. Exceptions are rare, but will be considered on a case by case basis. Graduate students enrolled in master’s programs have six years to complete their degree, depending on the program. See the Graduation section for details. For information regarding specific degree requirements for each graduate program, please refer to the detailed program descriptions online.

**Transfer of Undergraduate Credits**

A maximum of 60 semester hours (90 quarter hours) will be applied to the undergraduate degree program in the Carey Business School, including credits by examination. Quarter-hour courses will be converted to semester hours. Prospective students may request a preliminary transfer evaluation by contacting the undergraduate Admissions Officer at 410-516-9742 prior to submitting an application. Please note that the undergraduate programs at the Carey Business School do not award life experience credits.

Note: Financial aid students in undergraduate programs who borrow student loan funds must be awarded “freshmen-level” loans until their transfer credits have been evaluated and accepted so their applicable grade-level for aid eligibility can be determined and documented, in accordance with federal law.

**Community College Transfer Students**

Undergraduate programs at the Carey Business School have special agreements for the transfer of degree programs with several community colleges. Students transferring from community colleges should contact an adviser at their community college or the undergraduate Admissions Officer at Carey. The school has articulation agreements with Garrett College, Carroll Community College; College of Southern Maryland, Seattle Central Community College, North Seattle Community College, and Seattle Central Community College. Similar agreements with additional schools are being discussed; for more information students should
check their school’s website, the Carey Business School website or contact the undergraduate Admissions Officer at Carey.

**TRANSFER OF GRADUATE CREDIT**
The maximum number of credits earned at another regionally accredited college or university that may be transferred with replacement into a graduate degree program in the Carey Business School in no case can exceed six credits. Any request for transfer or waiver of courses must be submitted within the first two semesters from the date of admission. The maximum number of credits earned at another school within Johns Hopkins University that may be transferred into a graduate degree program in the Carey Business School in no case can exceed six credits as long as each course transferred counts toward one two credit course.

**INTERNATIONAL STUDENT ADMISSION POLICY**

**Demonstration of English Language Proficiency by Non-native-speaking Applicants**
As one measure of potential for academic success while a student in the Carey Business School, international applicants must demonstrate proficiency in both written and spoken English.

To demonstrate proficiency, applicants to both undergraduate and graduate programs must submit either official TOEFL (Test of English as a Foreign Language) scores or official IELTS (International English Language Testing System) scores if English is not their native language. The preferred minimum TOEFL requirement is 600 (paper-based), 250 (computer-based), or 100 (Internet-based). [The TOEFL code for the Johns Hopkins Carey Business School is 0834.] The preferred IELTS score is 7.0. In addition, applicants to certain graduate programs may be required to provide additional evidence of English proficiency, including:

- A telephone or in-person interview with an admission committee member
- A writing sample certified to be the applicant’s own work
- A writing examination administered by the Carey Business School
- Additional workshop(s) or course(s) in written or spoken English upon enrollment in the Carey Business School

The admissions committee will determine and request the additional evidence of English proficiency required for admission to the given graduate program. The committee may grant a waiver from the English proficiency exam requirement if the applicant has demonstrated by other means sufficient proficiency in spoken and written English for success in the program and in the profession (e.g., the non-native-English-speaking applicant has earned a degree from a college or university where English is the language of instruction). An applicant may file an English Language Proficiency Exam Waiver Request when submitting his/her application to the Office of Admissions. The form can be found online at carey.jhu.edu/admissions/international_applicants/.

**F-1 Visa Applicants**
An international applicant requiring a student (F-1) visa to attend school must obtain full admission to a degree program well in advance of the start of the semester. The Carey Business School does not issue certificates of eligibility (Form I-20) for provisional acceptance to a degree program, nor does it issue an I-20 for any certificate programs. The application and other required admission documents must be received by the Office of Admissions on or before the deadline listed below. If applications and other required documents are not received on or before the deadline, the application will be considered at the start of the next semester. Following are the deadlines, by semester, for international students who require a student (F-1) visa and who plan to attend the Carey Business School.

**Deadlines for applications and other required documents:**
- **Fall Semester**: April 1
- **Spring Semester**: October 15

Please do not send bank statements or other financial documentation for the I-20 with the initial application materials because they must be current when the I-20 is issued. The International Services office will
request the financial documents after the student receives the full acceptance letter. Please note: scanned and emailed documents are preferred. Send documents to carey.intl@jhu.edu. I-20s will not be issued until a) all documents have been received, b) the student has accepted the offer of admission, and c) the enrollment fee has been paid.

International applicants who hold visa types other than an F-1 visa and who wish to enroll as part-time graduate special (non-degree) students should follow the application directions in this section. International graduate students attending other institutions on student (F-1) visas during the regular academic year are also welcome to enroll as graduate special (non-degree) students during the summer. For more information, contact the Office of Admissions at 410-234-9220 or carey.admissions@jhu.edu or International Services at 410-234-9282 or carey.intl@jhu.edu.

Note: Financial aid is not available for international students.

International Credential Evaluation

Applicants who hold degrees from non-U.S. institutions must have their academic records evaluated by an authorized credential evaluation agency (such as those listed below) before they can be considered for admission to a degree or certificate program. For degrees earned at non-U.S. institutions, an official course-by-course evaluation assessing the degree, the overall grade point average and the courses taken, should be submitted. Please do not send official foreign transcripts. Credential evaluations are used to assess a student’s coursework against the U.S. grading system and to evaluate courses for possible transfer credit. In addition to submitting official academic records to the Carey Business School, applicants should make arrangements with an authorized credential evaluation agency for an evaluation of the degree, an assessment of the overall grade point average, and a course-by-course evaluation.

Applicants who have earned credits at a non-U.S. institution without earning a degree must submit official sealed transcripts in English to the address below:

Johns Hopkins Carey Business School
Office of Admissions
100 International Drive
Baltimore, MD 21202

Fees and required documentation for evaluations may vary by agency. Applicants are encouraged to contact the agencies directly for additional information. The following are authorized agencies:

World Education Service, Inc.
P.O. Box 5087
Bowling Green Station
New York, NY 10274-5087
Telephone: (202) 331-2925
Fax: (212) 739-6100
Email: info@wes.org
Website: www.wes.org

World Educational Credential Evaluators
P.O. Box 341468
Tampa, FL 33694-1468
Telephone: (813) 962-6506
Email: wecewellington@erols.com
Website: users.erols.com/wecewellington/

Educational Credential Evaluators, Inc.
P.O. Box 514070
Milwaukee, Wisconsin 53203-3470
Telephone: (414) 289-3400
Fax: (414) 289-3411
International Student Services

After receipt of the acceptance letter from the Carey Business School and payment of the enrollment fee, international students who need to obtain a student (F-1) visa should contact the International Services office at carey.intl@jhu.edu or 410-234-9280 to request a certificate of eligibility (Form I-20). The I-20 is not automatically sent with the acceptance letter.

Before an I-20 is issued, the international student is required to send financial documentation and a notarized affidavit of support to the International Services office. Scanned and emailed documents are preferred. Send documents to carey.intl@jhu.edu. I-20s will not be issued until a) all documents have been received, b) the student has accepted the offer of admission, and c) the enrollment fee has been paid.

If it is not possible to scan and email the required documents, send them by regular mail or courier to:

Johns Hopkins Carey Business School
International Services
100 International Drive
Baltimore, MD 21202

Information on the required amount of funds, types of acceptable financial documentation, and forms may be found online at carey.jhu.edu/admissions/international_applicants.

After arrival at Johns Hopkins, all new Carey Business F-1 students are required to attend an F-1 student orientation. The date for this will be sent with the I-20. Students must bring passports, I-94 cards, and I-20s to the orientation. Students who do not attend orientation will not be registered in SEVIS (the U.S. Department of Homeland Security tracking system) as maintaining F-1 status so it is imperative that students attend the F-1 orientation and bring the proper documents.

Before leaving the United States for any reason, the I-20 must have a signature that is less than one year old on page three by an Inter-national Services staff member in order for the student to re-enter the U.S. It is very important to schedule an appointment with International Services before the student’s departure date. Please do not wait until the last minute.

In order to maintain F-1 visa status as a student at Carey, students must adhere to the regulations set by the U.S. Department of Homeland Security (DHS). Failure to abide by any of the regulations could result in students being considered out of status by the DHS, and possibly subject to deportation. Students on an F-1 visa must pursue a full course of study at the school listed on the currently valid Form I-20 during every academic session or semester except during official school breaks. Full-time status/full course of study is defined at the Carey Business School as enrolled in a minimum of 9 credits each fall and 9 credits each spring semester for graduate study and 12 credits each fall and 12 credits each spring semester for undergraduate study. Summer courses are not considered when calculating full-time status. In order to comply with DHS regulations, a newly enrolled F-1 student can only begin his/her program in the fall or spring semester.

In order to comply with DHS regulations, all F-1 students are required to register for the full course load at the beginning of each fall and each spring semester. Other regulations are outlined in the letter the international student receives with the Form I-20 and are available on the SEVIS website at: www.ice.gov/sevis.
Assisting students on F-1 visas is central to the support for international students provided by the International Services office. The office can also assist students who hold other nonimmigrant visas and direct them to the appropriate resources or government offices. If students are unclear about the type of visa they should obtain, they should visit the Immigration and Customs Enforcement (U.S. ICE) U.S.CIS website at www.ice.gov/sevis/students for additional information, or contact International Services at 410-234-9280 or carey.intl@jhu.edu with any questions.

Regular updates regarding visa-related matters and other items of interest to international students (and other official information) will be sent periodically to your official Johns Hopkins email address. In addition, you are welcome to join the Carey International Facebook page www.facebook.com/CareyInternational. This page was created to answer students' questions before and after they arrive in the U.S.

**F-1 Employment**
Employment for students in F-1 status is limited. On-campus employment (at any campus of the Johns Hopkins University) is allowed immediately upon arrival in the U.S. Any employment off-campus must wait until the student has completed at least one year in F-1 status, either at Carey or another school.

The most common form of off-campus employment is Curricular Practical Training (CPT). Carey students must complete at least one semester at Carey before they will be approved for CPT (this can overlap with the one year in F-1 status for students coming directly to Carey from outside the U.S.) Students may request CPT authorization for paid internships approved by Career Services. Beginning in the fall semester of 2012, only part-time CPT (up to 20 hours per week) will be approved during the fall and spring semesters, while classes are in session. Full-time CPT may be approved during the summer or winter breaks. CPT is required for paid positions and highly recommended for unpaid positions.

Optional Practical Training (OPT) is one year of work authorization available to F-1 students before or after completion of their program of study. Most students prefer to use CPT before and OPT after graduation.

For more information on F-1 employment, please visit the International Services website under the Student Services tab at the Carey Business School portal, or contact them by email at carey.intl@jhu.edu or phone at 410-234-9280.

**Changing Major or Degree Program**
Degree- or certificate-seeking students in the Carey Business School who wish to change to another degree or certificate program within the school while still in the application process must submit requests in writing to the Office of Admissions. Students who have already been admitted to a degree or certificate program must submit another formal application and all other required materials (excluding transcripts and fees) to the Office of Admissions.

Students are not automatically admitted to the new programs; their requests must be approved by the Office of Admissions and decisions are communicated directly to students two to three weeks after the request.

*Note: Financial aid recipients must notify the Financial Aid office when changing or adding a degree or certificate program. Students in F-1 status must notify the International Services office for a new I-20 to reflect the change in program.*

**Adding a Certificate or Degree Program**

**Graduate Students**
Students who have completed a certificate program and wish to pursue a degree or a second certificate must submit another formal admission application for the new program to the Office of Admissions. See the following note for fee and transcript requirements.

Students who have completed a degree program and wish to pursue another degree or a certificate must submit another formal admission application for the new program to the Office of Admissions.

*Note: Students who have earned a degree from the Carey Business School are not required to submit an*
additional application fee or transcript. Students who have completed a certificate program within the past year are not required to submit an additional application fee with their new application. However, if it has been more than one year since completion of a certificate program, the application fee must be included with the student’s application.

Students who are currently enrolled in a degree program at the Carey Business School and wish to add a certificate must submit requests in writing to the Office of Admissions. Name, Student ID number, current degree program, and the certificate name must be included. No application, application fee, or additional materials are required.

A student who is currently enrolled in a certificate program at the Carey Business School and wishes to add a degree program must submit a formal admission application and all supporting documents for the new program to the Office of Admissions. No application fee or transcripts are required.

Note: Please view the Graduate Programs section to determine specific requirements.

Note: Financial aid recipients must notify the Financial Aid office when changing or adding a degree or certificate program. Those in F-1 status must notify the International Services office for a new I-20 to reflect the change in program.

INACTIVE/DEACTIVATED CERTIFICATE OR DEGREE APPLICATIONS
If it has been longer than a year since a student was admitted and the student did not enroll at the Carey Business School during that time, the student will be required to submit another application, all supporting documents, and the application fee to:

Johns Hopkins Carey Business School
Office of Admissions
100 International Drive
Baltimore, MD 21202

Online web address is app.applyyourself.com.

ADMISSION TO OTHER SCHOOLS OF THE UNIVERSITY
Carey Business School students who wish to transfer to one of the other schools in the university are required to submit an admission application to that school. Documentation submitted to the Carey Business School will not be forwarded to any other school in the university. Admission to the Carey Business School establishes no claim or priority for admission to any other school in the university.

PROVISIONAL ADMISSION
An applicant may be admitted on a provisional basis pending the successful completion of a specific number of credits related to the academic program stated in their offer of admission letter.

The applicant must successfully complete the required courses with grades of B or better (B- is not acceptable). Please note that graduate students must have a cumulative grade point average of at least 3.0 (on a 4.0 scale) to maintain eligibility for financial aid and to receive approval for graduation.

Upon successfully completing the provisions for admission, students must notify their academic advisor. After verification, students are notified in writing that they are fully admitted to the program to which they have applied. Applicants who do not successfully complete the specified provisions are notified in writing that they cannot continue as a candidate in the Carey Business School.

CONDITIONAL ADMISSION
An applicant may be admitted on a conditional basis pending the completion of clearly defined conditions stated in their offer of admission letter. These conditions may include: receipt of additional official documents and/or additional courses unrelated to the academic program to which the applicant has been offered admission.

To successfully complete the condition, the applicant must submit the additional official documents
and/or successfully complete the required courses within the time frame stated in the offer of admission. Upon successfully meeting all of the conditions, students are notified in writing that they are fully admitted to the program to which they have applied. Applicants who do not successfully meet all of the specified conditions within the stated time frame are notified in writing and cannot register for additional courses until all conditions have been met.

*Note: Applicants who have been conditionally admitted are not eligible for financial aid, nor are they eligible for an I-20 or F-1 status.*

**ALUMNI**

One of the largest alumni networks within Johns Hopkins University, Carey Business School alumni are an extraordinary group of individuals committed to making a difference in their professions and in their communities. This commitment is a thread that ties all Johns Hopkins alumni together. More than 185,000 strong, the entire Hopkins alumni community is a rich and diverse group of individuals and a great resource for current students and other Hopkins alumni.

Many of the school’s alumni completed undergraduate or graduate degrees while working full-time and raising families, attending classes on evenings and weekends. This shared experience and focus creates a powerful bond that connects alumni to the school and over time to each other. The Office of Alumni Relations further secures that bond with cultural, social, and networking opportunities that connect alumni with one another and with current students.

Students and alumni can be an active part of the Carey Business School community by attending events, volunteering, sharing Carey Business School experiences with colleagues, friends, and prospective students, and staying in touch with professors and classmates. To take advantage of everything the Carey Business School alumni network has to offer, please visit carey.jhu.edu/alumni.

All alumni are encouraged to remain involved with the school and with other alumni, and we welcome your comments. If you have any questions, comments or ideas, please contact carey.alumni@jhu.edu.

**ATHLETIC FACILITIES**

**The Maryland Athletic Club**
The Maryland Athletic Club is located in Harbor East. Services include personal training, cardio equipment and strength stations, pools, group classes, steam room and dry sauna, squash, and much more. Join the Mac for the Johns Hopkins rate. More information is available at www.macwellness.com or 410-625-5000.

**Ralph S. O’Connor Athletic Facility at the Homewood Campus**
Carey students may join the O’Connor Recreation Center for a fee of $180/year (September to August). Faculty, staff, and non-Homewood students of the university, Hospital, listed affiliates, and spouses are eligible to join. (Please note that the affiliate of the university must be a member of the Recreation Center in order for a spouse to become a member.) Services include climbing wall, swimming pool, basketball courts, squash courts, personal training, and much more. More information is available at 410-516-4434 or web.jhu.edu/recreation.

**ATTENDANCE POLICY**

Participation in lectures, discussions, and other activities is an essential part of the instructional process. Students are expected to attend class; those who are compelled to miss class meetings must inform their
Instructors of the reasons for absences. Faculty members often include classroom participation and attendance in student grading and evaluation. Instructors will clearly communicate expectations and grading policy in the course syllabus. Students who expect to miss several class sessions for personal, professional, religious or other reasons are encouraged to meet with their academic advisers to consider alternative courses prior to registration.

In order to maintain the academic integrity of our programs, it is important that any class session that is missed due to weather, instructor illness or other emergency is made up, and that any missed material is covered. However, faculty members have considerable latitude over how the class sessions will be made up and have several options from which to choose. They may:

- Extend each class period so as to make up the total time missed.
- Plan and schedule an Adobe Connect/ Blackboard online session.
- Re-schedule the class period to a designated make-up day. The designated make-up day is the last Friday of each 8-week term or the last Friday of the semester (for semester-based programs).

*Note: Classes scheduled on Saturdays will use the last Saturday of the term or semester as the assigned make up day. Classes regularly scheduled in the morning can use an afternoon session as a make-up while afternoon classes can be made up in the morning session.*

Whenever a class session is cancelled, each faculty member may choose the most appropriate make-up alternative for that particular class. The faculty member must notify the students in the class and the Office of Professional Programs about which option will be used to make up the class period.

This policy is designed to cover our evening programs and those situations when a single class day has been cancelled. Weather emergencies or other events that result in multiple-day cancellations will be handled on a case by case basis.

Religious observances are valid reasons for students to be excused from a make-up class. Whenever feasible, students should be allowed to make up academic assignments that are missed due to such absences. The student must notify the instructor in writing as soon possible in these circumstances.

**Examinations**
A student who needs to miss an examination must notify the instructor in advance. The faculty member will decide how the student will make up the missed examination.

Please call the University Weather Emergency Line at 410-516-7781 or 1-800-548-9004 or visit esgwebproxy.johnshopkins.edu/notice/.

**BLACKBOARD®**

The Carey Business School uses the Blackboard® course management tool, which provides instructors with the opportunity to integrate technology into the teaching and learning process. Faculty members manage their own course contents in their Blackboard course websites while having the ability to gauge students’ knowledge and encourage exploration. Enrolled students can access course sites and communicate with instructors and students. The Blackboard® helpdesk can be reached at 866-669-6138.

**BLOOMBERG TERMINALS**

Bloomberg Financial Service offers real-time and selected historical economic, financial, and industrial news, analysis, and data. Over 20,000 functions are accessible through this resource. Look for the special keyboard at:

- Milton S. Eisenhower Library (A-Level, South end)
- Carey Business School Harbor East
- Columbia Center
- Montgomery Resource Center
Washington Library Resource Center (1717 Massachusetts Ave.)
These terminals are available on a first come, first served basis. The Milton S. Eisenhower terminals are designated solely for the use of Bloomberg to ensure their availability for this purpose.

Under our academic package license, access is only available to current JHU faculty and students for their academic research. Upon logging into the computer with their JHED ID/password, first-time users should set up a personal account for customized capabilities.

For more information about getting started, help features, tutorials, and the Bloomberg online certification program, please also refer to the library’s Bloomberg Guide.

**BUSINESS CARDS FOR STUDENTS**

Current Carey students pursuing a bachelor’s or master’s degree may order official Johns Hopkins Carey Business School cards through the Student Services Office. Orders are placed on the 15th of each month. All cards have the Johns Hopkins University and Carey Business School name in official typeset. Ordering business cards using the Johns Hopkins University or Carey Business School name and/or logo not authorized by the school or university is not allowed. Please visit [carey.jhu.edu/students/orderform.html](http://carey.jhu.edu/students/orderform.html) for more information.

**CAREER SERVICES**

The Career Services team at the Johns Hopkins Carey Business School prepares students and alumni for a successful job search. It does this by helping them to develop the knowledge and skills to maximize their career potential and identify with premium employers, internship and job opportunities. The student’s relationship with Career Services begins the day he or she is accepted into the program. The office provides tailored in-depth baseline analysis, guidance in creating a strategic career action plan, and opportunities to network with other new and current students and alumni.

Carey Business School students and alumni benefit from a Career Services staff that works diligently to develop and maintain productive relationships with local, national, and international employers. Career experts are on hand to assist in the processes of developing a professional profile, connecting with key members of industry, and obtaining the ideal internship or job. The Career Services team provides students with the tools to be successful. Programs and services include:

- Individual career advising
- The Sims Program—a career simulations of key skills learned from Career Services
- Private online network connecting students with other students, alumni, and employers
- Corporate networking events and career fairs

The Career Services team can be reached at 410-234-9270 careycareerservices@jhu.edu. Appointments can be scheduled for the Columbia; Washington, D.C.; Baltimore; and Rockville campuses. Advisers are available via email, phone, in person, or by Skype.

**PROFESSIONAL IMAGE POLICY**

By registering with the Office of Career Services at Johns Hopkins University’s Carey Business School students agree that they will abide by the policies set forth below. Career Services and their designees reserve the right to deny/revoke admittance to an event or access to services based on the policies stated.

- **Event Times and Door Policy:** Event doors will close at the designated event start time and will remain closed until the session has ended. Attendees who are late will not be allowed into the event room unless otherwise noted in the event details.
- **Appointment Times:** Students who are more than 15 minutes late, without prior notification to the Career Adviser or Career Services front office, will be asked to reschedule their appointment in order to maximize the time a career adviser can spend on your career development.
• Appointment No-Show: Students who miss two appointments (and do not cancel at least 24 hours in advance) will be asked to work with their Career Adviser through email for the remainder of the semester.
• Technology Usage: for all events, programs, and classes, Career Services requires all technology to be turned off or put on silent mode. This applies to all cell phones, tablets, laptops, and other electronic devices unless otherwise noted.
• Dress Policy: for all Career Services meeting and sponsored events and programs, a minimum dress code of “Business Casual” will be required unless otherwise noted.
  • Business Casual is crisp, neat, and appropriate for professional events. It should not look like athletic, cocktail, or party attire. Pants, skirts, and shirts should be neatly pressed. Suits may be worn, but separates are also acceptable. Sweaters in lieu of jackets are acceptable. Denim, athletic clothes/shoes, sweatshirts, strapless tops, flip-flops, overly tight and/or cleavage or body-baring attire are all inappropriate. Skirt lengths should not be too short. Accessories should be subtle.
  • Business Attire is a dressier, more formal type of dress. For “Business Attire”, suits are standard and encouraged (as opposed to sport coats and/or sweaters and pants). Women may wear pant-, skirt-, or dress suits. Skirt lengths should be even more conservative than with business casual. There should be no sleeveless tops and no open-toed shoes. Clothing should not be too tight, too short or too revealing.
  • Note: It is always better to err on the side of more conservative dress. Personal grooming and hygiene should always be well-maintained. Excessive or distracting cologne, makeup, and body odor are never appropriate.

COMPUTING SERVICES

The Johns Hopkins University Mobile Computing Program (MCP) aims to provide the best possible technical support environment for students by promoting the purchase of standardized systems. For more information about the Mobile Computing Program, please visit www.it.johnshopkins.edu/services/ or call Technical Assistance at 410-516-3382.

Information Technology @ Johns Hopkins (IT@JH) offers students discounted prices for software from companies including Adobe, Mathematica, Microsoft, and SAS. JHU students can also purchase MS Office at a reduced price. To take advantage of this and other software offers, you need to login to spars.jhu.edu/logon.asp, using your JHED ID and password. Free copies of Norton Anti-Virus are available to JHU students by clicking it.jhu.edu/antivirus/.

For computer support, the Help Desk phone number is 410-516-HELP (4357). There are also FAQs available for your reference which may help you solve your problem on your own. You can access all of the help resources from one page at it.johnshopkins.edu/help.

COURSE SCHEDULE

The course schedule is available online at isis.jhu.edu/classes/.

DEPENDENT CARE

The University provides child and elder/adult care information and referral services through the office of WORKlife Programs. Carey Business School students are eligible to use this service to find suitable dependent care programs in Maryland. The office of WORKlife Programs is located on the Homewood Campus and can be reached at 410-516-6605.
DISABILITY SERVICES

Johns Hopkins University and the Carey Business School are committed to making all academic programs, support services, and facilities accessible. To determine eligibility for accommodations, please contact the Carey Disability Services Office at time of admission and allow least four weeks prior to the beginning of the first class meeting. For information on policies and procedures, students should contact the Disability Services office by email at carey.disability@jhu.edu, by phone at 410-234-9243, or visit carney.jhu.edu/admissions/student_resources/disability.html.

EMAIL ACTIVATION

The Carey Business School communicates with students via their JHU email account, so it is required that you set up this account as soon as possible.

To set up your JHU email account, you must set up your JHED account. Your JHED account is the Login ID and password you will use for all online services at Johns Hopkins University. To set up both JHED and your JHU email, please go to the Johns Hopkins Portal Website my.johnshopkins.edu.

To Create JHED Account

1. Click on “First Time JHED User” in the box on the top left of the page.
2. Enter your JHED LID in the Login ID (LID) box.
3. Follow the prompts to verify your identity using the last 5 digits of your social security number. *
4. Create a password (minimum of 8 characters with at least 2 alpha and 2 numeric characters).
   
   *If you do not have a social security number, a temporary replacement number has been issued to you. This number is not a U.S. Government issued social security number and is only active within Johns Hopkins University. To locate your temporary replacement number, please log in to your online application. Go to the Personal Information Section and find the field labeled social security number. You will need the last 5 digits of this number to authenticate the JHED LID. If you obtain a U.S. Government issued social security number while you are a student, you must submit documentation to the Carey Business School, Office of the Registrar.

Note: Passwords expire after 180 days. You will be prompted to reset your password upon logging in, after the expiration date.

CAREY BUSINESS SCHOOL EMAIL

Johns Hopkins has teamed up with Microsoft to provide Outlook Live (OL) email for Carey students. All students must activate a JHU email account (Outlook Live) in order to register for classes. The University sends correspondences such as billing statements and universal announcements to your Outlook Live account, so it is important for students to activate and monitor this email.

Note: If you are an employee at the Johns Hopkins University or Medical Institutions, you should already have an email account established, and will not need to follow the steps outlined below.

To Create Outlook Live Account

1. The first time you access your Johns Hopkins Outlook Live email account you must go through the University enterprise portal at my.johnshopkins.edu.
2. The first time you log in to the portal, you will need to agree to the Johns Hopkins Outlook Live Terms of Service in order to set up the account for use.
3. The initial password for your OL email account is MMDD99999, where MMDD are the month and day of your birthday and 99999 is the last five digits of your U.S. social security number (or your assigned temporary replacement number if you are an International Student)
4. Your email should now be established. It may take an hour for your “Email Alert” to be removed from your record. You can access email at my.johnshopkins.edu.
To Create an Email Alias
An email alias is a shorter, more user-friendly email address that you may use to send and receive mail to the account of your choice. You can use the alias to deliver mail to your Outlook Live account or any non-Hopkins email service such as Hotmail, Gmail or Yahoo. To create an alias, simply follow these steps:

1. Log into the Johns Hopkins Portal website at my.johnshopkins.edu
2. Click on the “myJHED” tab at the top of the page.
3. Click on the Email Alias link under Applications and follow instructions.

This process does not forward your JHU email to another account. To do so and to receive all your JHU email, see next section.

To Forward/Redirect Email
Inbox Rules can be used to redirect or forward mail from your Johns Hopkins mailbox to another mailbox.

1. After you sign in to Outlook Web App, click ‘Options’ > ‘Create an Inbox Rule’
2. On the Inbox Rules tab, click ‘New’
3. Under ‘When the message arrives’ select ‘Apply’ to all messages
4. Under ‘Do the following’ select ‘Redirect the message to’
5. Select the address you want your mail sent to by double-clicking on it in the address book view. If the address you want to redirect to doesn’t appear, you can enter the email address in the ‘To’ field (bottom of window)
6. Click ‘OK’ to save your selections and return to the new rule window
7. Click ‘Save’ to save your rule and return to the Inbox Rules tab

Redirecting and forwarding are not the same:
- Messages that are redirected will appear to come from the original sender. When you reply to a message that has been redirected, the reply will be sent to the original sender.
- Messages that are forwarded will appear to be forwarded from you. When you reply to a message that has been forwarded, the reply will be sent to the address the message was forwarded from, not to the original sender.

Important Notes:
- When creating an alias for your JHU email address, you are presented with the option to forward that alias to another email address. This will not forward official emails from the school. Only the steps above will.
- Please make sure to update the redirected account (Yahoo, Gmail, work email etc.) when changing your preferred email address.
- To stop redirecting the school’s email to your preferred account, please follow these steps:
  1. After you sign in to Outlook Web App, click ‘Options’ > ‘All Options’
  2. Select ‘Organize Email’ and click on ‘Inbox Rules’
  3. Select the rule and uncheck the ‘On’ box or delete the rule altogether.
  4. These actions will stop redirecting your JHU email to your preferred email address.

More information on can be found at: www.it.johnshopkins.edu/services/email/outlookliveathopkins/.

FINANCIAL AID

The Carey Business School offers financial support that includes federal grants and low-interest loans, state grants and scholarships, and school-based scholarships and grants. In general, consideration for financial aid is restricted to students who have been fully and unconditionally accepted into a degree or approved certificate program, enroll half-time or more each semester, and maintain satisfactory academic progress. Students admitted in midterm will become eligible for aid for the next semester. Note that provisionally admitted students who are taking the prerequisite credits necessary for unconditional admission to their
program may be considered for limited federal loan assistance for one or two semesters depending on the number of prerequisites required.

The academic year consists of the summer, fall, and spring semesters. The Fall 1 and Fall 2 terms together comprise the “Fall Semester”. Likewise, the Spring 1 and Spring 2 terms together comprise the “spring semester.” For the purposes of most financial aid programs, students must maintain at least half-time enrollment in the semester. Half-time enrollment for undergraduate students is at least 6 credits in a semester. Half-time enrollment for graduate students is at least 4.5 credits per semester (which is 3 two-credit courses) for the fall and spring semester, and at least 3 credits in the summer term. Students who enroll in the January intercession will have those credits added to their fall semester credits to determine their enrollment status.

Deferment of student loan repayment is available for students enrolled at least half-time. The Office of the Registrar certifies loan deferment forms. Students who only need one or two courses to graduate and will enroll less than half-time will go into their grace period as of the date they cease attending half-time.

Financial aid is available only for courses that are required of the degree program and for which students will receive credit toward completion of their program. Courses taken merely for personal reasons or simply so a student can remain enrolled at least half time are not eligible for federal financial aid. Audited courses do not count toward the credits required for financial aid availability.

Students must maintain satisfactory academic progress and credit compliance (half-time enrollment in required courses per semester in which aid is received) to continue to be eligible for financial aid. Academic progress is reviewed after each semester. Please refer to our policy, “Satisfactory Academic Progress Requirements for Financial Aid Recipients,” available at our website at car-ey.jhu.edu/Financial_aid_12-13/policies/academic_progress.html.

In addition, to receive federal aid, students must be U.S. citizens or eligible non-citizens; have registered with the Selective Service between the ages of 18 and 26 if male; not owe refunds on federal grants or be in default on federal educational loans; have a valid social security number, and be admitted prior to the first day of classes for the semester in which they receive aid.

International students are encouraged to investigate the possibility of aid through their government or outside agencies. For additional information on scholarships for international students, please visit car-ey.jhu.edu/Financial_aid_12-13/types_of_aid/private_aid/.

To be considered for financial aid, a student must file the Free Application for Federal Student Aid (FAFSA) using school code E00475 and complete the Application for Financial Aid. Both forms are available online at carey.jhu.edu/Financial_aid_12-13/forms/FA-App1213.pdf. Students must reapply for aid each year by completing the next academic year’s Application for Financial Aid and filing a Renewal FAFSA. School-based scholarship applicants also must complete the School-based Scholarship Application and write an essay.

The priority filing date to apply for financial aid each year is April 15 (March 15 for full-time programs and the Executive MBA). For spring only applicants, the priority filing date to apply for financial aid is November 1st. Students can apply for financial aid at anytime during the academic year (prior to the end of classes) however, the application process can take time, and only those who apply by the priority filing date can be assured that their financial aid awards will be ready for the start of classes. Maryland residents who wish to be considered for Maryland state scholarships must complete their FAFSA prior to March 1.

Students must demonstrate financial need as calculated by federal methodology to be considered eligible for all need-based aid, including government subsidized direct loans. In addition to other documentation, students selected for verification will also have to provide signed copies of their most recent federal tax returns and those of parents or spouses (if applicable), including all schedules filed and W-2 forms.

Most financial aid available is in the form of federal student loans. For information on the types of financial aid available, please refer to our website at carey.jhu.edu/Financial_aid_12-13/types_of_aid/.

For purposes of federal loan eligibility, undergraduates must have earned at least 24 credits toward their degree program to qualify for a sophomore-level loan, and at least 48 credits to qualify for upper-classman loan limits. Only transfer credits accepted for transfer toward the student’s degree can be
counted in determining grade level. New undergraduate students applying for financial aid will be awarded a “freshman-level” student loan until their transfer credits have been evaluated and accepted toward their degree program, so their appropriate “grade-level” for financial aid eligibility can be determined.

Gift aid (scholarships and grants) may be taxable to the extent that it exceeds the federally allowable costs of tuition, fees, and required books and supplies, or is dedicated to other costs, such as living expenses. Federal grants may be taxable if, together with other gift assistance, they exceed the allowable costs.

Financial aid awards disburse/pay to the student account on the first day of the semester for students whose financial aid files are complete and awarded. When aid from all sources exceeds the tuition and fees charged by the School, the Student Accounts Office will mail a refund of any credit balance remaining on the student’s account within two weeks.

Students whose aid awards exceed the cost of tuition and fees may request book vouchers for use at the School’s bookstores three weeks prior to the start of class. Requests should be in writing and include the estimated cost of the books from MBS.

The Carey Business School reserves the right to ask for documentation necessary to determine aid eligibility. Documents submitted as part of aid applications become the property of the Carey Business School and cannot be returned. Applications for federal aid cannot be processed if the relevant tax returns have not been filed in accordance with IRS code. Federal regulations require that the School report suspected cases of fraud or misrepresentation to the appropriate federal, state, and local authorities.

In compliance with the Higher Education Amendments of 1998, students receiving Title IV aid who drop below half-time status or withdraw completely may have their aid returned to the government according to a federal formula. Aid proceeds, which have been previously refunded to the student for living expenses, may have to be repaid immediately as well. For more information please refer to our website at carey.jhu.edu/Financial_aid_12-13/policies/titleiv_funds.html. Since such changes in academic status may also affect students’ future eligibility for aid, it is recommended that Title IV aid recipients who contemplate withdrawing or reducing their status below half-time first consult the financial aid office. Office hours are 8:30 a.m. to 5:00 p.m., Monday through Friday.

Financial Aid Office
Johns Hopkins Carey Business School
100 International Drive, 12th Floor
Baltimore, MD 21202
410-234-9260
carey.finaid@jhu.edu

For information on your bill, making payment, credit balance refunds, or payment plans, please contact the Student Accounts Office directly at:
Student Accounts Office
Johns Hopkins Carey Business School
6740 Alexander Bell Drive, Suite 150
Columbia, MD 21046
410-516-9722
carey.studentaccounts@jhu.edu

Note: Financial Aid recipients are advised to register for all their classes for the semester (both terms) prior to the beginning of the semester. For example, please register for both Fall I and Fall II classes prior to the beginning for the fall semester.

GRADING POLICY

The grading system used for official grades for all Carey Business School courses—graduate and undergraduate—is as follows.

• ‘A+’ is not awarded at any level.
• ‘A’ is awarded to those who demonstrate extraordinarily excellent performance.
• ‘A-‘ is awarded for excellent performance.
• ‘B+‘ and ‘B’ are awarded for good performance in a course.
• ‘C+‘, ‘C’, and ‘C-‘ are awarded at the graduate and undergraduate levels.
• ‘D+‘, ‘D’, and ‘D-‘ are awarded at the undergraduate level only.
• ‘AU’ (Auditor) indicates no credit received for course and no grade assigned by instructor
• ‘F’ indicates the student’s failure to satisfactorily complete the work of the course. If laboratory work is part of a course in which an ‘F’ is received, both the lecture and laboratory work must be repeated unless the instructor in the course indicates otherwise. If the course is not required for graduation, it need not be repeated; the failing grade, however, remains on the transcript and is calculated into the grade point average.
• ‘I’ (Incomplete) indicates the instructor is not prepared to give a final grade for the course because of some justifiable delay in the student’s completion of specific course work. A final grade is submitted to the Office of the Registrar by the instructor after grading the student’s completed work, provided it is done within the agreed time frame. In the event that the work is not completed within the agreed time frame and no grade is reported within four weeks after the start of the following semester, a grade of ‘F’ replaces the ‘I’ on the student’s transcript.
• ‘P’ indicates successful completion of course work. No quality points assigned.
• ‘W’ (Withdrawal) indicates an official withdrawal approved by the Office of the Registrar. It is not assigned by the instructor. If you wish to withdraw from a course, you must submit an add/drop form by the deadline in the Withdrawal/Audit Schedule.
• ‘X’ indicates the grade has not yet been submitted by the instructor.

No notation on an official report may be changed except to correct an error or to replace an ‘I’ (Incomplete) grade.

Each instructor assigns grades according to his/her own system. All students must possess acceptable written command of the English language; instructors will consider writing quality when assigning grades and make referrals for those needing improvement in writing skills.

Grade Point Average
Both semester and cumulative grade point averages are noted on your academic record. To calculate grade point average (GPA), multiply the number of credits for each course by the quality points (noted on Grading Scale) associated with the grades received in each course; then add up quality points; then add up credits; then divide quality points by the number of credits. The quality points used for all official grades for all Carney Business School—graduate, undergraduate, and non-degree—are listed in the table below.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>*D+</td>
<td>1.3</td>
</tr>
<tr>
<td>Grade</td>
<td>Value</td>
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<tr>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td><em>D</em></td>
<td>1.0</td>
</tr>
<tr>
<td><em>D-</em></td>
<td>0.7</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

*‘D+’, ‘D’, and ‘D-’ are awarded at the undergraduate level only.*

**Grade Appeals**
A grade appeal must be filed no later than the start of the next academic semester or term. To be successful a student must show that 1) there was a clerical error; or 2) that criteria different from those in the syllabus were used to award grades; or 3) the instructor used an arbitrary or inconsistent standard. Examples of arbitrary standards could include differences in political or ethical positions of the instructor and student(s).

A grade appeal must be filed with the director or designee of the student’s program. The student must demonstrate that an accommodation was not reached with the instructor of record and, clearly delineate which appeal criteria are the basis of the petition. The director or designee will attempt to resolve the matter.

If there is no successful resolution, the appeal will be forwarded to the Chair of The Grade Appeal Committee (GAC). The GAC will investigate and make a determination of the remedy, if warranted. The remedy will be communicated to the Executive Vice Dean, who will inform all parties of the decision.

A student may appeal the decision of GAC with the Dean of the Carey Business School. The Dean has final authority on the appropriate remedy.

**Receiving Your Grades**
- **Online:** Currently enrolled students can access their semester grades and review and update their address information using [isis.jhu.edu/sswf/](http://isis.jhu.edu/sswf/). If you have questions about this service, contact the Office of the Registrar at 410-234-9250.
- **By Mail:** Once you have verified that your grade(s) has been submitted by the instructor and you wish to receive an official grade report, please submit your request via email to carey.registration@jhu.edu. Your grade report will be mailed to your home address. This report is not available by telephone or personal inquiry.

**GRADUATION**
The Johns Hopkins University confers degrees at the end of the summer, fall, and spring semesters. The graduation ceremonies are held in May. The May graduation brochure will include the names of those students who applied to graduate by the deadlines for the 2012–2013 academic year.

A student who expects to receive more than one degree or certificate must complete a separate graduation application for each degree and/or certificate. Applicants are required to apply by the deadline and within the academic year of the program completion. The Graduation Application is available online using ISIS at [isis.jhu.edu/sswf/](http://isis.jhu.edu/sswf/). Students in dual and joint degree programs must adhere to the home school graduation requirements and consult with the dual/joint school for graduation requirements.
Deadlines for submitting the graduation application form for Academic Year 2012–2013

- **August completion:** July 15, 2012
- **December completion:** November 16, 2012
- **May completion:** March 1, 2013

Late applications for the spring semester may need to wait until the following academic year depending on the time the application is submitted. Students planning to graduate should complete all coursework before the semester ends and should not request or receive the grade of ‘I’ (Incomplete) during their final term.

Students who have submitted the Application for Graduation receive a confirmation email from the graduation coordinator. Applicant names are placed on the tentative graduation list for the semester in which they anticipate completing their degree requirements. A graduation fee is assessed for each diploma or certificate received regardless of student’s participation in the graduation ceremony.

The Carey Business School Academic Board meets three times each year to review candidates for graduation. Students completing all requirements at the end of summer session are reviewed by the Academic Board in September; those finishing at the end of the fall semester are reviewed in January; and those finishing at the end of spring semester are reviewed in May.

Diplomas will be mailed to the permanent address listed in ISIS approximately two-three months after the summer and fall conferrals. Students who apply on time and complete their studies in the spring will have the choice of having their diplomas mailed approximately two weeks after the May ceremony or may attend the Carey ceremony and receive their diploma that day. (Students in certificate programs will receive their diplomas via mail).

Graduation ceremony information is sent in mid-March. To receive their diplomas, students must pay all student accounts in full. Additionally, any outstanding charges of misconduct and violations of academic integrity must be settled before a diploma will be released. For graduation fees, see the Tuition and Fees section. Johns Hopkins diplomas indicate the degree and major (e.g., Master of Science–Finance) without identifying the student’s concentration.

**HEALTH INSURANCE FOR STUDENTS**

Full-time students enrolled in the Global MBA, Real Estate Program, MICA MA/MBA, Undergraduate Programs and all F-1 visa status students must maintain adequate health insurance coverage to provide protection against unexpected accidents and illnesses. Full-time students enrolled in the Global MBA, Real Estate Program, MICA MA/MBA, Undergraduate Programs and all F-1 visa status students must purchase the University’s Student Health Insurance Plan (Aetna Student Health) or successfully complete the waiver process demonstrating U.S.-based health insurance coverage comparable to the University’s plan. Waivers are possible during the first semester of enrollment only and must be renewed each subsequent fall semester at specifically designated time periods. All full-time program students enrolled in the Global MBA, Real Estate Program, MICA MA/MBA, Undergraduate Programs and all F-1 visa status students will automatically be enrolled in the Aetna Student Health Plan. No further action is required for full-time program students enrolled in the Global MBA, Real Estate Program, MICA MA/MBA, Undergraduate Programs and all F-1 visa status students.

Other Carey students who take a full-time load are eligible to enroll in the Aetna Student Plan, but are not automatically enrolled. Interested Carey students should enroll online at [www.aetnastudenthealth.com](http://www.aetnastudenthealth.com) and make premium payments directly to Aetna Student Health. At the Aetna site, look up JHU Carey Business School, navigate to “Medical Plan: Enroll/Waive,” and look for part-time student enrollment. 2012-2013 premium rate for students is $1,880. Coverage runs from orientation through August 14, 2013.

All full-time students enrolled in the Global MBA, Real Estate Program, Undergraduate Programs and all F-1 visa status students will be charged the student fee for the Aetna Student Health premium on their ISIS Student Account each fall semester. Only those students enrolled in the Global MBA, Real Estate Program, MICA MA/MBA, Undergraduate Programs and all F-1 visa status students who furnish proof of
comparable U.S.-based coverage will be allowed to waive coverage. The deadline to waive coverage is September 30, 2012 for students entering in fall 2012. For students entering in spring 2013, the waiver deadline is February 28, 2013. The rate for spring 2013 through August 14, 2013 is $1,076 for students.

Students must work directly with Aetna Student Health and be billed separately for spouse and/or child insurance. Please contact the Student Services office for spouse and child rates. Except in the case of an insured person entering the armed forces of any country, NO REFUNDS are issued once enrolled in the Student Health Insurance Plan.


Insurance Waiver Process
Students who have coverage comparable to the University’s plan and wish to waive coverage in the Aetna Student Health plan should complete the online waiver process at www.aetnastudenthealth.com. Under “Find Your School” look for JHU Carey Business School. Navigate to “Medical Plans: Enroll/Waive”. The waiver site will open July 15 and close September 28 for students entering in the fall. For students entering the Carey Business School in the spring, the deadline to waive coverage is February 28. Students will not be permitted to waive coverage after these deadlines. International students whose waiver is denied online may contact Student Services for a review of comparability.

For questions about benefits, enrollment, and applications please call (800) 558-8845 or go to www.aetnastudenthealth.com.

Information for currently enrolled full-time students whose employer sponsored health insurance will end: If you would like to apply for Aetna’s insurance before the published enrollment date, please scan your insurance carrier’s letter stating your termination date and send it to Student Services at carey.student@jhu.edu. Please include your phone number and email address. Student Services will contact Aetna to receive your pro-rated cost and will send you a paper application to complete and send to Aetna. This rate will cover your insurance from your termination date to the next Aetna published enrollment date.

HONOR CODE

The Carey Business School community believes that honesty and integrity are qualities necessary for rewarding academic and professional experiences. The objective of the Carey Business School Honor Code is to promote these qualities and establish trust among all members of the academic community.

The Honor Code requires that each student act with integrity in all academic activities and that each student endeavors to hold his or her peers to the same standard.

Violations of the Honor Code include:

• Lying – Lying includes, but is not limited to, knowingly communicating an untruth in order to gain an unfair academic or employment advantage or neglecting to divulge information when under the circumstances a person of integrity would be expected to disclose the matter.

• Cheating – Cheating includes, but is not limited to, using unauthorized materials to complete an assignment; copying the work of another student, or representing another’s work as one’s own work (plagiarism); falsifying one’s identity by having another person take an exam; unauthorized providing of materials or information to others during assignments or examinations; and any other activity which gives a student an unfair academic advantage. All communications, written, oral or otherwise, among students during examinations, are forbidden, as is the use of notes, books, calculators or other written material except when approved by the instructor.

• Stealing – Students are required to submit their own work. Ideas, data, direct quotations, paraphrasing, or any other incorporation of the work of others must be clearly referenced.

• Dual Submission – Students may not submit substantially similar work in more than one class with-
out the approval of the instructors. Submitting work that was prepared for a previous class requires the approval of the current instructor. Submitting substantially similar work in concurrent classes requires approval, in advance, from each instructor.

This list is not all-inclusive, and is included for illustrative purposes.

Upon witnessing a violation of the Honor Code, a student has a moral obligation to inform the student whose conduct is believed to be in violation of the Code that the Code has been violated. Each member of the Carey community, as a person of integrity, has a personal obligation to adhere to this requirement. The student also has the right to inform a member of the faculty, and/or may submit a written complaint to the Honor Council.

Violations of this agreement are viewed as serious matters that are subject to disciplinary sanctions imposed by the Honor Council of the Carey Business School, which is comprised of a fair representation of part-time and full-time MBA, MS and BS students and faculty members.

CODE OF CONDUCT

Students are expected in all of their actions to reflect personal honesty, integrity and respect for others. Moreover, as members of a distinctively academic community, Carey students must adhere to the norms of a serious intellectual community.

More particularly, a Carey student’s responsibilities include:

• a duty to respect the integrity of all members of the Carey community by avoiding all forms of force, violence or intimidation, including sexual harassment;
• a duty to respect the property and rights of others; and
• a duty to respect and preserve the quality of academic facilities.

Respect for Others

Students have an obligation to maintain a learning and community environment that is humane, fair, and responsible, promotes the free exchange and sharing of ideas, and fosters intellectual inquiry.

This includes behavior that is consistent with equal treatment without regard to age, citizenship status, color, disability, marital or parental status, national origin, sex or sexual orientation, race, or religion. Conduct that interferes with the rights of another or creates an atmosphere of intimidation or disrespect is inconsistent with the environment of learning and cooperation that the School requires. Sexual harassment, whether between people of different sexes or the same sex, includes, but is not limited to, unwelcome sexual advances, requests for sexual favors, sexual violence and other behavior of a sexual nature as set forth in the University’s Sexual Harassment Policy and Sexual Violence Policy (visit web.jhu.edu/administration/jhuoie/index.html) and will not be tolerated.

Academic Facilities

Students have a responsibility to preserve the quality of classrooms and public space. This responsibility extends, for example, to such things as disposal of one’s food and trash, reporting problems to the building maintenance manager, maintenance of an appropriate level of noise in study areas, and notification to appropriate security personnel of suspicious persons in the facility.

Computer Facilities

Access to Carey computing and networking resources, including hardware, software, computer-based files and data, the Carey network and other networks reached via Carey facilities, is limited to authorized users and is for approved purposes only. The copying of software, the unauthorized installation of software, and the unauthorized reconfiguration of systems are forbidden by School policy. Such activity would therefore constitute an example of failure to respect the property and rights of others and is expressly forbidden under this Code.

Each student is expected to use Carey’s computing resources in an ethical and legal manner in accordance with Johns Hopkins Information Technology Use Policies.
Library
Stealing or vandalizing library materials are forbidden, as are mutilating and pilfering library materials.

University Policies
In addition, students are expected to be familiar with and abide by all Johns Hopkins University policies. University policies are available online at in the Carey Business School Student Handbook and webapps.jhu.edu/jhuniverse/administration/minutes_policies_reports/policies/. Failure to abide by these policies may result in referral to University officials and/or local law enforcement authorities. Conduct that violates the Code may be subject to both School or University discipline and/or public sanctions as circumstances may warrant.

Complaints of Discrimination and Harassment, Including Sexual Harassment and Sexual Violence
The University prohibits discrimination and harassment on the basis of race, creed, national origin, ethnicity, color, age, sex (including sexual harassment and sexual violence), sexual orientation, gender, gender identity or expression, religion, disability, veteran status, marital status, pregnancy, and/or genetic information. Conduct that violates the University’s Policy Against Sexual Harassment, Sexual Violence Policy, Non-Discrimination Policy, and Anti-Harassment Policy (available at web.jhu.edu/administration/jhuoie/sexual_assault.html) is misconduct within this Code of Conduct. The University is prepared to receive and resolve complaints of discrimination and harassment (including sexual harassment and sexual violence) under the preceding policies that are brought to the attention of any University administrative officer by members of the University community. Complaints brought under these policies will be investigated and resolved in accordance with the University Procedures on Discrimination, Harassment, Sexual Harassment and Sexual Violence Complaints, which are available at web.jhu.edu/administration/jhuoie/sexual_assault.html, and this Code of Conduct. Should the Carey Business School receive the initial complaint, the School will coordinate efforts with the Office of Institutional Equity. Both the Complainant and the Accused are afforded equal procedural rights during the investigation and resolution of complaints of discrimination and harassment.

POLICIES AND PROCEDURES

Student Disciplinary Rules

1. Authority
Student discipline is the responsibility of the faculty of the Carey Business School (hereinafter the School). In the exercise of this authority, the faculty hereby delegates its authority to the Honor Council of the Carey Business School (hereinafter the Council) at Johns Hopkins University (hereinafter the University) acting pursuant to rules and regulations hereby prescribed, or as subsequently amended. Nothing herein prescribed, however, shall prevent the Dean of the School, or in the absence of the Dean, the Associate Dean for Students or designee, from summarily suspending a student for reasons relating to his or her physical or emotional safety and well-being, the safety and well-being of students, faculty, staff, or University property, the maintenance of public order, or the effective continuation of the education process. The student has the right for a fair and timely hearing in accordance with these rules.

2. Jurisdiction
The Council has jurisdiction over disciplinary matters involving matriculated and continuing Carey Business School students (hereinafter Carey Students) in the full-time and part-time programs (hereinafter Carey Programs) at the Carey Business School. This jurisdiction may include, without limitation, the following:

- Violations of University Policies and Procedures.
- Violations of federal, state or local laws.

Disciplinary violations may include, but is not limited to, the following:

- Cheating, plagiarism, unpermitted collaboration, or forgery of academic documents,
• Acts that disrupt or interfere with the orderly operation of teaching, research, and other academic activities,
• Unauthorized or improper use of school property, computer resources, facilities, equipment, ID cards, documents, or records,
• Refusal to comply with the directions of school or university officials, instructors, administrators, or staff acting in performance of their duties,
• Improper use of intellectual property,
• Interference with access to academic facilities or offices,
• Physical, verbal or other interference, or harassment of others,
• Theft or vandalism of university property, or property of others, or knowingly possessing stolen property.
• Violations while participating in school sponsored events and school recognized activities both on and off campus.

3. Membership and Responsibility of the Council
a. The Honor Council is responsible for:
   i. Interpreting the Honor Code and Code of Conduct;
   ii. Promoting the values of the Honor Code and Code of Conduct through communication with Carey students, faculty, and administrators;
   iii. Serving as representatives of the student body or faculty on all issues pertaining to the Honor Code and Code of Conduct;
   iv. Assisting in investigations of suspected Honor Code and Code of Conduct violations; and
b. The Honor Council will include a Chair, Vice-Chair, five student representatives, three faculty representatives, and the Director of Student Services, or designee. The Director of Student Services or designee will be a non-voting member of the council. Student representative should represent full-time and part-time programs. The student and faculty representatives will be appointed by the Vice Dean for Faculty, Associate Dean for Students or their designees. The Chair and Vice-Chair will be students. The council will elect the two co-chairs for a one-year term.
c. If the Associate Dean for Students or the co-chairs determine that a member of the Honor Council is unfit to perform his or her duties, the co-chairs will excuse that member from all further involvement in the Honor Council. His or her responsibilities will be assumed by (a) another student appointed jointly by the co-chairs and the Associate Dean for Students, or (b) in the case of faculty, another faculty member appointed by the Vice Dean for Faculty and Research. In situations regarding Council membership not covered as described above, the remaining Council will have discretion to make decisions based on a majority vote.

4. Procedure
a. Any member of the faculty, administration, staff, or any student may file with the Council a complaint against a student (hereinafter Accused) alleging a violation (hereinafter Violation) in accordance with section 2. The Complaint (hereinafter Complaint) must be in writing and signed by the Complainant (hereinafter Complainant), setting forth briefly the nature of the alleged disciplinary infraction and the nature of the evidence. A copy of the Complaint will also be sent to the Director of Student Services. The Accused will receive notice that a complaint has been received and the nature of the alleged disciplinary infraction.

All allegations that a student has violated Carey Business School policies or campus regulations are intended to be resolved as expeditiously as possible; in lieu of proceeding to a formal hearing, the student and the school in conjunction with the Honor Council Chair may arrive at a mutually acceptable agreement concerning disposition of the charges, subject to the approval of the dean or his/her designee. If however, a mutually acceptable agreement is not reached and the school is on break or summer session, the hearing may be delayed until the start of the next term.
Complaints of discrimination and harassment, including sexual harassment and sexual violence, may be brought to the attention of Jennifer Dotzenrod, Director of Student Services at the Carey Business School, or the Director for Equity Compliance & Education/Title IX Coordinator in the Office of Institutional Equity (web.jhu.edu/administration/jhuoie/sexual_assault.html):

Director, Equity Compliance and Education/Title IX Coordinator
Allison J. Boyle, JD, MPH
The Johns Hopkins University
Garland Hall, Suite 130
3400 North Charles Street
Baltimore, MD 21218
Telephone: 410-516-8075
Electronic Mail: aboyle7@jhu.edu
TTY: 410-516-6225
Facsimile: 410-516-5300

Office of Institutional Equity – Anonymous Sexual Harassment Hotline
Telephone: 410-516-4001
Toll Free: 1-800-516-4001

In cases involving potential criminal conduct, including in cases of sexual violence, an accuser may also file a complaint with campus security. Campus security contact information for the following campuses is available at:

Homewood Campus Safety and Security
Shriver Hall
3400 N. Charles Street
Baltimore, MD 21218
Telephone: 410-516-4600 or 410-516-7777

Johns Hopkins Medicine Corporate Security
550 N. Broadway
Suite 503
Baltimore, MD 21205
Telephone: 410-614-3473

For security contacts at other University locations, please call Lt. Mark E. Long Investigations Section, Homewood Campus Safety and Security, at: 410-516-6629.

b. Upon receipt of a Complaint, the Chair shall select an Investigative Committee (hereinafter Investigative Committee) comprised of one student Council member and one faculty Council member within two academic days or a time frame within reason or request an Administrative Review by the Director of Student Services. The role of the Investigative Committee or Administrative Review is that of fact finding and recommending further action as necessary. The Investigative Committee or Administrative Review shall submit its written report within seven academic days or a time frame within reason. If the Chair or any member of the Investigative Committee suspects a Violation, and a mutually acceptable agreement concerning disposition of the charges, subject to the approval of the dean or his/her designee has not been determined, the Complaint is assigned as a Case (hereinafter Case) for further action.

c. If the Investigative Committee or Administrative Review and the Chair conclude there is not sufficient evidence to suspect a Violation, the Complainant and the Accused shall be notified immediately in writing and the Complaint will be dismissed.

d. If the Investigative Committee or the Chair concludes there is sufficient evidence to suspect a Violation, the Chair will notify the Complainant and the Accused in writing and outline the nature of the evidence.
e. For the Case, the Chair will form a Hearing Panel (hereinafter Hearing Panel) comprised of a fair representation of the Chair or Vice Chair, at least two faculty Council members and at least two student Council members. The Chair will notify the chosen Hearing Panel members and will instruct them as to how to proceed.

f. The Chair shall instruct the Hearing Panel of the confidentiality of such proceedings and have each member of the Hearing Panel sign the Confidentiality Declaration.

5. Hearings
An Honor Code Hearing is an academic process based on the basic tenets of scholarship – full and willing disclosure, accuracy of statement, and intellectual integrity in hypothesis, in argument, and in conclusion. An Honor Code Hearing is not a trial. Formal rules of evidence commonly associated with a civil or criminal trial may be counterproductive in an academic investigation proceeding, and shall not be applied.

a. To constitute a valid disciplinary hearing, the Hearing Panel must contain a quorum of at least two faculty members, the presiding Chair or Vice Chair, at least two additional student members, and the Director of Student Services, or designee, all of whom are present during the entire hearing. Should exceptional circumstances arise, requiring the seating of additional Hearing Panels simultaneously, the make-up of the Hearing Panel may change but will always include students, faculty and a representative from Student Services.

b. The Chair will prepare the Case for presentation to the Hearing Panel and invite all requested witnesses to attend the hearing. Where the Accused requests that witnesses be summoned on his or her behalf, the student must furnish the Chair with the names of the witnesses in sufficient time for the Chair to request the presence of such witnesses. It is within the Hearing Panel’s discretion to limit the number of witnesses appearing at the hearing to a reasonable number.

c. The Chair shall administer the proceedings and conduct of the hearing.

d. At the commencement of the hearing, the Chair shall read the charge(s) in the presence of the Accused and the Hearing Panel, and request the Accused for a plea of guilty or not guilty.

e. The hearing shall not be governed by formal rules of evidence. Statements or documents that are considered inadmissible evidence in a judicial proceeding may be admitted as evidence.

f. The Chair will maintain order during witness questioning and cross-examination. The Chair has the right to object to questions that are irrelevant or considered asked and answered.

g. Hearing Panel deliberations will begin in closed session immediately after the conclusion of the hearing. The Hearing Panel will agree on a verdict and recommended sanction.

h. The Accused is presumed innocent until proven guilty by a preponderance of the evidence.

i. Each Hearing Panel member has one vote. A majority vote of the Hearing Panel shall constitute a valid decision. The Chair only casts a vote in the case of a tie vote among the Hearing Panel members.

j. A formal record of all official hearings shall be made.

k. The Chair shall, as soon after the hearing as possible, prepare minutes of the hearing including:
   i. Date, place and time of the hearing,
   ii. The names of all persons present at the hearing,
   iii. A short statement of the charge against the Student,
   iv. Confirmation that the Student was notified of the allegations and given an opportunity to respond,
   v. A summary of the findings of fact and conclusions made by the Hearing Panel,
   vi. A statement of the decision of the Hearing Panel
   vii. The sanction recommended by the Hearing Panel.

l. The Chair shall promptly inform the Associate Dean for Students of the Hearing Panel’s verdict and recommended sanction.

m. The Associate Dean for Students has the right to accept, modify, or reject the Hearing Panel’s verdict and recommended sanction. The Associate Dean for Students shall inform the Accused of the decision in writing and all appropriate notations will be included in the Accused student’s record.
n. Upon written request from the alleged victim of any crime of violence or non-forcible sex offense, the school will report to the alleged victim on the results of this disciplinary hearing against a student who is the alleged perpetrator.

6. Rights and Obligations of the Accused
a. The Accused is presumed innocent until proven guilty according to these Student Disciplinary Rules.
b. The Accused has the right to be informed in writing of the charges against him or her and the identity of the Complainant.
c. The Accused will receive a copy of the Investigative Council’s written report prior to the hearing.
d. The Accused has the right to be present during all witness testimony and the right to challenge witness testimony as appropriate. The Accused may directly question a witness, or request specific questioning by the Hearing Panel of a witness, as to any testimony or evidence brought forth in the hearing of the Case.
e. The Accused has the right to have the Chair request the presence of a reasonable number of witnesses on his or her behalf. A witness’ failure to comply with the Hearing Panel’s request for attendance to provide testimony during the hearing may constitute a violation of the Carey Business School Honor Code.
f. The Complainant and all witnesses must be available for testimony throughout the course of the hearing.
g. The Accused may consult with an adviser of his or her own choosing to assist in the preparation of the Accused defense. Members of the Council or any Dean shall not be eligible to serve as an adviser to the Accused under this section. The adviser shall not be present during the hearing.
h. Notwithstanding section g. above, the Accused has the right to ask the Chair to appoint a Council member to serve as pre-hearing counsel to the Accused solely on issues related to the hearing rules and process.
i. The Accused is invited, but not obligated, to submit to the Chair his or her written statement regarding the charges, documents, or any other information relevant to the case, no later than two academic days prior to the hearing date.
j. The Accused has the right, but not the obligation, to testify at the hearing. The Accused decision not to testify will not presume guilt upon the Accused.

7. Appeals
a. A decision or sanction of the Hearing Panel may be appealed only for the following reasons:
   i. Any evidence of a material nature and/or witness unavailable at the time of the original hearing and now available which might have affected the Hearing Panel’s decision at that time.
   ii. Any procedural irregularity in the conduct of the hearing that was material and prejudicial to the Student.
b. Such appeal must be presented in writing directly to the Dean of the School within thirty days. Decisions at the level are final.

8. Possible Sanctions
If the violation involves a course, the course instructor is not to impose any sanction, including a grade adjustment, pending consideration of the Case by the Honor Council. The instructor may propose a resolution to the Council; however, imposing sanctions is the responsibility of the Honor Council. This reflects the intent of having sanctions be consistent over time and across the entire student body.
a. The Hearing Panel’s recommendation may include, but is not limited to, any one or more of the following disciplinary sanctions:
   i. Warning – Notice to the Student, orally or in writing, that continuation or repetition of the conduct found wrongful, or participation in similar conduct, within a period of time stated in the warning, shall be a cause for disciplinary action.
   ii. Censure – Written reprimand for violation of a specified regulation, including the possibility of a
more severe disciplinary sanction in the event of conviction for another violation within a period of time stated in the reprimand.

iii. Academic – Grade adjustment, including failure, on any work or course. This may include or may not include permanent student record notation.

iv. Disciplinary Probation – Exclusion from participation in privileges or extracurricular activities as set forth in the notice of disciplinary probation for a specified period of time. Notification that a more severe disciplinary sanction may be imposed if the student commits a second disciplinary offense while on disciplinary probation.

v. Monetary Fines – For any offenses as determined by the Council.

vi. Suspension – Exclusion from classes and other privileges or extracurricular activities as set forth in the notice of suspension for a definite period of time.

vii. Dismissal – Permanent termination of a student’s status.

b. A Student who has been suspended or dismissed, and who is subsequently found to have not committed a disciplinary infraction shall be allowed full opportunity to make up whatever course work was missed due to the suspension or dismissal.

9. Record Keeping:
The Chair shall maintain all records and files of all disciplinary Cases and proceedings in a confidential manner. All such records will be secured in the Director of Student Services office until such required retention time expires, as recommended by Legal Counsel of the University.

10. Amendments to Student Disciplinary Rules:
a. These Policies and Procedures represent the founding principles of the School’s Honor Council. In such cases where events within the Council’s jurisdiction are not represented under the auspices of this document, the Council can enact appropriate changes with a three-fourths Council membership vote. Any and all changes are subject to the approval of the Associate Dean for Students and subsequent faculty vote at the next faculty meeting.

b. This Honor Code in its entirety will be evaluated again two years from the date of its initial faculty adoption.

Updated June 12, 2012

HOUSING

The Carey Business School has joined other Johns Hopkins University schools in partnering with Off Campus Partners to create a new Off-Campus Housing Listing Service & Website to better serve the needs of our Baltimore students. We are exploring a similar partnership in Washington D.C. To view the website, please visit offcampushousing.carey.jhu.edu.

All students who rent are strongly encouraged to obtain renter’s insurance.

IMMUNIZATION LAW

According to Washington, D.C. Immunization Law 3-20, students under the age of 26 who attend classes in Washington, D.C. must get vaccinations for Measles, Mumps, Rubella (MMR) and Tetanus/Diphtheria. You will need to submit proof of your immunizations once you register for classes at the Washington D.C. Center. The immunization form is provided to all students when admitted to the JHU, Carey Business School.

Students who may have already submitted proof of immunizations for another school/program within JHU are required to resubmit the form to the Carey Business School, Office of the Registrar to fulfill the
requirement, as these forms are not transferable across schools/programs.

An immunization hold will be placed on your account, preventing registration if the completed immunization form is not submitted by the registration period for your second semester at the Carey Business School. The immunization form can be found in the Carey Business School student portal or using this link: portalcontent.johnshopkins.edu/carey/courses-registration/forms/Immunization%20Form_CBS.pdf.

Completed immunization forms can be scanned and emailed to the Office of the Registrar carey.registration@jhu.edu or faxed to the Registrar’s Office at 410-234-9259.

INCLEMENT WEATHER POLICY

In order to maintain the academic integrity of our programs, it is important that any class session that is missed due to weather, instructor illness or other emergency is made up, and that any missed material is covered. However, faculty members have considerable latitude over how the class sessions will be made up and have several options from which to choose. They may:

- Extend each class period so as to make up the total time missed.
- Plan and schedule an Adobe Connect/Blackboard online session.
- Re-schedule the class period to a designated make-up day. The designated make-up day is the last Friday of each 8-week term or the last Friday of the semester (for semester-based programs).

Note: Classes scheduled on Saturdays will use the last Saturday of the term or semester as the assigned make up day. Classes regularly scheduled in the morning can use an afternoon session as a make-up while afternoon classes can be made up in the morning session.

Whenever a class session is cancelled, each faculty member may choose the most appropriate make-up alternative for that particular class. The faculty member must notify the students in the class and the Program Office about which option will be used to make up the class period.

This policy is designed to cover our evening programs and those situations when a single class day has been cancelled. Weather emergencies or other events that result in multiple-day cancellations will be handled on a case by case basis.

Religious observances are valid reasons for students to be excused from a make-up class. Whenever feasible, students should be allowed to make up academic assignments that are missed due to such absences. The student must notify the instructor in writing as soon possible in these circumstances.

Please call the University Weather Emergency Line at 410-516-7781 or 1-800-548-9004 or visit webapps.jhu.edu/emergencynotices.

INSPECTION OF ACADEMIC RECORDS

While enrolled, a Johns Hopkins Carey Business School student can request an appointment to inspect his/her academic record. This request must be submitted to the Office of the Registrar in writing. Faxed requests will not be honored. An appointment will be designated for the student to review the academic record.

The request must be submitted in writing with an original signature to:

Johns Hopkins Carey Business School
Office of the Registrar
100 International Drive, 12th floor
Baltimore, MD 21202

Requests to inspect and/or receive copies of documents (other than transcripts from previous institutions and confidential letters of recommendation) maintained in your academic record may be submitted under the provisions of the Family Educational Rights and Privacy Act of 1974 (commonly known as
FERPA), as amended.
Each October, the University publishes its policy on family educational rights and privacy in the Gazette. Additional information and copies of this policy can be obtained by calling the Office of the Registrar at 410-234-9350 or by reviewing www.jhu.edu/news_info/policy/ferpa.html.

INTERNATIONAL SERVICES

The International Services Office assists international students at the Johns Hopkins Carey Business School. Currently, the School has approximately 450 international students, of whom nearly 300 are students in F-1 status.

The International Services Office staff is available to answer questions about immigration status, financial concerns, health matters, housing, travel, employment possibilities, as well as other issues that may arise during a student’s stay.

Johns Hopkins Carey Business School
International Services Office
100 International Drive
Baltimore, MD 21202
Phone: 410-234-9280
Email: carey.intl@jhu.edu

ISIS (INTEGRATED STUDENT INFORMATION SYSTEM)

Integrated Student Information System (ISIS) is Johns Hopkins’ first university-wide, web-based student information system. If you are an applicant, you can apply online and receive regular communications regarding your application. If you are a current student or graduate, you can use any web-browser to get 24/7 access to information about your financial aid, your class schedule, your grades, and your student account. You may access the ISIS system at isis.jhu.edu/sswf/.

J-CARD

The J-CARD is the official identification and access card for students, faculty, and staff of the Homewood divisions of the Johns Hopkins University, including the Johns Hopkins Carey Business School. For more information, please visit idcs.jhu.edu/index.html.

LEAVE OF ABSENCE

Leave of absence (LOA) is a period of time that a student is expected to be away from his/her enrollment in classes at the Johns Hopkins Carey Business School while maintaining an active status. Leaves should be timed, whenever possible, to come at the end of a term, preferably at the end of a full academic year.

On the recommendation of the adviser, school administrator or request by the student, a LOA may be granted to students in good academic standing. Leaves are granted when the student will not be actively pursuing an academic course of study in a term (fall or spring) to fulfill the degree requirements.

Students on leave are not enrolled or registered students for the period of the leave. If the student does not return to the academic program after the designated leave, his or her student record is made inactive. In order to return to academic work at a later time, the student must formally reapply for resumption of studies. The Johns Hopkins Carey Business School reserves the right to place students on a
Leave of Absence if circumstances require it. In such cases return from leave may be contingent upon academic, medical, or psychological evidence that the student is ready to return to study.

LIBRARY SERVICES

Library Centers for are located at the Columbia Center, Harbor East, Homewood (main campus), Montgomery County Campus, and at the Krieger Arts and Sciences Washington, D.C. location. Librarians are available for individual help or group information sessions. Start your research at webapps.jhu.edu/jhuniverse/academics/libraries/ or the business research guide guides.library.jhu.edu/business.

<table>
<thead>
<tr>
<th>Library Locations</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harbor East</td>
<td>410-234-9286</td>
</tr>
<tr>
<td>Homewood</td>
<td>410-516-8778</td>
</tr>
<tr>
<td>Columbia Center</td>
<td>410-516-9709</td>
</tr>
<tr>
<td>Montgomery Campus</td>
<td>301-294-7033</td>
</tr>
<tr>
<td>Washington, D.C. (1717 Mass Ave.)</td>
<td>202-452-0714</td>
</tr>
</tbody>
</table>

Additionally, students may access JHU electronic resources from home or other computers. For instructions see www.library.jhu.edu/services/computing/remoteaccess.html.

LOCKERS

A limited number of lockers are available for use at the Baltimore Harbor East and Washington D.C. locations. Interested students should speak with the operations staff at each location.

PARKING

For additional information, please visit carey.jhu.edu/admissions/Visit/our_locations.

Harbor East

Towne Parke at Harbor East Garage – 100 International Drive, Baltimore, MD 21202

Parking is available for Carey students on the 5th level of the Legg Mason Tower garage. The garage is located underneath the building. For part-time students, discounted parking tickets are available on the 2nd floor. Discounted parking vouchers may be available and are valid only after 5:00pm Monday through Thursday, and 6:00am–6:00pm on Saturday. Students must purchase discounted parking tickets. The first week of classes, students may pay with cash or credit card. Beginning the second week, tickets will be available for sale for the remainder of the semester in bundles of 7, 9, 14 or 15 tickets. Credit card payment is preferred. Parking for full-time day students may be available. Monthly discounted parking is subject to availability as determined by Towne Parke.

Washington D.C.

Colonial Parking – 1625 Massachusetts Avenue, Washington, D.C. 20036

The garage in the Washington Center is open from 7:00am–8:00pm weekdays during the fall and spring semesters (7:00am–7:00pm during the summer semester). While you cannot enter the garage after 8:00pm, you may exit the lot until 10:45pm. A flat rate is available after 5:00pm; otherwise, hourly or daily rates apply.
Colonial Parking – 1616 Rhode Island Avenue, Washington, D.C. 20036
Parking is also available at the 1616 Rhode Island Avenue parking lot, next door to the University of California (one block away). The lot is open from 6:00am–10:00pm, weekdays only. There is no entry after 6pm and you must exit the lot by 10:00pm to prevent being towed.
Saturday parking is available at the Denison parking garage located at 1717 Rhode Island Avenue (under St. Matthews Cathedral). The garage is open from 8:00am until 5:00pm. Street parking is also available. While metered parking is not enforced on Saturdays, you should read all street signs to ensure that parking is permitted.

Columbia
Ample free parking is available.

Montgomery County
Ample free parking is available.

REGISTRATION

Students are encouraged to register as early as possible during each registration period because a course may close before the end of registration. Please note that all outstanding debts to Johns Hopkins University must be paid in full in order to register.

Students may not sit in on a class without being officially registered for that class. Students who fail to complete their registration and sit in on a class may be subject to Honor Code violation proceedings.

Registration Options
The Office of the Registrar is available Monday through Friday, 8:30am - 5:00pm. Students may register using one of several convenient methods:

- Online via ISIS: Online registration is available at isis.jhu.edu/sswf/ to students who are fully admitted and current in their program of study. During registration periods, ISIS is available 24 hours a day, 7 days a week.
- By Mail: Registration and add/drop forms can be obtained from the student portal my.johnshopkins.edu in the Registration & Graduation section. The mailing address is Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, 12th floor, Baltimore, MD 21202.
- By Fax: Registration and add/drop forms can be obtained from the student portal my.johnshopkins.edu in the Registration & Graduation section. The fax number is 410-234-9259.
- By Email: Registration and add/drop forms can be obtained from the student portal cary.registration@jhu.edu.
- In Person: Registration and add/drop forms can be obtained and completed at the student service counter located on the 12th floor at the Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202.

Registration and other non-tuition fees are not refundable.

Note: Financial Aid recipients are advised to register for all their classes for the semester (both terms) prior to the beginning of the semester. For example, please register for both Fall I and Fall II classes prior to the beginning for the fall semester.

Waitlists
Student attempting to register for a course that is full (is at its enrollment limit), may be placed on the waitlist by going to isis.jhu.edu/sswf/. Please note that students may be placed on the waitlist for only one section of a particular course. Students will be contacted only via the student’s JHU email address, only if an opening
occurs prior to the first class meeting of the course. Students may not attend a class unless officially registered for it. Waitlisting for a course is not an official registration; therefore no payment is required until a seat in the class is confirmed.

Adding a Course
Students who have already registered may add a new course, provided that the course has not met for the first time and is not closed. Students also may add alternate format courses anytime before the first class meeting, provided the course is not closed. Students may not add courses after the first class meeting.

Students may add courses by using one of the registration options mentioned above. Payment options for adding a course are the same as for initial registration. (Johns Hopkins employees must submit a tuition remission application for each added course.)

Prior to the second class meeting, when dropping one course and adding another, 100 percent of the tuition from the dropped course may be applied to the tuition of the added course. After the first two weeks of the semester or the second class meeting, a student who wishes to drop an 8, 10 or 16 week session course and add an alternate format course may apply the appropriate refund from the dropped course to the tuition of the added course.

Auditing a Course
Students who register as auditors pay full course tuition and fees. Regular attendance is expected, and the course is recorded on the student’s transcript. Auditors are not required to complete quizzes, examinations, and other assigned work and do not receive academic credit for the course. Not all courses are open to auditors. Potential auditors should verify in advance that a course is available for auditing.

Students enrolled for credit who wish to change to auditor status must submit an add/drop form to drop the class for credit and add the same class for audit before the appropriate deadline each term, as noted in the withdrawal/audit policy chart. For the last day to change to auditor status for alternate format classes, consult the withdrawal/audit calendar, or contact the Office of the Registrar at carrey.registration@jhu.edu.

Note: Audited courses do not count toward the credits required for financial aid eligibility or F-1 status.

Dropping a Course
Students may drop a course without financial penalty up to the date of the first class by going to isis.jhu.edu/sswf/. Once classes begin, students who drop a course receive a pro-rated tuition refund. Tuition refunds are calculated from the date of receipt of the add/drop form in the Office of the Registrar (see refund schedule). Registration fees are not refundable.

Note: Financial aid recipients will have their aid award adjusted according to credits registered. Students dropping to less than half-time status may have their aid canceled and will be responsible for any debit balance created.

Withdrawing from a Course
To withdraw from a course, students must submit an official add/drop form. Students may not withdraw from courses using ISIS. Notice to the instructor of intent to withdraw is not sufficient, nor are telephone withdrawals accepted. The last date to withdraw from a class without academic penalty (without receiving the grade of F) is listed in the withdrawal/audit calendar. Call the Office of the Registrar at 410-234-9250 for the last date to withdraw or change to auditor status for other alternate format courses.

Students who withdraw after the deadline or stop attending class at any time without properly submitting an official add/drop form receive an ‘F’ (Failure) for the course. Tuition refunds are calculated from the date of receipt of the add/drop form in the Office of the Registrar. Please note that the registration fee is non-refundable. International students on an F-1 visa are advised to contact International Services at 410-234-9280 before withdrawing or dropping a course.

Note: Federal aid recipients who withdraw from all course work in a semester may have aid returned to the federal government according to federal “Return of Title IV funds” regulations, a copy of which can be obtained at the Office of the Registrar. Aid recipients who withdraw from some courses in the semester
but not all their courses may have their aid awards adjusted to the reduced cost of attendance. Students who drop to less than half-time prior to beginning the class may have their federal aid canceled, even if some portions have already been refunded to them for living expenses. Students will receive a bill from the school for the balance due. Withdrawing from classes may also impact future aid eligibility. Financial Aid recipients are advised to consult with both their academic adviser and the financial aid staff prior to withdrawing from classes.

### JHU Carey Business School Course Withdrawal/Audit Schedule Policy

<table>
<thead>
<tr>
<th>Course Load</th>
<th>January intersession</th>
<th>Courses that meet 8 class sessions</th>
<th>Courses that meet 10–14 class sessions</th>
<th>Courses that meet 15 or more class sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>No notation on transcript if course is dropped</td>
<td>prior to the 3rd class meeting</td>
<td>prior to the 2nd class meeting</td>
<td>prior to the 3rd class meeting</td>
<td>prior to the 4th class meeting</td>
</tr>
<tr>
<td>Withdrawn (&quot;W&quot;) on transcript if course is dropped</td>
<td>from the 3rd to the 5th class meeting</td>
<td>from the 2nd to the 3rd</td>
<td>from the 3rd to the 6th class meeting</td>
<td>from the 4th to the 8th class meeting</td>
</tr>
<tr>
<td>May not withdraw or change to audit</td>
<td>once the 6th class begins</td>
<td>once the 4th class begins</td>
<td>once the 7th class begins</td>
<td>once the 9th class begins</td>
</tr>
</tbody>
</table>

### Course Load

Full-time graduate students are those who enroll for nine or more credits each semester. Part-time graduate students are those who enroll for less than nine credits each semester.

Full-time undergraduate students are those who enroll for twelve or more credits each semester. Part-time undergraduate students are those who enroll for less than twelve credits each semester.

### Interdivisional Registration

During the fall and spring terms, degree-seeking students at the Carey Business School may register for courses in another school at Johns Hopkins by submitting a Carey Business School registration form. Students pay the per-credit rate of the school offering the course.

Conversely, students from other divisions in the university (except the Schools of Arts and Sciences, and Engineering) may request to enroll in courses offered by the Carey Business School by submitting their registration request to their registrar for processing. Students in full-time Arts and Sciences and Engineering programs should use the Supplemental Registration Form, available from the Homewood Office of the Registrar, which requires permission of their academic adviser and the appropriate school program director or adviser. This form needs to be submitted to their own school’s registrar. Note that Carey Business School students have priority in registering for Carey Business School courses. All interdivisional students must abide by these policies, procedures, and deadlines. All published prerequisites for the course must be met prior to enrollment. During the summer session, students do not follow the interdivisional registration procedures noted above. Students from other Johns Hopkins divisions who want to enroll in Carey Business School summer courses should follow the registration procedures outlined in the Registration section. For more information, contact the Office of the Registrar at carey.registration@jhu.edu.

**Note:** Financial Aid recipients should inform the Office of Financial Aid of any interdivisional registration.

### Refunds

Students who officially withdraw during an academic term will receive tuition refunds based on the refund schedule found in the Appendix at the end of this catalog. Refunds apply only to the tuition portion of a student’s charges and are calculated from the date that the school receives an official add/drop form. Registration and other non-tuition fees are not refundable. Refunds are not granted to students suspended or
dismissed for disciplinary reasons.

Federal aid recipients who withdraw from all course work may have aid returned to the federal government according to federal “Return of Title IV funds” regulations. Those partially withdrawing may have their aid awards adjusted to the reduced cost of attendance. Students who drop to less than half-time prior to commencing the courses that require half-time attendance will have their federal aid canceled, even if some portions have already been refunded to them for living expenses. Students will receive a bill from the school for any remaining balance due.

If a course is canceled by the school, the tuition is refunded in full, and the registration fee is refunded if that course was the only course for which the student registered. All refunds will be approved in the Office of the Registrar in accordance with the refund schedule. A refund may take four to six weeks to process. Students will receive refunds according to their original method of payment.

**RELIGIOUS OBSERVANCES**

Religious observances are valid reasons for students to be excused from class. Whenever feasible, students should be allowed to make up academic assignments that are missed due to such absences. However, the student must notify the instructor in writing of the projected absence prior to the second class session of the course. Students who expect to miss several classes because of religious observances are encouraged to meet with their academic advisers to consider alternative courses prior to registration.

**STUDENT ACCOUNTS**

For general inquiries about student accounts, specifically receipt of payments, refunds, online tuition payments, financial holds, your 1098T, collections, company billing, etc., call Student Accounts at 410-516-9722, (fax 410-516-9721), or email carey.studentaccounts@jhu.edu.

**Payment Options**

For full-time Students: (Global MBA, Executive MBA and Accelerated MS Real Estate, and full-time undergraduates)

- Pay online with an electronic check
- Pay with a check by mail
- Pay with cash or a check at our Columbia location
- Enroll in the monthly payment plan
- Pay with a sponsor contract
- Pay by Johns Hopkins University tuition remission if you are a university employee (tuition only)
- Pay via wire transfer

For Professional Program Students

- Pay online with an electronic check or credit card
- Pay with a check by mail
- Pay with cash or a check at our Columbia location.
- Enroll in the monthly payment plan
- Pay with an employer contract
- Pay by Johns Hopkins University tuition remission if you are a university employee (tuition only)
- Pay via wire transfer

Students with approved financial aid should elect to be electronically billed and will be responsible for any charges not covered by their award. All student should refer to Schedule A for billing periods and payment due dates; A late payment fee of $250 will be assessed if payment is not received by the due date. Students who choose the monthly payment plan option may use Schedule B as a payment guide. Schedules A and B
can be found in the Appendix at the end of this catalog, or online in the ‘Tuition Payments and Penalties’ section of the ‘Financial Aid and Billing’ section at my.johnshopkins.edu.

Students with outstanding balances will be prohibited from registering and receiving services for future courses until the balance is paid in full. Estimated financial aid awards will not be included in outstanding balances. Financial aid awards will disburse to the student account on the first day of class, if the student’s file is complete. Excluding financial aid, payments from students seeking to register may be kept and applied against prior obligations to the university. Delinquent accounts turned over to our collection agency will be assessed an additional 25 percent of the outstanding debt.

Pay Your Account Online
The fastest way to have your tuition payment credited to your JHU student account is to pay via ISIS Self Service. To make payments online or view your student account, go to isis.jhu.edu/sswf/. If you are a professional program student, your payment can be made in Self Service by using your credit card (Visa, MasterCard, Discover or American Express) or an electronic check. However, full-time students can only use the electronic check option when paying their tuition online.

If you submit a paper or electronic ACH check that is returned by the bank, you will be charged a $35 returned check fee, placed on financial hold, and may be removed from courses for which you are currently registered. Grades, transcripts and diplomas may be withheld, and you will be prevented from registering for future courses until payment is secured.

Pay With a Check by Mail
Checks for tuition and fees should be made payable to Johns Hopkins University and include your Hopkins ID number. Payments can be mailed to the lock box address at:

Johns Hopkins Carey Business School
Office of Student Accounts
P.O. Box 64572
Baltimore, MD 21264-4572

Paying by check authorizes the school to electronically debit your account. Once the transaction has been completed, the actual check will be destroyed, and checks will not be returned.

If you submit a paper or electronic ACH check that is returned by the bank, you will be charged a $35 returned check fee, placed on financial hold, and may be removed from courses for which you are currently registered. Grades, transcripts and diplomas may be withheld, and you will be prevented from registering for future courses until payment is secured. Payments from students seeking to register may be kept and applied against prior obligations to the university.

Pay In Person
Pay with cash or a check at our Columbia location Monday through Friday between 8:30am-5:00pm:

Johns Hopkins Carey Business School
Columbia Center
6740 Alexander Bell Drive
Columbia, MD, 21046

The university accepts four major cards from part-time students ONLY: MasterCard, Visa, Discover, or American Express. Credit card payments are not processed immediately. When you pay with a credit card, a staff member will verify that the credit card information on the payment form is complete and forward payment to the Student Accounts Office in Columbia to be processed at a later date.

If you submit a credit card that is declined, you will be placed on financial hold and may be removed from courses for which you are currently registered. Payments from students seeking to register may be kept and applied against prior obligations to the university. Grades, transcripts and diplomas may be withheld, and you will be prevented from registering for future courses until payment is received.

Monthly Payment Plan
You have the option of deferring your tuition payment by enrolling in the monthly payment plan each semester. To enroll:
• Contact Tuition Management Systems (TMS) by phone at 1-888-713-7238 or visit their website at www.afford.com/jhucarey and identify yourself as a Johns Hopkins University Carey Business School student. Part-time students should choose the semester plan and Global MBA and MS Real Estate students should choose the annual plan. Please have your Hopkins ID and the full amount of tuition and fees to be budgeted ready when you call. (January courses should be included in the fall semester payment plan). Payment plans are semester-specific and cannot be used to pay past due balances from previous semesters. Book charges cannot be included in the payment plan.
  • There is an enrollment fee of $45 per semester for the part-time program payment plan.
  • There is an enrollment fee of $65 annually for the full-time program payment plan.

If payment has not been made in accordance with the payment schedule, Tuition Management Systems (TMS) has the right to assess a $40 late payment fee and/or terminate your agreement.
In addition, if you are no longer eligible to participate in the monthly payment plan, a $50 termination fee will be charged to your student account by the Carey Business School. You will not be allowed to receive any future services until your account is paid in full.

Employer/Sponsor Contract
If your employer/sponsor will pay for all or part of your tuition, please note the following:
  • You must submit a purchase order or contract from your employer/sponsor authorizing the school to bill them directly for tuition and any associated fees.
  • If the contract does not cover the entire cost of tuition and fees, you are required to pay the remaining balance at the time of registration.
  • You can choose to receive an electronic bill or enroll in the monthly payment plan to cover any additional costs for tuition and associated fees.
  • A faxed copy of your employer/sponsor contract is acceptable. Fax to 410-516-9721.
  • If your employer/sponsor pays you directly for tuition expenses, you are required to pay tuition and fees directly to the Carey Business School and seek reimbursement from your employer. (You may enroll in the monthly payment plan or choose to be electronically billed.)

Johns Hopkins Tuition Remission
If you are a Johns Hopkins University employee participating in the tuition remission benefit plan, please note the following:
  • Tuition remission covers tuition costs ONLY. Fees are not covered.
  • A completed tuition remission application for each course must be submitted to the Office of Student Accounts.
  • The application(s) can be faxed to 410-516-9721 or mailed to:
    Johns Hopkins Carey Business School
    Office of Student Accounts
    6740 Alexander Bell Drive, Suite 110
    Columbia, MD 21046
  • If the remission does not cover the entire cost of tuition, you are required to pay the remaining balance at the time of registration.
  • You can select the monthly payment plan to pay for tuition not covered by the tuition remission benefit or choose to be electronically billed.

If you have additional questions about tuition remission, contact Student Accounts at 410-516-9722, or send an email to the Office of Student Accounts at carey.studentaccounts@jhu.edu.

Electronic Billing
You are required to have a current Johns Hopkins University email address and a valid Johns Hopkins Enterprise Directory (JHED). Notification of outstanding tuition balances will be sent electronically to your Johns Hopkins University email account. Billing statements are emailed the second Wednesday of each month if activity has occurred since the last billing cycle. Students are required to make payment upon notification of this bill or if there is an outstanding balance. Balances not paid by the due date will be assessed
a $250 late payment fee. Paper statements are no longer mailed to students. In order to ensure receipt of your bill, you should update your email address at isis.jhu.edu/sswf/. For our current billing periods and due dates, see Schedule A in the Appendix at the end of this catalog, or online at my.johnshopkins.edu. For students wishing to view and/or pay their student account or monthly bill online visit isis.jhu.edu/sswf/.

Wire Transfer
Please be sure to include the student’s ID number and/or other identifying information with the wire transfer. Once the wire transfer is completed, please notify the Student Accounts Office of your payment amount and date of remittance by calling 410-516-9722 or emailing carey.studentaccounts@jhu.edu.

For U.S. and International students ONLY:
Johns Hopkins University
M&T Bank
One M&T Plaza
Buffalo, NY 14203
Checking Account
Transit/ Routing /ABA number: 022000046
Account number: 970370230
Swift Code: MANTU.S.33INT
CHIPS ABA number: 0555
For U.S. Sponsor Payments ONLY
Johns Hopkins University
M&T Bank
One M&T Plaza
Buffalo, NY 14203
Transit/routing/ABA number: 022000046
Account number: 09000522
DUNS number: 001910777
Cage Code: 5L406
For International Sponsor Payments ONLY
Johns Hopkins University
M&T Bank
One M&T Plaza
Buffalo, NY 14203
SWIFT code: MANTU.S.33INT
CHIPS ABA number IF remitter requests it: 0555
IBAN number: N/A
Account number: 09000522
Transit/routing/ABA number: 022000046

STUDENT ASSISTANCE PROGRAM (JHSAP)

Being a student can sometimes be difficult. Balancing the demands of school, family, and work can be overwhelming at times. Managing even small life events can be more challenging when our time and energy is heavily committed. As a result, students frequently experience significant amounts of stress during their professional education. Extra support and coping skills can be helpful in these situations.

Johns Hopkins University and the Carey Business School are committed to assisting in these challenging times. The Johns Hopkins Student Assistance Program (JHSAP) www.jhsap.org provides support to students dealing with pressures and problems they encounter during their academic careers. Services are
JHSAP is a life management tool that can help students identify stressors and manage them in a healthy way before more significant problems develop. Some common concerns are:

- Marriage and family
- Depression
- Interpersonal relationships
- Life transitions
- School and work troubles
- Adapting to a new environment
- Stress and anxiety
- Eating disorders
- Academic performance
- Grief and mourning

Getting help is easy, convenient, and confidential. Just call the number listed below. Crisis counseling is always available to ensure that you get the assistance you need when you need it. When a student calls JHSAP, we'll talk to you briefly to understand the reason for your call. In most cases, we'll then schedule an appointment for you to come in and speak with a JHSAP counselor. Our goal is to get to know you, understand what's going on, and to talk about how to move forward in a healthy way. To do this, JHSAP offers the following services:

- Brief counseling for assistance with problems of daily living
- Consultation that supports academic and/or professional development
- Immediate support and management for crisis situations
- Identification and assessment of a mental health problem
- Referral to appropriate and accessible services and resources

Confidentiality

All counseling sessions, except as required by law, are confidential. No one will know you are using program unless you share this information with others, either by verbally discussing your participation or by signing a release of information requesting the program to share information with another party. JHSAP carefully follows State and Federal guidelines pertaining to confidentiality whereby if we become aware of harm to self or others, a duty to warn and/or protect may be applicable.

Eligibility and Cost

Services are offered to all active, for-credit students of the Carey Business School. Student eligibility is confirmed by checking JHED. There is no cost to students for using the program, and there is no limit on the number of times you may access services. Each time you contact the program, a counselor will listen to you and assess your concerns; together you will develop a plan to address the concerns. If longer term assistance is appropriate, you may be referred outside of the program for additional support; this can be through your health plan or community resources. In these circumstances, there may be fees associated with the other services and resources to which you are referred.

Contact Us

For more information or to schedule an appointment, call 443-997-7000 or toll-free 866-764-2317. The Johns Hopkins Student Assistance Program is a service of the Faculty and Staff Assistance Program (FASAP). Office locations are conveniently located throughout the Baltimore/Washington corridor to meet student needs. Out-of-town students may access services by calling the number above for consultation and will be directed to the appropriate resource or office.

STUDENT CLUBS AND ORGANIZATIONS

Student organizations enhance the quality of life at the Carey Business School. Each year’s clubs are shaped
by the interests of the current students—so if you don’t find what you’re looking for, there is an opportuni-
ty to create it!

More information on all student organizations, including news and events calendars, can be found on
the new student-run website, www.careystudents.com or by emailing
carey.student@jhu.edu.

ARTS, MEDIA, AND ENTERTAINMENT CLUB
The AMEC encourages Carey students to explore the connection between business and the arts and enter-
tainment sectors. The club will encompass three main branches: social activities, community outreach, and
professional development/educational opportunities. All members in good standing are encouraged to
take leadership roles in individual projects and events.

ASSOCIATION OF INFORMATION TECHNOLOGY PROFESSIONALS
The mission of the newly established Johns Hopkins University Association of Information Technology Pro-
fessionals is to empower Carey undergraduate and graduate students to become the foremost leaders in
the arena of Information Technology and Systems by providing networking opportunities and current tech-
nology education and skill development. Our chapter organized through the National AITP and recognized
as a student organization at Hopkins, began in November 2008. For more information, visit,

BLACK GRADUATE STUDENT ASSOCIATION
The purpose of the Johns Hopkins Black Graduate Student Association (BGSA) is to provide a support net-
work whose ultimate aim is to promote the academic success of African, African American, and Afro Carib-
bean graduate students at Johns Hopkins University. Graduate students from all Johns Hopkins schools are
welcome to attend. For more information, visit sites.google.com/site/johnshopkinsbgsa/.

CAREY COMMUNICATION CLUB
The Johns Hopkins Carey Communication Club works to help inform Carey students of upcoming events
and activities, both school-run and student-run. The club will take the lead on student-run newsletters and
work closely with all other clubs as well as the full-time and professional student associations to inform the
student body, as well as other groups about all things happening with the Johns Hopkins Carey Business
School. These include social, networking, and school-related events.

CAREY CONSULTING CLUB
The Johns Hopkins Carey Business School Consulting Club creates and maintains access to consulting com-
panies and networking industries, creates an open environment to provide tailored job support, and shares
knowledge and industry expertise.

CAREY INTERNATIONAL BUSINESS CAREER CLUB
The Carey International Business Career Club (CIBCC) provides a forum for professional development of
graduate business students and alumni who are interested in studying and learning more about interna-
tional business. The purpose of the club is to encourage interaction among business students, faculty and
the international business and international development community. The club also works to develop pro-
fessional networks and to provide access to knowledge through corporate presentations, round table dis-
cussions, field trips, and other unique opportunities. For further information, please visit
www.jhu.edu/cibcc/.

CAREY PHOTOGRAPHY CLUB
The Carey Photography Club has grown to encompass most media fields such as video, photography and
audio. Geared to the non-professional, this club enhances skills in capturing photos, videos and audio, max-
imizing present skills and teaching new ones.
CAREY PROFESSIONAL EXCHANGE
The mission of the newly established Carey Professional Exchange is to serve as a medium that increases awareness of current business environment and to engage students and faculty with the surrounding community through meaningful initiatives such as charitable fundraisers, community outreach, cultural events, mentorship program, professional networking, and educational seminars.

CAREYSERVES
CareyServes seeks to connect Carey Business School students, alumni, faculty, and staff with volunteer opportunities in our local and global communities. Through service to local non-profits and volunteer initiatives, we hope to grow relationships, learn about our communities, and use our skills to assist others.

CAREY STUDENT VETERANS ORGANIZATION
The purpose of the Carey Student Veterans Organization is to foster a community focused on providing support and advocacy for students of the Carey Business School who are Veterans of the Armed Forces for the United States or are family members of Veterans. The CSVO will also seek to bridge the gap between Veterans and Non-Veterans.

CAREY WOMEN IN BUSINESS
The mission of Carey Women In Business is to enhance and propel women in their careers by providing opportunities to learn new business skills, to develop professionally, and to discuss issues facing women in business today through an open forum in which students, faculty, and staff (regardless of gender) can participate.

CHORAL SOCIETY
The Choral Society, founded in 1883, remains the oldest student organization at Johns Hopkins. It is also the only non-auditioning singing group on campus, open to both graduates and undergraduate students, and to faculty and staff. Rehearsals are held weekly on the Homewood campus. For more information, visit the website at www.jhu.edu/~choral.

DELTA SIGMA PI–CHI CHAPTER
Established in 1907, Delta Sigma Pi is a professional fraternity for graduate and undergraduate business students that sponsors professional, social, and community service activities, as well as regional and national Delta Sigma Pi conferences. Upon graduation, DeltaSigs may continue their participation through the Baltimore Alumni Chapter, one of the oldest and largest alumni chapters in the country.

ENERGY AND ENVIRONMENT CLUB
The mission of the Johns Hopkins Carey EEC is to be an active participant in the global effort to address our environmental challenges and energy needs. In addition, the club seeks to broaden our understanding of how finance, the environment and sustainable management practices play an important role in business today.

ENTREPRENEURSHIP CLUB
The Johns Hopkins Carey Business School Entrepreneurship Club is dedicated to nurturing, facilitating, and guiding entrepreneurial ideas from inception to fruition, as well as sharing technical knowledge and industry expertise. All graduate and undergraduate students and alumni may join.

EQUITY ANALYST TEAM
The Johns Hopkins Carey Business School Equity Analyst Team encourages interaction among students, faculty, and financial institutions through corporate presentations, round table discussions, and business treks. The members of the Team prepare to compete for full-time positions in equity research, risk man-
FINANCE CLUB
The Johns Hopkins Carey Business School Finance Club offers a professional development forum for graduate-level business students and alumni interested in studying and learning more about the discipline of finance and its related fields. Additionally, the club provides networking opportunities for business students, faculty and the business finance community. For more information, please email financeclub@jhu.edu.

HEALTHCARE BUSINESS ASSOCIATION
The Johns Hopkins Carey Business School Healthcare Business Association is a student organization within the Carey Business School with a mission to provide a forum for students to learn about the business of healthcare, to interact with alumni and current members of the Johns Hopkins institution who are interested in healthcare, and to meet with industry leaders and key decision makers within the healthcare industry—biotechnology, medical devices, healthcare services, providers, payers, health financial institutions (i-banking, venture capital, private equity), healthcare consulting, and government.

LGBT&A ALLIANCE
The Johns Hopkins Carey Business School LGBT&A Alliance aims to promote the interests of lesbian, gay, bisexual, and transgender students within Carey, as well as their allies. Members will provide and receive social and intellectual enrichment, including networking between and among students in the organization. The organization will also serve as a point of contact for prospective student of the Carey Business School who are lesbian, gay, bisexual, transgender, or allies themselves.

MARKETING CLUB
The Carey Business School Marketing Club provides students with academic, recruiting and networking assistance to prepare for successful marketing careers. Specifically, the club works closely with faculty, alumni, students, and marketing executives to expand learning beyond the classroom by partnering with leading companies and Hopkins’ Career Services to provide recruiting and interviewing preparation. The Marketing Club serves as a marketing resource to the Hopkins community and provides support to students through mentorship and networking opportunities.

MBAOD ASSOCIATION
The MBAOD Association at The Johns Hopkins Carey Business School provides a forum for professional development of undergraduate and graduate students, faculty, staff and alumni, who are interested in studying and learning more about consulting and current Organization Development needs and practices, nationally and globally. The association encourages interaction among business students, faculty, and the international business and organization development community through corporate presentations, round table discussions, field trips, and other unique opportunities.

MPH/MBA SOCIETY
The Johns Hopkins Carey Business School and the Bloomberg School of Public Health MPH/MBA Society endeavors to promote the interests of its members and provide social and intellectual enrichment, including networking between and among students at the schools of Public Health and Business.

NET IMPACT (CAREY CHAPTER)
The Carey Business School chapter of Net Impact supports a community of new leaders who will use business to improve the world. Promoting socially responsible and sustainable business practices in the for-profit, nonprofit, and public sectors, Carey Net Impact strives to make a positive impact on society. For more information, please email careynetimpact@gmail.com.
REAL ESTATE FORUM
The Real Estate Forum was founded in 1993 for alumni, students, faculty, and affiliates from the Real Estate Program at Johns Hopkins. Its goals are to build professional and social bonds through educational and other networking gatherings, promote the Allan L. Berman Real Estate Institute, and provide public service programs to support community needs. For more information, contact mrome@jhu.edu.

SOCIAL INNOVATION LAB
The Social Innovation Lab is a student-run accelerator for social innovation projects and organizations. The Lab sponsors a few projects every year that are proposed by current students of Johns Hopkins or affiliated Baltimore-based institutions whose primary purpose is to create socially beneficial products or services.

SPORTS AND BUSINESS CLUB
There are two broad objectives of the Sports and Business Club: recreational and academic. The ultimate goal is to foster team-building skills, establish lasting traditions, etc., as well as establishing a level playing field for all students for sports in the U.S.

TECHNOLOGY & INNOVATION CLUB
The Johns Hopkins Carey Business School Technology and Innovation Club seeks to share and promote information on developing tech-based start-ups and futurist trends, as well as providing exposure to professional opportunities within the high-tech industry.

TOASTMASTERS (CAREY CHAPTER)
Toastmasters International is a non-profit educational organization that teaches public speaking and leadership skills through a worldwide network of meeting locations.

TEXTBOOK INFORMATION
Carey Business School textbooks are available for purchase through MBS Direct. Call MBS Direct at 800-325-3252, or access the Carey Business School MBS Direct site at bookstore.mbsdirect.net/jhu-carey.htm.

Note: when purchasing or renting books from vendors other than MBS Direct, the school is not responsible for refunds if courses are cancelled or the instructor changes the text.

TRANSCRIPTS
A transcript is an official document containing a record of all the coursework taken by a student by term along with his/her final grades, grade point average for the term, cumulative grade point average and the degree received, if applicable. The official transcript is available in paper or electronic format. All transcripts are official.
The following policies apply regarding transcripts:
- Photocopies of transcripts from other educational institutions are not available.
- These documents are submitted specifically for consideration of admission. You must request transcripts from previously attended colleges and universities directly.
- Your Johns Hopkins University transcript will not be released without your signed authorization. Also, transcripts and grades are not issued to you if you have an outstanding financial obligation to the university.
- Transcripts will not be sent by fax.

TRANSCRIPT ORDERING OPTIONS
Students may request transcripts using one of several convenient methods:

- In person: Office of the Registrar, 100 International Drive, 12th floor, Baltimore, MD 21202
  Weekdays between 8:30am–4:00pm
- By Mail: Send a written request or transcript request form to
  Office of the Registrar
  Johns Hopkins Carey Business School
  100 International Drive, 12th floor
  Baltimore, MD 21202
- By Fax: Fax a written request or transcript request form with photo identification to 410-234-9259
- You may request up to five transcripts in one order. The transcript request form can be found at carey.jhu.edu/bin/u/x/cbs_transcript_request_form.pdf.

**PROCESSING TIME**

Please allow 3-5 business days for processing. Transcripts prior to 1990 require additional processing time. All requests for transcripts must include the following information:

- Name under which the student was registered
- Years of attendance and/or graduation year
- Number of transcripts requested
- Mailing or e-mail address (or addresses) or
- Contact telephone number or e-mail address
- Signature
- Photo copy of JCard or picture identification

**COST**

Up to five transcripts are provided at no charge unless same-day service is required. Same-day service is available at a cost of $10 per transcript. Requests for same-day service must be made in-person weekdays between 8:30am–4:00pm and can be processed at the Harbor East location only.

**RUSH PROCESSING REQUESTS**

If you require immediate service and cannot come in-person, please provide a prepaid air-bill for overnight service.

**TRANSPORTATION**

For links and information to help you find the best way to get around the Baltimore and Washington D.C. areas, visit carey.jhu.edu/admissions/student_resources/transportation.html.

The Carey Business School home is in Baltimore’s Harbor East neighborhood at 100 International Drive, Baltimore MD 21202. There are many different ways to travel into and throughout downtown Baltimore City. Below are some links and information to help you find the best way to get around downtown.

**Mass Transportation**

The Maryland Transit Administration, MTA, manages public transit in the greater Baltimore region and has a range of options. The Charm City Circulator is a FREE shuttle service with routes throughout the city. For routes and stops, visit www.charmcitycirculator.com/. The purple route will have a stop at the Downtown Baltimore Center and the orange and green routes will have stops in Harbor East.

A JHU Shuttle van runs Monday through Thursday evenings between 9:00 p.m. and 10:00 p.m. The shuttle van leaves from the Carey Business School’s Harbor East main entrance on International Drive each evening at 9:00 p.m., 9:30 p.m. and 10:00 p.m. The shuttle takes students to Mason Hall on the Homewood campus. Students must show their JHU ID (J-Card) to ride the shuttle.
The Light Rail operates from Hunt Valley through downtown and ends at BWI or Glen Burnie. The Metro Subway runs between Owings Mills and Johns Hopkins Hospital, with a number of stops in the downtown area. Local buses serve the city and surrounding counties, while commuter buses are express lines that run from Laurel, Columbia, Bel Air, and Havre de Grace to downtown Baltimore. The MARC is a commuter rail system with three lines that service West Virginia, Frederick, Washington D.C., Baltimore, and Perryville, Maryland with stops in between. For more information, a trip planner, schedules, maps, and fares, visit mta.maryland.gov/ or call 410-539-5000.

More information about getting around downtown Baltimore can be found at www.godowntownbaltimore.com/GettingAround/index.aspx.

**Baltimore Collegetown Shuttle Bus**

Johns Hopkins is also part of a consortium of schools in the Baltimore area that run the Baltimore Collegetown website and shuttle service. The closest shuttle stop to the Carey Business School in Harbor East is the Inner Harbor stop. More information is available at www.baltimorecollegetown.org/shuttle.

**TUITION AND FEES**

Prior to the first day of the summer, fall, and spring semesters, students may select from a number of payment options (refer to the Student Accounts section for details). Registration cannot be processed unless accompanied by appropriate payment or selection of an available payment option.

Students who have just begun the aid application process may not check “financial aid” in lieu of payment at the time of registration. Students wishing to receive financial aid must pay for courses at the time of registration if they have not completed all required documentation.

<table>
<thead>
<tr>
<th>Program</th>
<th>Tuition</th>
<th>Application Fee</th>
<th>Matriculation Fee</th>
<th>Registration per semester</th>
<th>Graduation Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johns Hopkins Global MBA</td>
<td>$49,750*</td>
<td>$100</td>
<td>$500</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Executive MBA</td>
<td>$55,000*</td>
<td>$100</td>
<td>$500</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Full-time MS in Real Estate</td>
<td>$53,550*</td>
<td>$100</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Part-time MBA Programs</td>
<td>$1,061 per credit</td>
<td>$100</td>
<td>No</td>
<td>$75</td>
<td>$175</td>
</tr>
<tr>
<td>Part-time MS Programs</td>
<td>$1,061 per credit</td>
<td>$100</td>
<td>No</td>
<td>$75</td>
<td>$175</td>
</tr>
<tr>
<td>Certificates</td>
<td>$1,114 per credit</td>
<td>$70</td>
<td>No</td>
<td>$75</td>
<td>$75</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$827 per credit</td>
<td>$70</td>
<td>No</td>
<td>$75</td>
<td>$175</td>
</tr>
<tr>
<td>Full-time Undergraduate</td>
<td>$40,000</td>
<td>$70</td>
<td>No</td>
<td>???</td>
<td>$75</td>
</tr>
</tbody>
</table>

* Tuition amount is for year one of program. Additional tuition charges will apply for subsequent semesters.

**Late Registration Fee** – Students registering for the first time during a given term on or after the day of the first class meeting will be charged the $250 late fee in addition to the registration fee of $75.

**Late Payment Fee** – A late payment fee of $250 will be assessed if payment for tuition and fees is not received by the specified due date listed on the monthly electronic bills.

**Returned Check Fee** – A $35 returned check fee will be assessed on all paper and electronic Automated Clearing House (ACH) check payments that are returned by the bank.

**Payment Plan Collection Fee** – Students who are terminated from the Monthly Payment Plan will be
charged a $50 termination fee by Johns Hopkins University.

**Laboratory Fees** – Laboratory fees are included in tuition fees in certain courses (noted in the online course schedule listing).

**Graduation Fees** – A fee of $175 for all undergraduate and graduate degree candidates and $75 for all certificate candidates is required. The fee must be submitted with the Application for Graduation. The application must be submitted by the appropriate deadline.

*All fees are nonrefundable.*

**TUTORING**

The Carey Business School offers the Tutor Referral Network Program to all students. Current and former students who have excelled in a certain course or discipline provide tutoring for a fee, to be negotiated between the tutor and student. Please email carey.student@jhu.edu or call 410-234-9240 for a listing of tutors. The Carey Business School is always looking for tutors. If you have received an A in a course and would be interested in becoming a tutor, please submit your resume to carey.student@jhu.edu. Please include information about the campuses where you prefer to tutor and how you would like interested students to contact you – by email and/or phone. You can also arrange sessions via Skype.

There are also several online tutoring services available to students for a fee, including [www.Smarthinking.com](http://www.Smarthinking.com) and [www.khanacademy.org](http://www.khanacademy.org). To learn more about the subjects they tutor, hours, and prices, please contact them directly. These and other online tutoring websites are neither affiliated with nor endorsed by the Johns Hopkins Carey Business School.

**UNIVERSITY AND CAREY BUSINESS SCHOOL POLICIES**

**Alcohol and Drug Abuse and a Drug-Free Environment**

Johns Hopkins University recognizes that alcoholism and other drug addictions are illnesses that are not easily resolved by personal effort and may require professional assistance and treatment. Faculty, staff, and students with alcohol or other drug problems are encouraged to take advantage of the diagnostic, referral, counseling, and preventive services available throughout the University. Procedures have been developed to assure confidentiality of participation, program files, and medical records generated in the course of these services.

Substance or alcohol abuse does not excuse faculty, staff, or students from fulfilling their employment or academic responsibilities. Individuals whose work or academic performance is impaired as the result of the use or abuse of alcohol or other drugs may be required to participate in an appropriate diagnostic evaluation and treatment plan. Further, use of alcohol or other drugs in situations off campus or removed from University activities that in any way impairs work performance is treated as misconduct on campus. Students are prohibited from engaging in the unlawful possession, use, or distribution of alcohol or other drugs on University property or as a part of University activities.

It is the policy of Johns Hopkins University that the unlawful manufacture, distribution, dispensation, possession, or use of controlled substances is prohibited on the University property or as a part of University activities. Individuals who possess, use, manufacture, or illegally distribute drugs or controlled dangerous substances are subject to University disciplinary action, as well as possible referral for criminal prosecution. Such disciplinary action of faculty and staff may, in accordance with the University policy on alcohol abuse and maintenance of a drug-free workplace, range from a minimum of a three-day suspension without pay to termination of University employment. Disciplinary action against a student may include expulsion from School.

As a condition of employment, each faculty and staff member and student employee must agree to abide by the University’s Drug-Free Workplace Policy, and to notify the divisional human resources director of any criminal conviction related to drug activity in the workplace (which includes any location where one is in the performance of duties) within five days after such conviction. If the individual is supported by
a federal grant or contract, the University will notify the supporting government agency within 10 days after the notice is received.

ANTI-HARASSMENT POLICY

A. Preamble
The Johns Hopkins University is committed to providing its staff, faculty and students the opportunity to pursue excellence in their academic and professional endeavors. This opportunity can exist only when each member of our community is assured an atmosphere of mutual respect. The free and open exchange of ideas is fundamental to the University’s purpose. It is not the University’s intent in promulgating this policy to inhibit free speech or the free communication of ideas by members of the academic community.

B. Policy Against Discriminatory Harassment
1. The University is committed to maintaining learning and working environments that are free from all forms of harassment and discrimination. Accordingly, harassment based on an individual’s gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status, or any other legally protected characteristic is prohibited. The University will not tolerate harassment, sexual harassment or retaliation in the workplace or educational environment whether committed by faculty, staff, or students, or by visitors to Hopkins while they are on campus. Each member of the community is responsible for fostering civility, for being familiar with this policy, and for refraining from conduct that violates this policy.

2. For purposes of this policy, harassment is defined as:
   a. any type of behavior which is based on gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status, that
   b. is so severe or pervasive that it interferes with an individual’s work or academic performance or creates an intimidating, hostile or offensive working or academic environment.

3. Harassment when directed at an individual because of his/her gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, personal appearance, veteran status, or any other legally protected characteristic may include, but is not limited to: unwanted physical contact; use of epithets, inappropriate jokes, comments or innuendos; obscene or harassing telephone calls, e-mails, letters, notes or other forms of communication; and, any conduct that may create a hostile working or academic environment.

4. Sexual harassment, whether between people of different sexes or the same sex, is defined to include, but is not limited to, unwelcome sexual advances, requests for sexual favors, sexual violence and other behavior of a sexual nature when:
   a. submission to such conduct is made implicitly or explicitly a term or condition of an individual’s employment or participation in an education program;
   b. submission to or rejection of such conduct by an individual is used as the basis for personnel decisions or for academic evaluation or advancement; or
   c. such conduct has the purpose or effect of unreasonably interfering with an individual’s work or academic performance or creates an intimidating, hostile or offensive working or educational environment.

   Sexual harassment may include, but is not limited to: unwelcome sexual advances; demands/threats for sexual favors or actions; posting, distributing, or displaying sexual pictures or objects; suggestive gestures, sounds or stares; unwelcome physical contact; sending/forwarding inappropriate e-mails of a sexual or offensive nature; inappropriate jokes, comments or innuendos of a sexual nature; obscene or harassing telephone calls, e-mails, letters, notes or other forms of communication; and any conduct of a sexual nature that may create a hostile working or educational environment.

5. Retaliation against an individual who complains of discriminatory harassment under this policy is strictly prohibited. Intentionally making a false accusation of harassment is also prohibited.
C. Responsibilities under this Policy
The University is committed to enforcement of this policy. Individuals who are found to have violated this policy will be subject to the full range of sanctions, up to and including termination of his/her University affiliation.

1. All individuals are expected to conduct themselves in a manner consistent with this Policy.
2. Staff, faculty and/or students who believe that they have been subject to discriminatory harassment are encouraged to report, as soon as possible, their concerns to the Office of Institutional Equity, their supervisors, divisional human resources or the Office of the Dean of their School.
3. Individuals who witness what they believe may be discriminatory harassment of another are encouraged to report their concerns as soon as possible to the Office of Institutional Equity, their supervisors, divisional human resources or the Office of the Dean of their School.
4. Complainants are assured that reports of harassment will be treated in a confidential manner, within the bounds of the University’s legal obligation to respond appropriately to any and all allegations of harassment.
5. Managers, including faculty managers, who receive reports of harassment, should contact human resources or the Office of Institutional Equity for assistance in investigating and resolving the issue.
6. Managers, including faculty managers, are required to implement corrective action where, after completing the investigation, it is determined corrective action is indicated.
7. The University administration is responsible for ensuring the consistent application of this policy.

D. Procedures for Discrimination Complaints Brought Within Hopkins
Inquiries regarding procedures on discrimination complaints may be brought to Caroline Laguerre-Brown, Vice Provost for Institutional Equity for the university, Allison J. Boyle, Title IX Coordinator and Director for Equity Compliance & Education, Garland Hall 130, Telephone: 410-516-8075, TTY: Dial 711.

Updated June 21, 2010

POLICY AGAINST SEXUAL HARASSMENT

A. Preamble
The Johns Hopkins University is committed to providing its staff, faculty and students the opportunity to pursue excellence in their academic and professional endeavors. This can only exist when each member of our community is assured an atmosphere of mutual respect, one in which they are judged solely on criteria related to academic or job performance. The university is committed to providing such an environment, free from all forms of harassment and discrimination. Each member of the community is responsible for fostering mutual respect, for being familiar with this policy and for refraining from conduct that violates this policy.

Sexual harassment, whether between people of different sexes or the same sex, is defined to include, but is not limited to, unwelcome sexual advances, requests for sexual favors, sexual violence and other behavior of a sexual nature when:

1. submission to such conduct is made implicitly or explicitly a term or condition of an individual’s employment or participation in an educational program;
2. submission to or rejection of such conduct by an individual is used as the basis for personnel decisions or for academic evaluation or advancement; or
3. such conduct has the purpose or effect of unreasonably interfering with an individual’s work or academic performance or creates an intimidating, hostile or offensive working or educational environment.

Fundamental to the University’s purpose is the free and open exchange of ideas. It is not, therefore, the University’s purpose, in promulgating this policy to inhibit free speech or the free communication of ideas by members of the academic community.
**B. Policy**
The University will not tolerate sexual harassment, a form of discrimination, a violation of federal and state law and a serious violation of university policy. In accordance with its educational mission, the university works to educate its community regarding sexual harassment.

The University encourages reporting of all perceived incidents of sexual harassment, regardless of who the alleged offender may be. Individuals who either believe they have become the victim of sexual harassment or have witnessed sexual harassment should discuss their concerns with the university’s equity compliance director. Complainants are assured that problems of this nature will be treated in a confidential manner, subject to the University’s legal obligation to respond appropriately to any and all allegations of sexual harassment.

The University prohibits acts of reprisal against anyone involved in lodging a complaint of sexual harassment. Conversely, the university considers filing intentionally false reports of sexual harassment a violation of this policy.

The University will promptly respond to all complaints of sexual harassment. When necessary, the university will institute disciplinary proceedings against the offending individual, which may result in a range of sanctions, up to and including termination of university affiliation.

Complaints of sexual harassment may be brought to Caroline Laguerre-Brown, Vice Provost for Institutional Equity for the university, Allison J. Boyle, Title IX Coordinator and Director for Equity Compliance & Education, Garland Hall 130, Telephone: 410-516-8075, TTY: Dial 711.

*Updated June 21, 2010*

**Nondiscrimination Policy for Students**
President Ronald J. Daniels has issued the following statement to all members of the university community as a reminder of the university’s long-standing dedication to equal opportunity.

Johns Hopkins University is committed to equal opportunity for its faculty, staff, and students. To that end, the university does not discriminate on the basis of gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status or other legally protected characteristic. The university is committed to providing qualified individuals access to all academic and employment programs, benefits and activities on the basis of demonstrated ability, performance and merit without regard to personal factors that are irrelevant to the program involved.

The university’s equal opportunity policy is essential to its mission of excellence in education and research and applies to all academic programs administered by the university, its educational policies, admission policies, scholarship and loan programs and athletic programs. It applies to all employment decisions, including those affecting hiring, promotion, demotion or transfer; recruitment; advertisement of vacancies; layoff and termination; compensation and benefits; and selection for training. Consistent with its obligations under law, it also extends to the maintenance of affirmative action programs for minorities, women, persons with disabilities and veterans.

The university assigns a high priority to the implementation of its equal opportunity policy, and significant university resources are devoted to assuring compliance with all laws prohibiting discrimination in employment and educational programs. Caroline Laguerre-Brown, the university’s vice provost for Institutional Equity, is responsible for assisting me and other university officers in the implementation of equal opportunity and affirmative action programs. Members of the university community are encouraged to contact the Office of Institutional Equity in Garland Hall 130, Homewood campus, 410-516-8075 (TTY 410-516-6225), or the divisional offices of Human Resources regarding any questions or concerns about these matters.

Sincerely,
Ronald J. Daniels
POLICY ADDRESSING CAMPUS VIOLENCE

Policy
The Johns Hopkins University is committed to providing a learning and working environment that is safe to all members of the University community. The University will not tolerate violent acts on its campuses, at off-campus locations administered by the University, or in its programs. This policy of “zero tolerance” extends not only to actual violent conduct but also to verbal threats and intimidation, whether by students, faculty, staff, or visitors to the University.

The University urges individuals who have experienced or witnessed incidents of violence to report them to Campus Security. Alternatively, students are urged to report concerns about violence to the divisional office responsible for student matters, faculty to the divisional office responsible for faculty matters, and staff to the applicable human resources offices.

The University will not permit retaliation against anyone who, in good faith, brings a complaint of campus violence or serves as a witness in the investigation of a complaint of campus violence.

Enforcement
Information regarding incidents of violent conduct and threats of violence will be investigated, and, if warranted, disciplinary action will be taken in accordance with applicable procedures. The University will notify law enforcement authorities of criminal conduct. In addition, the University may refer individuals accused of violations of this policy for an assessment of the likelihood that they will carry out violent acts. If the continued presence of an individual on campus threatens or disrupts the conduct of University business, the individual may be suspended from participation in University programs or activities pending the outcome of the assessment.

When advised of circumstances warranting intervention, the University will render assistance by contacting local or federal law enforcement agencies as appropriate. Individual members of the University community who receive threats of bodily harm or who are the targets of harassing or stalking behaviors are urged to contact Campus Security and to avail themselves of the services offered by student counseling offices and the Faculty and Staff Assistance Program.

Every effort will be made to respect the privacy of all individuals involved in the matter. However, the necessity to investigate the matter and to cooperate with law enforcement authorities may require the disclosure of otherwise confidential information.

Individuals accused of engaging in incidents of campus violence may seek legal counsel at their own expense. Individuals and their attorneys are reminded that attorneys do not participate in any internal University hearing.

Campus vendors are reminded that their employees who conduct business on University premises must conform their conduct to the requirements of this policy. The University reserves the right to remove from campus vendor employees who engage in acts prohibited by this policy.

Please follow this link to a list of important phone numbers and contacts if you witness or are the victim of violence or the threat of violence.

PRIVACY RIGHTS OF STUDENTS (FERPA)
Notice is hereby given that the Carey Business School of the Johns Hopkins University complies with the provisions of the Family Educational Rights and Privacy Act of 1974 (P.L. 93-380), as amended, and regulations promulgated there under. Eligible students, as defined in the regulations, have the right: (1) to inspect and review their education records, as defined in the regulations; (2) to request the amendment of their education records if they are inaccurate, misleading, or otherwise in violation of the student’s rights; (3) to consent to the disclosures of personally identifiable information in their education records except to the extent permitted by law, regulation, or University policy; and (4) to file a complaint with the U.S. Department of Education if the University has failed to comply with the requirements of law or regulation.

The University’s policy on Family Rights and Privacy is published periodically in the Johns Hopkins Gazette, the policy is available online at www.jhu.edu/news_info/policy/ferpa.html or from the Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202.
RETENTION OF RECORDS
The academic record includes all documents related to an individual student such as application for admission, letters of recommendation, etc., as well as the record of academic performance commonly referred to as the transcript.

- Retention of student records is dependent on an individual’s student status within the Carey Business School.
- Records for individuals who are denied admission are retained for a period of one year.
- Records for students who are admitted to a program but do not register for courses are retained for a period of one year.
- Records for students who are admitted to a program, enroll, but do not complete the program and do not graduate are retained for six years after the last term of enrollment.

Records for students who are admitted to a program and graduate from that program are retained permanently.

Transcript records are archived permanently in the Office of the Registrar. Documentation pertaining to registration is held only for a period of five years. If any questions should arise regarding documentation of enrollment in a course beyond that five-year period, it will be the student’s responsibility to produce proper documentation to support any claim for a change to their record.

SEXUAL VIOLENCE POLICY
The Johns Hopkins University is committed to providing a safe educational and working environment for its faculty, staff, and students. The University is particularly concerned about the increase in reports of sexual offenses occurring on the nation’s campuses. The University has adopted this policy addressing sexual violence (includes sexual assault) in order to inform faculty, staff, and students of their rights in the event they are involved in an incident of sexual violence, and of the services available to victims of sexual violence.

Members of the University community who are the victims of, or who have knowledge of, an incident of sexual violence occurring on University property, or occurring in the course of a University sponsored activity (including academic, educational, extracurricular, athletic or other programs), or perpetrated by or against a member of the University community, are urged to promptly report the incident to campus authorities identified in this policy.

This policy applies to all members of the University community, including, but not limited to students, faculty and staff, and also applies in certain instances, to certain third parties (e.g., visitors, volunteers, vendors, and contractors while on University property, participating in a University sponsored activity, or providing services to the University, applicants for admission to or employment with the University, and former employees of the University). All academic and administrative units of the University (including all schools, divisions, departments and centers) must comply with, and ensure that their policies and procedures comply with, this policy.

“Sexual violence” encompasses sexual assault (see examples below) and is a form of sexual harassment. Sexual harassment, which is a form of discrimination, violates federal and state law and University policy (see the University’s Policy Against Sexual Harassment).

Sexual violence includes physical sexual acts that are performed against a person’s will or where a person cannot give consent. A person may be unable to give consent to a sexual act for a number of reasons, including, but not limited to: if he or she is physically or psychologically pressured, forced, threatened, intimidated, unconscious, drunk, or drugged; due an intellectual or other disability or health condition; or by operation of laws governing the age of consent. Physical resistance need not occur to fulfill the definition of sexual violence. Examples of sexual violence include, but are not limited to:

- Sexual intercourse or other sexual acts that one party says “no” to;
- Rape (including “date rape”) or attempted rape;
- Someone touching, fondling, kissing, or making any unwanted contact with your body;
- Someone forcing you to perform oral sex or forcing you to receive oral sex; or
- Sexual assault, sexual battery, or sexual coercion.
Persons who are the victims of sexual violence may pursue internal University disciplinary action against the perpetrator in accordance with the University’s Procedures on Discrimination, Harassment, Sexual Harassment and Sexual Violence Complaints. The University’s disciplinary process may be initiated by bringing a complaint of sexual violence to the attention of a Dean, department chairman or director, supervisor, divisional personnel office, security officer, administrative officer, or the University’s Title IX Coordinator:

Allison J. Boyle, JD, MPH
The Johns Hopkins University
Office of Institutional Equity
Garland Hall, Suite 130
3400 North Charles Street
Baltimore, MD 21218
Telephone: 410-516-8075
Electronic Mail: aboyle7@jhu.edu
TTY: 410-516-6225
Facsimile: 410-516-5300

A victim of sexual violence should also immediately notify campus security. Campus security contact information for the following campuses is available at:

Homewood Campus Safety and Security
Shriver Hall
3400 N. Charles Street
Baltimore, MD 21218
Telephone: 410-516-4600 or 410-516-7777

Johns Hopkins Medicine Corporate Security
550 N. Broadway
Suite 503
Baltimore, MD 21205
Telephone: 410-614-3473

Peabody
Schapiro House Basement
Peabody Campus
Baltimore, MD 21202
Telephone: 410-234-4605 or 410-234-4600

For security contacts at other University locations, please call Lt. Mark E. Long, Investigations Section, Homewood Campus Safety and Security, at: 410-516-6629.

Campus security will arrange for transportation to the nearest hospital. Victims in Baltimore City will be taken to Baltimore City’s designated rape treatment center:
Mercy Hospital, 301 St. Paul Place (410-332-9000). Mercy Hospital is equipped with the State Police Sexual Assault Evidence Collection Kit. Victims in other cities will be taken to a local hospital designated as a rape treatment center. Persons who are victims of sexual violence will also be advised by campus security of their option to file criminal charges with local police of the jurisdiction where the offense occurred. Campus security and the University’s Title IX Coordinator will provide assistance to a complainant wishing to reach law enforcement authorities. Information on local and state law enforcement units and databases maintained by them is available on the Homewood Campus Safety and Security website.

The University will provide counseling to any member of the Hopkins community who is a victim of a sexual violence, and also will provide information about other victim services. Students can seek the assistance of counseling through their divisional counseling offices, and members of the faculty and staff can seek assistance through the Faculty and Staff Assistance Program (FASAP).

A student who is a victim of sexual violence may request a transfer to alternative classes or housing if necessary to allay concerns about security. The University will try to accommodate the request if such classes and housing are reasonably available.
The University reserves the right to independently discipline any member of the student body, staff or faculty who has committed an offense of sexual violence or other assault whether or not the victim is a member of the University community and whether or not criminal charges are pending. Disciplinary actions against students accused of sexual violence will be processed by the appropriate student affairs office of the School or campus attended by the accused student in accordance with the University’s Procedures on Discrimination, Harassment, Sexual Harassment and Sexual Violence Complaints and established disciplinary procedures pertaining to the School in which the student is enrolled. Disciplinary actions against staff members will be governed by the University Procedures and procedures set out in the University’s personnel policies. Disciplinary actions against members of the faculty will be processed by the offices of Dean of the appropriate academic division according to the University Procedures and procedures established by that division.

Both a complainant and the person accused of a sexual violence will be afforded the same opportunity to have others present during a University disciplinary proceeding. Attorneys, however, will not be permitted to personally participate in University disciplinary proceedings. In cases alleging a sex offense, both the complainant and the accused will be informed of the disciplinary board or panel’s final determination with respect to the alleged sex offense and any sanctions imposed against the accused. The University will, upon written request, disclose to the alleged victim of any crime of violence or a non-forcible sex offense, the report on the results of any disciplinary proceeding conducted by the University against a complainant who is the alleged perpetrator of such crime or offense with respect to such crime or offense.

The disciplinary measures which may be imposed for a sexual violence offense will vary according to the severity of the conduct, and may include expulsion of a student from the University and termination of the employment of a member of the staff or faculty.

Updated September 20, 2011

STUDENT SOCIAL SECURITY NUMBER PROTECTION AND USE

In 2003 Johns Hopkins University (JHU) issued to its faculty and staff specific guidance for the protection and use of the student’s social security number (SSN). This policy statement clarifies and extends that prior guidance. University-wide implementation of this policy, which applies to the entire JHU community, is guided by the following objectives and needs:

1. Broaden awareness about the confidential, protected nature of the student SSN.
2. Reduce reliance on the student SSN for identification purposes.
3. Establish consistent University-wide and divisional student SSN protection and use policies and practices.
4. Increase student confidence surrounding handling of their SSN.

JHU is committed to ensuring privacy and proper handling of confidential information it collects and maintains on faculty, staff and students, including the SSN which is required for state and federal government reporting purposes. It is the policy of JHU to protect the privacy of the student SSN and to place appropriate limitations on its use throughout admission, financial aid, billing and registration processes—both within and outside of JHU information systems. The collection, use and dissemination of student SSNs or any part thereof for other purposes is prohibited.

This policy outlines acceptable use of the student SSN, limits use to business purposes only, and establishes procedures to assure that University employees and students are aware of and comply with the Family Educational Rights and Privacy Act of 1974, the Maryland Social Security Number Privacy Act and other applicable laws and regulations.

- JHU considers the student SSN or any part thereof to be “personally identifiable information” under the Family Educational Rights and Privacy Act of 1974 (FERPA).
- No part of a student SSN may be publicly displayed or released (e.g., via e-mail to multiple students, student rosters, bulletin boards, etc).
- The student SSN may be collected as part of the application process and required for registra-
tion at JHU. The student SSN is also generally required for certain government reporting and as part of applying for financial aid, billing and employment.

- The risk of unauthorized disclosure of the student SSN increases with each additional electronic or paper copy of the SSN. Divisional leadership is responsible for ensuring that the number and scope of physical and electronic repositories of SSN are kept to the minimum necessary.

**GENERAL REQUIREMENTS**

The following requirements apply to paper and electronic records.

1. **Authorization.** Only individuals with a “need to know” are authorized to access the student SSN. These individuals are to receive appropriate on-line privacy training and sign a confidentiality statement prior to receiving the student SSN.

2. **Document Handling and Storage.** Documents containing the student SSN are not to be distributed to or viewed by unauthorized individuals. Such documents are to be stored in secured cabinets and locations. In high traffic areas, such documents are not to be left on desks or other visible areas.

3. **Disposal.** The student SSN stored in either documentary or electronic formats is to be destroyed (e.g., shredding papers, wiping electronic files, etc) prior to disposal.

4. **Current and Future Records.** JHU will insert in all student records in the new information systems (ISIS and HopkinsOne) new primary identifiers. Until those numbers are available it is acceptable to use the last four digits of the student SSN as a secondary identifier.

5. **Historical Records.** The student SSN is included in archived databases and in imaged documents. Such historical records cannot be altered. All records and files containing student SSN data are to be considered sensitive information and must be handled and stored accordingly.

6. **Acceptable Release to Third Parties.** JHU may release a student SSN to third parties as allowed by law, when authorization is granted by the individual student, when the Office of the General Counsel has approved the release (e.g. subpoenas) or when the authorized third party is acting as JHU’s agent and when appropriate security is guaranteed by the agreement (e.g., National Student Loan Clearinghouse, financial institutions providing student loans or other financial services to students, and student-designated entities receiving a student academic transcript).

**REQUIREMENTS FOR ELECTRONIC DATA**

“SSN Data” include any aggregation or collection of JHU student SSN stored, processed or transmitted in an electronic format. Examples of these include: enterprise databases, small databases such as MS Access, Web pages, e-mail, spreadsheets, and tables or lists in word processing documents.

1. **Student SSN Transmission by E-Mail, Instant Messaging, Etc.** SSN Data may not be transmitted (e.g., e-mail, instant messaging) to parties outside JHU without appropriate security controls. Generally, such controls include encryption and authentication of recipients (e.g., password protection of files). Great care is to be taken to ensure that e-mails are sent only to intended recipients.

2. **Student SSN Transmission by Fax.** A student SSN may not be faxed except as required by law or as part of an essential administrative process (e.g., financial aid, tax reporting, and transcripts). In such cases, reasonable and appropriate security controls must be established and maintained to protect confidentiality (e.g., verifying fax numbers; cover sheets; marking documents as confidential; including sender phone number).

3. **Storage of Student SSN Data.** JHU student administration databases and datasets may not store or otherwise maintain a student SSN, except as required for government reporting or other specific business purposes. Carey Business School leadership is responsible for:
   a. maintaining an up-to-date inventory of SSN databases and datasets
   b. minimizing the use of SSN (including use of substitutes such as partial SSN and the Hopkins unique Identifier)
c. documenting security controls and risk remediation

4. Administrative Research with SSN Data. Electronic data maintained for institutional research, enrollment planning, and University planning are considered to be administrative research data for the purposes of this policy. Administrative research databases or datasets may continue to store or otherwise maintain student SSN so long as divisional leadership is responsible for:
   a. maintaining an up-to-date inventory of SSN databases and datasets
   b. minimizing the use of SSN (including use of substitutes such as partial SSN and the Hopkins unique identifier)
   c. documenting security controls and risk remediation

5. Academic Research with SSN Data. Research databases that include student SSN as a data element must be disclosed by the investigator to the appropriate institutional review board. Researchers are responsible for:
   a. maintaining an up-to-date inventory of SSN databases and datasets
   b. minimizing the use of SSN (including use of substitutes such as partial SSN and the Hopkins unique identifier)
   c. documenting security controls and risk remediation

IN VOLUNTARY LEAVE OF ABSENCE AND CONDITION OF ENROLLMENT (COE) POLICY

For purpose of this policy, the term Associate Dean means the Associate Dean for Students of the Johns Hopkins Carey Business School or his/her designee.

I. Introduction

The University is committed to fostering a learning environment that enables students to thrive and participate fully in academic life. There are, however, occasions when a student’s health interferes with his or her ability to take part in the academic community, and at such times the School provides the opportunity for the student to initiate a leave of absence. For instance, a student’s mental or emotional health, medical condition, or inappropriate behavior or communication may necessitate a leave of absence or placement of conditions on continuing enrollment. The guidelines and procedures described herein are not intended to address such instances, for which long-standing policy exists. Rather, these guidelines and procedures shall apply in those extraordinary circumstances when a student has not or cannot voluntarily address the issues of concern.

II. Guidelines for Use

A. Involuntary Leave of Absence

In situations when a leave of absence is indicated, the Associate Dean for Students will encourage the student to initiate a voluntary leave of absence. If the student declines to do so, the Associate Dean may require an involuntary leave of absence. This step will be taken when necessary to protect the safety of the student or other individuals or to preserve the integrity of the University’s learning environment. Such a decision may be based on behavior and/or communication that:

• Harms or threatens harm to the health or safety of the student or others;
• Causes or threatens to cause significant damage to the property or resources of the University;
• Evidences chronic and/or serious drug or alcohol abuse;
• Significantly disrupts the functioning of the University community; and/or
• Reflects disorganized or altered thinking incompatible with successful participation in the academic program.

B. Condition of Enrollment (COE)

When circumstances indicate that a leave of absence is not appropriate, the Associate Dean for Students may nevertheless impose certain conditions as a requirement of continued enrollment. This step will be taken only after consultation with those responsible for oversight of the student’s program of study.

III. Procedure
When the Associate Dean for Students becomes aware, by whatever means, of the potential need for action, the following procedures will be initiated:

A. The Associate Dean will contact the student and describe the issues of concern. If this discussion alleviates all concerns, no further action is needed. Alternatively, procedures outlined below may also be initiated.

B. The Associate Dean may mandate a mental health or physical evaluation of the student. The Associate Dean may also specify conditions under which the student is allowed to remain at the University. Such conditions will be developed in consultation with others charged with oversight of the student’s academic program and the Director of the Student Assistance Program. The Associate Dean will provide written notice to the student when such conditions are mandated.

C. If a leave of absence is indicated, and if the student so agrees, procedures governing voluntary leaves of absence shall apply.

D. When a leave of absence is indicated and the student declines to accept a voluntary leave, the Associate Dean will discuss the implications of an involuntary leave of absence. If the student continues to decline, the Associate Dean will initiate an involuntary leave of absence after consultation with those charged with oversight of the student’s academic program and the Director of the Student Assistance Program. In urgent situations, the Associate Dean may initiate an involuntary leave of absence immediately. Under these circumstances, such consultation will be undertaken promptly thereafter. When an involuntary leave is imposed, the Associate Dean will provide the student with written notification to this effect. This notification will outline the steps required for re-entry into the academic program and also note other pertinent information regarding the student’s status while on leave.

IV. Re-Entry
A student seeking re-entry to the curriculum after a voluntary or involuntary leave as described under this policy will undergo a “fitness for return” evaluation by the Student Assistance Program and/or the appropriate health service (University or Occupational Health Services). Upon re-entry, the Associate Dean may impose conditions under which the student will be allowed to remain at the University (as described in Section III B). The Associate Dean will provide written notice to the student when such conditions are instituted.

V. Confidentiality
All records related to student leaves of absence and conditions placed on continuing enrollment will be maintained in accordance with applicable law and policy.

PHOTOGRAPHY AND FILM RIGHTS POLICY
The Johns Hopkins University reserves the right from time to time to film or take photographs of faculty, staff, and students engaged in teaching, research, clinical practices, and other activities, as well as casual and portrait photography or film. These photographs and films will be used in such publications as catalogs, posters, advertisements, and recruitment and development materials, as well as on the University’s website, for various videos, or for distribution to local, state, or national media for promotional purposes. Classes will be photographed only with the permission of the faculty member.

Such photographs and film—including digital media—which will be kept in the files and archives of Johns Hopkins University, will remain available for use by the University without time limitations or restrictions. Faculty, students, and staff are made aware by virtue of this policy that the University reserves the right to alter photography and film for creative purposes. Faculty, students, and staff who do not want their photographs used in the manner(s) described in this policy statement should contact the Johns Hopkins University Office of Communications and Public Affairs at 443-287-9900. Faculty and students are advised that persons in public places are deemed by law to have no expectation of privacy and are subject to being photographed by third parties. Johns Hopkins University has no control over the use of photographs or film taken by third parties, including, without limitation, the news media covering university activities.
RECORDING AND NON-CLASS USE OF CLASS MATERIALS
Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden. Violations are subject to sanctions under the Honor Code.

UNACCOMPANIED CHILDREN POLICY
In order to promote a strong learning environment and the safety of the children of Carey students, Carey students may not bring children, ages 0–17 years, to the Carey campuses without adult supervision. Children may not attend classes with a Carey student unless pre-arranged by an instructor for curriculum purposes. The Carey Business School is not responsible for the welfare of unsupervised children, and any child left unsupervised will be asked to leave the campus with his/her related Carey student.

VERIFICATION OF ENROLLMENT OR DEGREE REQUESTS
An Enrollment Verification serves as documentation that a student is currently enrolled for a particular semester(s) as a full-time, half-time, or less than half-time student. This document can also serve as proof of earning a degree or certificate. This document will be authenticated with the raised-seal appearing with the name Johns Hopkins Carey Business School. Johns Hopkins University is a participating school submitting enrollment and degree data to the National Student Clearinghouse which provides enrollment verifications and deferments for financial aid students to lending organizations and NSLDS.

To request a verification of enrollment or degree:
Students may request a verification of enrollment or degree using one of several convenient methods:

- In person: Office of the Registrar, 100 International Drive, 12th floor, Baltimore, MD 21202
  Weekdays between 8:30am-4:00pm
- By Mail: Send a written request or form to Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, 12th floor, Baltimore, MD 21202
- By Fax: Fax a written request or form with photo identification to 410-234-9259
- Processing time: Please allow 3-5 business days for processing.

For more information or assistance, contact the Office of the Registrar at 410-234-9250 or carey.registration@jhu.edu.

VETERANS ASSISTANCE
Johns Hopkins is approved by the Maryland Higher Education Commission for training veterans and their beneficiaries under provisions of the various federal laws pertaining to veterans’ educational benefits. Information about veterans’ benefits and enrollment procedures may be obtained from the Department of Veterans Affairs at vabenefits.vba.va.gov/vonapp/about_vonapp.asp.

Students eligible for veterans’ educational benefits register and pay their University bills in the same manner as non-veteran students. Reimbursement is made by the Department of Veterans Affairs on a monthly basis. The amount of reimbursement is determined by the veteran’s course load and is based on the following:

- Full time: 12 undergraduate credits per term; 9 graduate credits per term
- Three-quarter time: 9 to 11 undergraduate credits per term; 7 to 8 graduate credits per term
- Half time: 6 to 8 undergraduate credits per term; 5 to 6 graduate credits per term
- Quarter time: 1 to 5 undergraduate credits per term; 1 to 4 c graduate credits per term

Note: This time scale applies only to regular, semester-long courses; i.e., courses meeting regularly for the entire length of the semester. Any course that meets for a compressed period, for example, January intersession, is required by the Department of Veterans Affairs to be certified separately and generally have
INITIAL ENROLLMENT
1. The veteran must first apply and be admitted to one of the schools of the Johns Hopkins University. (carey.jhu.edu/admissions)
2. The veteran then obtains an Application for Program of Education of Training (VA Form 22-1990) from the Department of Veterans Affairs. Forms are available at vabene.fits.vba.va.gov/vonapp/instructions.asp. Once logged in you will find links to various veterans’ forms required to apply for Veterans Benefits. Submit the application electronically to ensure timely processing of benefits.
3. After submitting the application, a copy of the Certificate of Eligibility (COE) must be provided to the Johns Hopkins Carey Business School certifying official at the following address:
   Office of the Registrar
   Johns Hopkins Carey Business School
   Veteran’s Certification Officer
   100 International Drive
   Baltimore, MD 21202
   carey.veteran@jhu.edu
4. Once the COE is received, the certifying official confirms acceptance and enrollment for the JHU program. Using the VA Once system for payment disbursement, enrollment data is provided for payment according to the requirements of the Department of Veteran Affairs. If you have any questions regarding payment contact VA at 1-888-442-4551.

TRANSFERS
When transferring from another college or university, the veteran must obtain a Request for Change of Program or Place of Training (VA Form 22-1995) from the Department of Veterans Affairs by logging into the online application as mentioned above. A copy of the completed form must also be submitted to the School Certifying Official.

RE-ENROLLMENT
A student who received veteran’s benefits while attending the University during the preceding fall or spring semester and who plans to re-enroll with no change of objective needs only to advise the certifying official in the Office of the Registrar when submitting registration materials that re-certification under the provisions of the original VA form 22-1990 is desired.

Students receiving veteran’s benefits must pursue a program of courses that leads to the exact objective (normally a degree or certificate) indicated on the original VA application. Any change in program or objective requires the student to submit a Request for Change of Program (VA Form 22-1995) to the VA.

Veterans are required immediately to advise the certifying official in the Office of the Registrar at 410-234-9250 or carey.veteran@jhu.edu regarding any change in their program or status that might affect the amount of their monthly payment from the VA. Failure to do so causes the Department of Veterans Affairs to seek restitution from the veteran of a resulting overpayment of benefits.

DEPARTMENT OF VETERANS AFFAIRS
- Web Automated Verification of Enrollment (WAVE)/ www.gibill.va.gov/wave/index.do
- Montgomery G.I. Bill www.gibill.va.gov
- Enrollment Verification Line 877-823-2378
- Direct Deposit Helpline 877-838-2778
STUDENT VETERANS ASSOCIATION
The purpose of the Carey Student Veterans Organization is to foster a community focused on providing support and advocacy for students of the Carey Business School who are Veterans of the Armed Forces for the United States or are family members of Veterans.

YELLOW RIBBON BENEFITS
Carey Business School participates in the Yellow Ribbon program. For the 2011-2012 academic year, we supported one scholarship in the amount of $800 each. The VA matches the award with an additional $800. For more information on the Yellow Ribbon program, please go to [www.gibill.va.gov/School_Info/yellow_ribbon/index.htm](http://www.gibill.va.gov/School_Info/yellow_ribbon/index.htm).

WAIVER EXAMS
Students who have expertise in material covered in required courses may seek a course waiver. All students seeking a course waiver must fill out a waiver request form. The course waiver form must include evidence of professional certification or previous course work. Only course work completed within the last five years with a grade of B- or better is considered in the waiver decision. If a waiver is granted, the student must complete the equivalent number of credits in an advanced course within their program.

Should a waiver not be granted based on the information provided, the student may take a waiver examination. The waiver exam should be taken prior to the student’s first semester and must be taken no later than prior to the second semester. A waiver will be granted automatically if the student passes the waiver examination. Students who pass the waiver examination must complete the equivalent number of credits in an advanced course.

ELIGIBILITY
• Students have the option of either completing the courses or waiving the course by passing the waiver exam. Waiver exams in each discipline may be taken only once.
• Students are encouraged to take waiver exam(s) prior to the beginning of their first semester and must take all waiver exams before the beginning of their second semester. Students who pass the waiver exam are exempt from taking the course but must complete the equivalent number of credits in an advanced course within their program.

EXAM FORMAT AND STUDENT PREPARATION
• Time allotted for each exam is two hours.
• Minimum passing score for all proficiency exams is 75%.
• Study guides for each exam are available on Blackboard on the left column under individual disciplines and on the student portal at [my.johnshopkins.edu](http://my.johnshopkins.edu).

REGISTERING AND SCHEDULING AN EXAM
Waiver exams are administered two times a year—in January and in August. Students must complete registration and scheduling seven to ten days before the exam is administered. Some test times fill up quickly, to ensure your first choice day; we recommended that students call to schedule their testing appointment as early as possible.

To register, students must submit a registration form or register online, and submit a non-refundable payment of $100 (fee subject to change without notice) per exam to the Office of the Registrar. (If the student is not registered for any courses that semester, the student will also be required to pay an addi-
tional one-time per semester registration fee.) Any questions pertaining to registration for waiver exams should be directed to the Office of the Registrar at 410-234-9250. Students who are paying with JHU tuition remission should contact their Human Resources Office for clarification regarding the pass/fail policy. Please note the following:

- Waiver exams are to be taken during the semester in which registration occurs.
- If a student is unable to reschedule an exam, an add/drop form (dropping the scheduled waiver exam) must be submitted to the Office of the Registrar.
- Registration for waiver exams does not carry over to the next semester. Semesters are defined as: August (fall) and January (spring).
- To schedule a day and time to take the exam, please contact Student Services at 410-234-9240 or email carey.student@jhu.edu.

<table>
<thead>
<tr>
<th>Courses for which waiver exams are offered:</th>
<th>Corresponding Waiver Exams:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Focused Marketing (410.620)</td>
<td>Waiver Exam for Customer Focused Marketing (410.001)</td>
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</table>

**WRITING CENTER**

The Johns Hopkins Carey Business School’s Writing Center aims to provide quality writing assistance to help students develop their own writing abilities and become skilled readers of their own writing. Writing Center tutors can help at any stage of the writing process, whether clarifying an initial focus, developing a thesis, structuring an argument, integrating sources, or revising a draft. Tutors do not offer intensive instruction in the rudiments of English, although tutors can help students learn to identify and correct patterns of error, or point them to available resources.

The Writing Center is usually open in the fall and spring semesters. It offers both in-person and virtual tutoring appointments. For specific information, to make an appointment, or consult a variety of writing resources, please visit our website at carey.jhu.edu/writing_center.
DEGREES AND CERTIFICATES

The Carey Business School offers a wide array of degree and certificate programs that are listed on the following pages. The listing notes the catalog pages on which you can find out more about each program, from admission requirements to concentration areas. Please consult the school’s website at carey.jhu.edu/our_programs/ for the most current information about each program.

GRADUATE PROGRAMS

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<thead>
<tr>
<th>Program</th>
<th>No. of Credits</th>
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<td>Global Master of Business Administration</td>
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<td>MBA/MA in Communication</td>
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<td>Leadership Development Program for Minority Managers</td>
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Note: students who are receiving federal financial aid must maintain satisfactory progress by advancing 12 credits per year toward their degree. Graduate and post-master’s certificate programs of less than 15 credits do not qualify for financial aid.

UNDERGRADUATE PROGRAMS

Bachelor of Science in Business                                         120
The Global MBA is a full-time, two-year, cohort program that encompasses all aspects of business knowledge and skills in an innovative, interdisciplinary curriculum. The program is designed for people from a diversity of academic and experience backgrounds.

The key tenets of the Global MBA experience are:

- **Experiential.** Students in the global MBA will largely learn by doing. While key business fundamentals are taught in a more traditional classroom environment, the project work at the core of the program helps students bridge theory with reality and get a sense of how complex issues are solved in the real world.

- **Entrepreneurial.** Innovation and creativity are hallmarks of the program. There is great emphasis on creating new approaches and solutions to critical business and social issues.

- **International.** The program recognizes that nearly all business is now international business and brings together students from around the world to think about, discuss and work on some of the world’s major issues.

- **Interdisciplinary.** The program takes advantage of the many outstanding departments and divisions within Johns Hopkins University to create a learning environment that brings together scholars, teachers and researchers from many different disciplines. This interdisciplinary approach provides insights and perspectives that aren’t possible otherwise.

**Program Requirements**

This unique program consists of a first-year curriculum that is module-based and interdisciplinary, as well as two experiential learning projects, Innovation for Humanity, an international project, and Discovery to Market. Second-year courses offer students the opportunity to specialize in an industry vertical, such as Healthcare and/or an academic discipline such as Finance and Marketing. The program requires 54 credits and is completed in two years. Course waivers are not granted in this program.

**Curriculum**

**Year One**

*First semester (18 credits)*

Quantitative Methods: Statistics (2 credits) begins during orientation

Business Essentials (2 credits each)
- 910.610 Financial Resources
- 910.611 Financial Resources, Part II
- 912.610 Business Processes
- 912.611 Business Processes, Part II
- 913.610 Managerial Decision Behavior
- 913.611 Managerial Decision Behavior, Part II
- 911.610 People and Markets

Thought and Discourse Seminars (1 credit)
- 930.610 Communications and Expression

International Project (0 credits)
- 940.610 Innovation for Humanity Project— travel during January Intersession
Second semester (15 credits)
Integrated Business Skills (2 credits each)
   911.611 People and Markets, Part II
   920.610 Digital Marketplaces
   921.610 Networked Organizations
   922.610 Strategic Options
International Project (3 credits)
   940.610 Innovation for Humanity Project—travel during January Intersession
Thought and Discourse Seminars (2 credits)
   930.610 Ethical Leadership
Discovery to Market Project (3 credits)
   950.610 Discovery to Market

Year Two
First semester (11 credits)
Professional Specialization and/or Industry Vertical (2 credits each)
   Elective 1
   Elective 2
   Elective 3
Thought and Discourse Seminars (2 credits)
   932.610 Governance and Accountability
Discovery to Market Project (3 credits)
   951.610 Discovery to Market

Second semester (10 credits)
Professional Specialization and/or Industry Vertical (2 credits each)
   Elective 4
   Elective 5
   Elective 6
   Elective 7
   Elective 8

Master of Science in Real Estate

The Edward St. John Real Estate Program offers a Master of Science in Real Estate degree that provides students with a comprehensive understanding of real estate investment, development, and management.

The full-time, accelerated program is designed to be completed in a one-year (12-month) period for students who are prepared to be challenged by a fast pace and heavy course load. The full-time program is ideal for real estate professionals with fewer than eight years of experience. The course of study includes a full-time internship/practicum in which students directly apply what they have learned in the classroom.

Program Requirements

The Master of Science in Real Estate program consists of 36 credits. The core curriculum integrates the study of the major disciplines that influence real estate decisions: market analysis, law; design, construction, investment analysis, finance, and land use regulation.

Throughout the program of study, a series of mandatory workshops will be scheduled (both during the week and on Saturdays). Sessions include: Excel for Real Estate Professionals, Becoming an Excel Power User, Presentation Skills, Statistics and Finance boot camps, and ARGUS software. Additional information will be available at the beginning of each semester.
Note: Students must have access to a PC laptop computer with the following minimum configuration:

Hardware:
- Intel Core i5
- 14.1” Widescreen Display
- 4 GBs - Memory
- 512 MB Video
- 320GB Hard Drive
- DVD+/-RW
- Wireless Ethernet 802.11a/g/n

Software:
- OS - Windows 7 – (English Language Version)
- Fully Functioning Anti-Virus (Symantec is provided by JHU while a student)
- MS Office 2007 or 2010

* If you should decide to use a MAC instead of a PC, you will need a MAC that meets the same requirements and can run Windows emulation.

CURRICULUM

Full-time, Accelerated Course Schedule

Fall Semester
- 241.610 Real Estate Development Process
- 230.640 Financial Modeling and Real Estate Analysis
- 132.640 Legal Issues in Real Estate
- 242.601 Real Estate Market Analysis
- 241.615 Site Planning and Building Design
- 120.601 Business Communication
- 245.720 Contemporary Topics in Real Estate

Spring Semester
- 132.615 Smart Growth and Sustainability
- 220.640 Real Estate Economics
- 234.610 Financing Real Estate Projects
- 242.720 Real Estate Risk and Opportunities
- 241.620 Managing Construction Projects
- 241.620 Managing Construction Projects
- 241.725 Global Perspectives in Real Estate
- 245.795 Practicum in Real Estate
- 131.601 Leadership Ethics Seminar

Summer Semester
- 249.710 Supervised Internship: Real Estate

Alumni and Business Network
Throughout the year students in the Edward St. John Real Estate Program are encouraged to connect with 800-plus JHU-MSRE alumni, Advisory Board members, practitioner faculty, and other students in Baltimore and Washington, DC. Events are held regularly through the JHU Real Estate Forum as well as local, regional, and national real estate professional organizations.
PART-TIME PROGRAMS FOR PROFESSIONALS

MASTER OF BUSINESS ADMINISTRATION

The MBA for Professionals is designed for people with full-time work experience in private sector, governmental, or public sector organizations. The program emphasizes the latest concepts, practices, and skills that professionals need to be effective managers and leaders in a wide variety of organizations.

PROGRAM REQUIREMENTS

The MBA for Professionals curriculum consists of: Skills, Tools and Methods Core courses, Business Core courses, concentration electives, non-concentration electives and a capstone course. Students may declare a concentration upon entering the program, but must declare one by contacting their adviser after completing the required core courses. Concentration areas include:

- Finance
- Information Systems
- Interdisciplinary Business
- Management
- Marketing Management
- Real Estate

Course scheduling allows for completion of the program in three years. Students must complete the required 54 graduate credits within six years. A waived course or transferred-in graduate credits must be replaced with an equivalent number of credits in an advanced course.

CURRICULUM

Skills, Tools and Methods Core (16 credits)

120.601 Business Communication
121.610 Negotiation
131.601 Leadership Ethics Seminar
132.601 Business Law
220.610 The Firm and the Macro-economy
220.620 Economics for Decision Making
510.601 Statistical Analysis
520.601 Decision Models

Business Core (16 credits)

142.620 Leadership in Organizations
210.620 Accounting and Financial Reporting
231.620 Corporate Finance
350.620 Information Systems
410.620 Customer Focused Marketing
680.620 Operations Management
232.701 Investments
142.730 Strategic Human Capital

Concentration Electives (14 credits):
Finance concentration:
Students choose 7 courses from the following:
152.710 Entrepreneurial Ventures
210.650 Advanced Financial Accounting
220.720 Financial Econometrics
230.620 Financial Modeling
230.710 Quantitative Financial Analysis
230.730 Managing Financial Risk
231.710 Financial Institutions
231.740 Mergers and Acquisitions
232.710 Derivatives
232.720 Fixed Income
232.730 Wealth Management
233.730 Entrepreneurial Finance
239.705 Environmental Finance
800.610 Corporate Governance

Information Systems concentration:
Students choose 7 courses from the following:
300.610 Information Systems Financial Management
300.620 Information Systems Project Management
350.720 Emerging Frontiers in Health Care: Technology and Strategy
330.701 Business Telecommunications
330.715 IT Enterprise Architecture
330.725 Information Security and Assurance
350.710 Information Systems Strategy
360.701 Competitive Intelligence
360.705 Advanced Competitive Intelligence
360.710 Knowledge Management Systems
360.715 Data Mining and Discovery Informatics
380.701 Technology, Global Sourcing and Global Markets
620.710 Services Management

Interdisciplinary Business concentration
Students interested in a greater knowledge across disciplines or in developing a customized program of study may elect the Interdisciplinary Business concentration. Students choose 7 courses from course offerings across the other concentrations. To develop an interdisciplinary business concentration, please consult your academic adviser.

Marketing concentration
Students choose 7 courses from the following:
141.720 Behavioral Decision-Making
360.701 Competitive Intelligence
410.601 Market Research
410.710 Advanced Market Research
420.710 Understanding Consumer Behavior
420.720 Customer Relationship Management
430.710 Integrated Marketing Communications
430.720 Pricing
430.730 Innovation and New Product Development
430.740 Channel and Distribution Strategy
450.705 Strategic Brand Management
450.710 Market-Driven Strategy
450.720 Creative Business Thinking
620.710 Services Management
**Management concentration**

Students choose 7 courses from the following:

- 121.710 Managing Conflict: A Problem-Solving Approach
- 132.710 Special Topics in Business Law
- 141.710 Effective Teams
- 141.720 Behavioral Decision-Making
- 142.720 Managing in a Diverse and Global World
- 151.620 Global Strategy
- 151.720 Corporate Strategy
- 151.770 Facilitating Strategic Change
- 152.710 Entrepreneurial Ventures
- 152.720 Social Entrepreneurship
- 450.710 Market-Driven Strategy
- 450.720 Creative Business Thinking
- 800.610 Corporate Governance

**Real Estate concentration**

- 230.640 Financial Modeling and Real Estate Analysis (required)
- 241.610 Real Estate Development Process (required)

Students choose 5 courses from the following:

- 132.640 Legal Issues in Real Estate
- 242.601 Real Estate Market Analysis
- 241.615 Site Planning and Building Design
- 234.610 Financing Real Estate Projects
- 242.720 Real Estate Investments Risk and Opportunities
- 220.640 Real Estate Economics
- 132.615 Smart Growth and Sustainability
- 241.620 Managing Construction Projects
- 241.725 Global Perspectives in Real Estate

**Non-Concentration Business Electives (4 credits)**

Students must choose two courses that are outside their area of concentration. Interdisciplinary Business concentration students take any two courses of their choosing.

**Capstone (4 credits)**

- 151.790 Strategic Management

The final course in the program is the Strategic Management capstone course that is concerned with the formulation and analysis of business strategy.

**Continuation of Final Project Course – 001.900**

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**Specialized MBA Programs**

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**Executive MBA Program**

The Executive MBA program is designed for high-potential senior managers who have extensive work experience in their professional areas and seek to enrich their academic and professional background with a formal MBA training and understanding of the global business setting. This 18-month MBA program is guided by the principle of belief in adaptability, change and growth. The program is delivered in a format that will meet the needs of full-time working business executives.
This unique program has an integrated and strategic emphasis that incorporates many recently-initiated innovations in business education at the Johns Hopkins Carey Business School. The curriculum presents business concepts in a way that breaks down traditional functional silos and promotes more integrated framing of business issues. Each course stresses practical application of concepts through examples, case studies, and best-practice presentations (from specially selected practitioners) that highlight how the most innovative firms are addressing the complex challenges of a rapidly globalizing world economy.

Beyond courses that cover core business concepts, the curriculum features special topics sessions and advanced seminar courses to give students a sophisticated grasp of contemporary regional and globally relevant business practice. MBA candidates work in teams on course assignments during the residential sessions.

The candidates for the Executive MBA program are drawn from around the world and are connected by a common desire to accelerate their careers into the top ranks of their companies. Students are selected and recommended by their companies, which will demonstrate a strong support and commitment to MBA candidates’ professional growth and investment of their time and energy to complete the program requirements.

**Program Requirements**
The program requires 54 credits and is completed in 18 months. The program consists of 10 residencies, including:

- 3 week-long residencies in Baltimore, MD
- 5 short residencies (4 days each) in Baltimore with additional courses online
- 1 international residency (8 days)
- 1 residency in an online format

Residencies take place once every 2 months. Prior to each residency, students receive a reading package with pre-module homework, case studies, and exercises that they are required to complete for partial credit toward the next residency. Post-residency work will consist of case studies and take-home exams that students complete in order to receive full credit for the residency work.

**Curriculum**

<table>
<thead>
<tr>
<th>Business Essentials (22 credits)</th>
<th>Credits</th>
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<tr>
<td>Financial Resources: Analysis/ Interpretation of Financial Statements</td>
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<td>Financial Resources: Corporate Finance</td>
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<td>Financial Resources: Capital Markets</td>
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<tr>
<td>Managerial Decision Making: Microeconomic Foundations</td>
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<td>Managerial Decision Making Statistical Foundations</td>
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<tr>
<td>Managerial Decision Making: Behavioral Foundations</td>
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<tr>
<td>Business Processes: Strategic Perspectives</td>
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<tr>
<td>Business Processes: Strategic Operations</td>
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<tr>
<td>Business Processes: Strategic Operations (online)</td>
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<tr>
<td>People and Markets: Building &amp; Managing the Firm’s Human Capital</td>
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<tr>
<td>People and Markets: Customers and Competitors</td>
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<tr>
<td>People and Markets: Innovation and Creativity</td>
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<tr>
<td>Finance: Advanced Financial Management (online)</td>
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<tr>
<td>Finance: International Finance</td>
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<tr>
<td>Finance: Derivatives</td>
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<tr>
<td>Operations: Lean Production Systems</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Integrated Business Skills (8 credits)</th>
<th>Credits</th>
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<tr>
<td>Digital Marketplaces (online)</td>
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<td>Networked Organizations</td>
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</tbody>
</table>
Competitive Intelligence 2
Global Strategy 2
**Thought and Discourse Seminars (6 credits)**  
- Ethical Leadership: Concepts and Leadership 1
- Global Economic Systems 1
- Corporate Statesmanship 1
- Regulation and Governance 1
- Risk & Accountability 1
- Profiles in Leadership 1

**Business Administration in Action (10 credits)**  
- The Firm and the Global Macroeconomic Environment 2
- Business Negotiations Within and Across Cultures 2
- Marketing: Marketing Strategy (online) 2
- Marketing: Business to Business Marketing 2
- Organizational Behavior 2

**Experiential Learning Projects (8 credits)**  
- Innovation for Humanity Project 2
- Discovery to Market: Technology Commercialization 2
- Capstone Project: Proposals. Phase I 2
- Capstone: Final Projects and Project Presentations 2

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### MBA in Medical Services Management

The MBA in Medical Services Management (MBA in MSM) gives physicians, other clinicians, and health care administrators the knowledge and skills to compete successfully in today’s dynamic and complex health care environment by understanding the business side of medicine.

### Program Requirements

The MBA in Medical Services Management is a partnership between the Johns Hopkins Carey Business School and the Johns Hopkins School of Medicine. Course scheduling allows for completion of program in a three and ½-year format. Students must complete the required 54 graduate credits within six years. A waived course must be replaced with an equivalent number of credits in an advanced course.

### Curriculum

#### Core Requirements (40 credits)

- 120.601 Business Communication
- 121.610 Negotiation
- 142.730 Strategic Human Capital
- 220.610 The Firm & the Macroeconomy
- 231.620 Corporate Finance
- 410.620 Customer Focused Marketing
- 450.710 Market Driven Strategy
- 510.601 Statistical Analysis
- 520.601 Decision Models
- 552.620 Accounting and Financial Reporting for Healthcare Management
- 551.601 Healthcare Leadership Ethics Seminar
- 551.620 Leadership in Healthcare Organizations
- 552.650 Fundamentals in Healthcare Economics
- 552.750 Advanced Healthcare Economics
- 551.710 Healthcare Strategy
Electives (10 credits)

Capstone (4 credits)

551.790 Healthcare Strategic Management

MBA IN ORGANIZATION DEVELOPMENT

The MBAOD is no longer accepting applicants. All degree requirements will be honored under the curriculum and academic year admitted. Following is information for students who are completing the program.

Program Requirements

Students must participate in an Assessment Center designed to provide them with an in-depth knowledge of their personal and professional strengths and growth edges in order to help guide their educational experiences. Students document their educational progress and provide evidence of the knowledge, skills, and abilities they develop in an Electronic Learning Portfolio. Students are required to present their Electronic Learning Portfolio to the faculty for evaluation at three separate points in the program.

Course scheduling allows for program completion in three years. Students must complete the required 54 graduate credits within six years. A waived course or transferred-in graduate credits must be replaced with an equivalent number of credits in an advanced course.

Curriculum

Skills, Tools and Methods Core (12 credits)

120.601 Business Communication
131.601 Leadership Ethics Seminar
132.601 Business Law
220.610 The Firm and the Macro-economy
510.601 Statistical Analysis
520.601 Decision Models

Business Core (18 credits)

210.620 Accounting and Financial Reporting
231.620 Corporate Finance
310.620 Information Systems
410.620 Customer Focused Marketing
680.620 Operations Management
782.623 Knowledge of Self: Assessment Center
782.625 Self as Agent of Change

Concentration Courses (12 credits)

143.710 Groups and Teams: Overview
143.711 Groups and Teams: Analysis
143.712 Groups and Teams: Intervention
143.720 Organizations and Social systems Overview
143.721 Organizations: Diagnosis and Intervention
143.722 Large Human Systems: Diagnosis and Intervention
**Practicum Courses (12 credits)**

- 782.863 Practicum I
- 782.864 Practicum II
- 782.865 Practicum Capstone

**Continuation of Final Project Course – 001.900**

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**MASTER OF SCIENCE IN FINANCE**

The Master of Science in Finance prepares students for careers in financial analysis and management. This rigorous quantitative program relies on current technology and financial methodologies to analyze complex problems. The coursework stresses the application of contemporary theories in a global context and develops valuable financial modeling and analytical skills. Currently, the Master of Science in Finance is offered in both an evening/weekend format and an accelerated 12-month day format.

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**PROGRAM REQUIREMENTS**

The program requires 36 credits. A waived course or transferred-in graduate credits must be replaced with an equivalent number of credits in an advanced course. Students must complete the program within six years.

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**CURRICULUM**

**Required Skills, Tools, and Methods (12 credits)**

- 210.620 Accounting and Financial Reporting
- 510.601 Statistical Analysis
- 120.601 Business Communication
- 220.610 The Firm and the Macro-economy
- 220.620 Economics for Decision Making
- 131.601 Leadership Ethics Seminar

**Required Business Core (12 credits)**

- 231.620 Corporate Finance
- 230.620 Financial Modeling
- 231.710 Financial Institutions
- 232.701 Investments
- 232.710 Derivatives
- 232.720 Fixed Income

**Concentration electives (8 credits)**

Students choose 4 courses from the following:

- 230.730 Managing Financial Risk
- 233.730 Entrepreneurial Finance
- 800.610 Corporate Governance
- 210.650 Advanced Financial Accounting
- 231.740 Mergers and Acquisitions
- 239.705 Environmental Finance
- 220.720 Financial Econometrics
Capstone course (4 credits)

235.790  Finance Capstone: Advanced Topics

Using knowledge gained in the program, students complete their program with a capstone course in advanced finance topics.

Continuation of Final Project Course – 001.900

MASTER OF SCIENCE IN INFORMATION SYSTEMS

The Master of Science in Information Systems (MSIS) is designed for professionals who want to have significant impact in the development of information and telecommunication systems in their organizations. With its unique educational approach balancing theory and practice, this program presents the methodology and technology skills needed to plan, develop, implement, and manage integrated information and telecommunication systems throughout organizations.

This degree focuses on contemporary and advanced technology as it applies to the development of integrated systems that meet organization needs in a highly competitive environment. Specifically, the degree is designed for:

• IS professionals who want to advance to managerial or development roles in their organizations
• Business professionals with knowledge in functional areas who want to leverage this background with IS knowledge to move to consultancy roles within or outside their organizations
• Professionals who need to update their skills and to use the newest IS concepts and tools to allow organizations to better compete in the global marketplace

The MSIS incorporates the rapid changes in technology and explores current innovative and creative uses of systems to fulfill business needs. The curriculum builds on the structure and the need for managerial skills education identified in the latest IS curricula research and the model curriculum for Master of Science in Information Systems (MSIS) programs developed by the Association for Computing Machinery (ACM) and the Association for Information Systems (AIS) that is endorsed by numerous other information systems professional organizations.

The MSIS core includes key technical topics and developments as well as links to organizational and technology issues that give students the skills to integrate IS across organizations and manage IS departments, projects, and personnel. Elective courses focus on detailed technology issues and concepts with an emphasis on technical design, development, acquisition, implementation, security, operation, and maintenance of complex information systems. The Information Systems Capstone course integrates all aspects of the program through a practical, hands-on information systems project focused on a local organization.

PROGRAM REQUIREMENTS

The program requires 36 credits. A waived course or transferred-in graduate credits must be replaced with an equivalent number of credits in an advanced course. Students must complete the program within six years.

CURRICULUM

Required Skills, Tools, and Methods (12 credits)

510.601  Statistical Analysis
300.620  Information Systems Project Management
120.601  Business Communication
300.601 Systems Development
131.601 Leadership Ethics Seminar

Required Business Core (12 credits)
330.715 IT Enterprise Architecture
330.725 Information Security and Assurance
330.701 Business Telecommunications
350.710 Information Systems Strategy
300.700 Developing Internet Systems and Services
350.780 Technology, Global Sourcing, and Global Markets

Concentration electives (8 credits)
Students choose 4 courses from the following:
350.720 Emerging Frontiers in Health Care: Technology and Strategy
360.710 Knowledge Management Systems
360.715 Data Mining and Discovery Informatics
360.701 Competitive Intelligence
300.610 Information Systems Financial Management
620.710 Services Management
520.601 Decision Models
360.705 Advanced Competitive Intelligence

Capstone (4 credits)
390.790 Information Systems Capstone

Using knowledge gained in the program, students complete their program with a capstone project.

Continuation of Final Project Course – 001.900

MASTER OF SCIENCE IN MARKETING

The Master of Science in Marketing program is deeply committed to the enhancement and facilitation of each student’s career by combining a world-class education, with highly valuable practical experiences, and the Hopkins mission of providing knowledge to the world to inspire our students to achieve their professional goals and make a difference in the world of business.

One of the few marketing graduate programs in the nation, the Master of Science in Marketing has a curriculum that incorporates the latest knowledge and technology in the field. Course offerings provide students with a thorough foundation in marketing theory, analysis, and practical applications. The course sequence maximizes students’ learning by progressing logically from foundation and core theory to specific practice. The program focuses on the application of marketing theory, current and future trends, and state-of-the-art techniques required by marketing professionals for success in the 21st century.

PROGRAM REQUIREMENTS

The program requires 36 credits. A waived course or transferred-in graduate credits must be replaced with an equivalent number of credits in an advanced course. Students must complete the program within six years.

CURRICULUM

Required Skills, Tools, and Methods (12 credits)
410.610 Financial Analysis of Marketing Decisions
510.601 Statistical Analysis
120.601 Business Communication
220.625 The Marketing Environment
131.601 Leadership Ethics Seminar
132.601 Business Law

**Required Business Core (12 credits)**
410.601 Market Research
450.710 Market-Driven Strategy
410.620 Customer-focused Marketing
420.710 Understanding Consumer Behavior
420.720 Customer Relationship Management
430.710 Integrated Marketing Communications

**Concentration electives (8 credits)**
Students choose 4 courses from the following:
430.730 Innovation and New Product Leadership
430.720 Pricing
430.740 Channel and Distribution Strategy
360.701 Competitive Intelligence
450.705 Strategic Brand Management
620.710 Services Management
450.720 Creative Business Thinking
410.710 Advanced Market Research
141.720 Behavioral Decision Making

**Capstone (4 credits)**
460.790 Marketing Capstone

Using knowledge gained in the program, students complete their program with an applied research project.

**Continuation of Final Project Course – 001.900**

**MASTER OF SCIENCE IN ORGANIZATION DEVELOPMENT AND STRATEGIC HUMAN RESOURCES**

The Master of Science in Organization Development and Strategic Human Resources program (ODSHR) is no longer accepting applicants. All degree requirements will be honored under the curriculum and academic year admitted. Following is information for students who are completing the program.

The role of human resource and organization development professionals is critical for developing strategies that maximize performance and productivity in the workplace. Professionals with the appropriate skills help organizations gain competitive advantages by: developing a highly trained workforce; aligning people, processes, and technologies’ and creating and managing change at the individual, group, and organizational levels.

The Master of Science in Organization Development and Strategic Human Resources program (ODSHR) is a 42-credit program that prepares students for the changing roles and demands of OD and HR professionals, as that of strategic partners.

The program focuses on core competencies, which integrate organization development and human resource content with an emphasis on strategic human capital and development. It incorporates building a learning community, an electronic portfolio, and, most importantly, courses and assessments based on the understandings and learning outcomes mentioned above.
PROGRAM REQUIREMENTS

Students must complete the required 42 graduate credits within six years. With approval, a student may transfer a maximum of six credits of prior graduate study from a regionally accredited college or university provided that the courses are directly applicable to their program and were taken within the six-year limit for completion of the degree.

CURRICULUM

Core: 7 courses (17 credits)
Concentration Courses: 5 courses (15 credits)
Free Elective: 1 course (3 credits)
Research Methods: 1 course (4 credits)
Capstone: 1 course (3 credits)
Continuation of Final Project Course – 001.900

MASTER OF SCIENCE IN REAL ESTATE

This program is ideal for mid-career real estate professionals with three or more years of industry work experience. Working with academic and practitioner faculty, students develop the knowledge and skills needed to take advantage of the latest developments in this fast-changing profession. The core curriculum integrates the study of the major disciplines that influence real estate decisions: market analysis, law, design, construction, investment analysis, finance, and land use regulation. Students have the option to choose four concentration electives to form a coherent area of expertise (Development, Institutional Investments, Appraisal / Valuation, and International Real Estate). Students may also take any four electives for a “general” concentration.

PROGRAM REQUIREMENTS

The program consists of 36 credits. A waived course or transferred-in graduate credits must be replaced with an equivalent number of credits in an advanced course. Students must complete the program within six years. In the first semester, a series of mandatory workshops will be scheduled (usually on Saturdays). Session Topics include: Excel for Real Estate Professionals, and Becoming an Excel Power User. There is a fee required for these workshops. Additional information will be available prior to the beginning of the semester.

Note: Students must have access to a PC* laptop computer with the following minimum configuration:

Hardware:
- Intel Core i5
- 14.1” Widescreen Display
- 4 GBs - Memory
- 512 MB Video
- 320GB Hard Drive
- DVD+/-RW
- Wireless Ethernet 802.11a/g/n

Software:
- OS – Windows 7 – (English Language Version)
- Fully Functioning Anti-Virus (Symantec is provided by JHU while a student)
- MS Office 2007 or 2010

*If you should decide to use a MAC instead of a PC, you will need a MAC that meets the same re-
Required Skills, Tools, and Methods (12 credits)
- 230.640 Financial Modeling and Real Estate Analysis
- 132.615 Smart Growth and Sustainability
- 120.601 Business Communication
- 220.640 Real Estate Economics
- 131.601 Leadership Ethics Seminar
- 132.640 Legal Issues in Real Estate

Required Business Core (12 credits)
- 241.610 Real Estate Development Process
- 242.601 Real Estate Market Analysis
- 241.725 Global Perspectives in Real Estate
- 234.610 Financing Real Estate Projects
- 242.720 Real Estate Risk and Opportunities
- 241.620 Managing Construction Projects

Concentration Electives (8 credits)
Students choose 4 courses from the following:
- 242.701 Capital Markets and Real Estate
- 242.730 US Real Estate Markets – Inbound Investments
- 242.725 Corporate Real Estate
- 242.735 Overseas Real Estate Markets – Outbound Investments
- 242.710 Managing Real Estate Portfolios
- 242.715 Appraisal and Valuation
- 241.710 Sustainable Development
- 121.610 Negotiation
- 241.615 Site Planning and Building Design
- 152.725 Real Estate Entrepreneurship
- 249.701 Special Topics

Capstone (4 credits)
- 245.790 Real Estate Practicum

The individual practicum allows you to integrate classroom knowledge with practical experience under the direction of a real estate professional and faculty member. You will complete a comprehensive final project, applying your skills and knowledge directly to create a development proposal or a research thesis.

Continuation of Final Project Course – 001.900

Alumni and Business Network

The JHU Real Estate Forum is dedicated to encouraging the development of relationships among its members and industry leaders in the real estate community. Students in the Edward St. John Real Estate Program are encouraged to connect with 800-plus JHU-MSRE alumni, Advisory Board members, professional faculty, and other students in Baltimore and Washington, DC. A variety of events are held regularly though the JHU Real Estate Forum as well as with local, regional, and national real estate professional organizations.
DUAL AND JOINT DEGREE PROGRAMS

MBA/MA IN COMMUNICATION

The Hopkins MBA/MA Communication prepares managers in public and media relations, advertising, crisis communication, organizational development, and risk communication. It provides managers with the knowledge and skills to solve communication problems in the workplace, use new media to transform existing business practices, reach out to media and clientele, and manage corporate images. This program enables communication professionals to expand their knowledge and skills in business and management, preparing them to lead nonprofit, public sector, or commercial enterprises. Students in these degrees complete both the professional managerial education requirements of the MBA and the advanced disciplinary requirements of a specialized MA in Communication.

Program Requirements
The program requires 60 credits, 42 credits for the MBA. Course scheduling allows for completion of MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course.

Admission
Apply to the MBA/MA in Communication through the Johns Hopkins Zanvyl Krieger School of Arts and Sciences. For information, please visit advanced.jhu.edu/academic/communication/mba/.

MBA/MA IN DESIGN LEADERSHIP

The MBA/MA program in Design Leadership enrolls students who want to be transformative business leaders at the highest levels by developing a next-generation approach to management and problem solving. Students’ backgrounds are likely to include business management, marketing, engineering, finance, art and design, architecture, fine arts, and other fields.

Program Requirements
The MBA/MA in Design Leadership program is an 18 to 20-month, 66 credit program of study (44 MBA credits and 22 MA credits) that allows students combine the skill sets of a traditional MBA with the design expertise increasingly needed in today's complex business world.

Admission
Apply to the MBA/MA in Design Leadership through the Maryland Institute College of Art. For more information, please visit www.designleadershipmba.com.

MBA/MA IN GOVERNMENT

The innovative MA in Government/MBA Program prepares managers to move between the public and private sectors, or work for agencies that span the two. The program combines the public sector management strengths of the MA in Government with the private sector business savvy of the MBA.

The MA Government/MBA bridges the traditional separation of business leadership and public sector management. Advance your knowledge in government and politics, ethics, global economics, financial theory, and management, and set yourself apart from the competition in a career that overlaps public and private sectors.

Program Requirements
The program requires 60 credits, 42 credits for the MBA. Course scheduling allows for completion of MBA
portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course.

**Admission**

For more information about the MBA/MA in Government with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences, visit [advanced.jhu.edu/academic/government/mba/index.html](http://advanced.jhu.edu/academic/government/mba/index.html).

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**MBA/Master of Public Health**

This unique 22-month, full-time program of study will enable students to integrate the philosophies, functions and competencies of the seemingly disparate fields of public health and business. Students in this program will acquire knowledge and skills in the principles of population-based health as well as finance and management, which will enable them to be effective managers and leaders in health-related agencies and organizations. Graduates will be able to assess the public health needs of a defined population; develop, analyze and implement targeted health policies and programs; lead the process of change within one’s own organization and community; manage health care organizations to achieve identified goals; and communicate messages to targeted audiences.

**Program Requirements**

The program requires 152 credits (MPH and MBA based on School of Public Health credit system)

**Admission**

Applications for the combined degree program must be obtained from and submitted to the Bloomberg School of Public Health and will be reviewed by the admissions committees of both the Johns Hopkins Bloomberg School of Public Health and the Carey Business School. For more information, please visit [www.jhsp.edu/academics/degree-programs/combined-programs](http://www.jhsp.edu/academics/degree-programs/combined-programs).

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**MBA/MS in Biotechnology**

Students in this program learn fundamental and advanced principles of both business and biotechnology that cover accounting, negotiation, finance, and regulatory and legal matters, as well as biochemistry, biostatistics, and bioinformatics. With a perspective informed both by business and science, students work and learn in a team-oriented cohort. They emerge from the program—offered jointly with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences—possessing the expertise and the confidence to become innovative managers in the biotechnology field.

**Program Requirements**

The program requires 60 credits, 42 credits for the MBA. Course scheduling allows for completion of MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course.

**Admission**

Apply to the MBA/MS in Biotechnology through the Johns Hopkins Zanvyl Krieger School of Arts and Sciences. For more information, please visit [advanced.jhu.edu/academic/biotechnology/](http://advanced.jhu.edu/academic/biotechnology/).

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**MBA/MS in Nursing in Health Systems Management**

The Master of Business Administration/Master of Science in Nursing in Health Systems Management is designed specifically to address the professional challenges facing nurses and to prepare them for expanding roles in the increasingly complex world of integrated health services. Here, you will learn how to adapt business and nursing theory to discover financially, ethically, and medically sound healthcare solutions and
contribute to public and private health policy. With a thorough understanding of nursing practice and fundamental business concepts, you’ll become effective and resourceful in analyzing and addressing managerial problems in healthcare settings.

**Program Requirements**
Students must complete 57 credits within six years. The MBA portion is 42 credits. Students who successfully complete the Hopkins Business of Nursing certificate program may apply the 12 credits from the certificate to this degree.

**Admission**
Apply to the MBA/MSN through the Johns School of Nursing. Admission is selective, and applications are accepted and reviewed throughout the year. For more information, please visit [www.nursing.jhu.edu/academics/academic_programs/masters/msn-mba/](http://www.nursing.jhu.edu/academics/academic_programs/masters/msn-mba/).

**Graduate Certificate Programs**

**Hopkins Business of Medicine Graduate Certificate Program**
Offered jointly with the School of Medicine, the Hopkins Business of Medicine Graduate Certificate Program gives physicians, other post-baccalaureate clinicians, and health care administrators the knowledge and skills to compete successfully in today’s dynamic and complex health care environment. Understanding the business side of medicine is a key advantage for excelling in this pivotal era. By learning and applying the concepts of business to the organization of care, physicians and other clinicians can take a more active role in structuring and developing the emerging system.

**Certificate Requirements**
This unique cohort program is offered to physicians, nurses, other clinicians, senior health care administrators, and medical practice managers. Designed for completion in 10 months, the intensive 12-credit program may be applied toward a 54-credit Master of Business Administration (MBA) in Medical Services Management degree. All four courses in the certificate program must be completed at Johns Hopkins University in order to receive the certificate.

- Classes are held at the School of Medicine on Hopkins’ East Baltimore campus (fall start only) and the Carey Business School’s Washington Center (spring start only), one or two evenings per week, for three hours. Participants progress through the program as a cohort, sharing experiences and knowledge and creating additional networking and professional linkages and opportunities.

- Courses in the Hopkins Business of Medicine Graduate Certificate Program integrate the business and management knowledge and skills necessary to participate actively and successfully in a rapidly changing health care industry.

**Hopkins Business of Nursing Graduate Certificate Program**
The Hopkins Business of Nursing Graduate Certificate Program is offered jointly by the Johns Hopkins School of Nursing and the Carey Business School. Today’s nurses occupy a pivotal position in the changing environment of health care management. With constantly evolving delivery and financing modes, nurses need to understand and provide quality care in a cost-effective manner. In addition, emerging developments in health care financing make it essential for health care professionals to successfully integrate sound business and management skills with advanced clinical skills.
The program is designed to address the changing financial and organizational challenges facing nurses and to prepare them for current and expanding roles in the increasingly complex environment of integrated health services.

Certificate Requirements
This unique 12-credit cohort program begins in September and concludes the following July. The certificate can be applied toward the following Hopkins master’s degrees: Master of Business Administration (MBA), the Master of Science in Nursing in Health Systems Management (MSN), or the joint MBA/MSN degree. Eight of the 12 credits may be applied to the MSN Clinical Nurse Specialist degree.

Admission
An interview may be requested, and basic admission inquiries and requests for applications should be directed to the Office of Admissions and Student Services at the School of Nursing.

The certificate program includes the following four courses:
- 300.50 Emerging Health Care Systems and Concepts
- 300.50 Managing Financial Outcomes
- 300.50 Managing Clinical Outcomes
- 300.50 Synthesis and Integration of Nursing and Business

GRADUATE CERTIFICATE IN FINANCIAL MANAGEMENT

The financial market has evolved dramatically in recent decades through the development of new financial instruments and techniques, integration of global markets, and advancements in information technology. The growth of global financial markets and rapid development of advanced analytical tools make the study of finance increasingly vital. In today’s fast-paced, uncertain economic environment, financial managers require a sophisticated, global understanding of the theory and analytical tools to make the right decision in a particular financial situation.

This certificate program is designed to prepare a student for a career in corporate financial management. This program is designed to give students a broad, thorough, and up-to-date foundation in finance and the practical tools needed to thrive as effective financial managers. The curriculum provides students with a strong foundation in financial theory as well as technical skills, and a unique opportunity to develop analytical skills and critical thinking abilities by integrating theory into practice.

Certificate Requirements
Students are required to complete the Graduate Certificate in Financial Management within three years. The certificate in Financial Management consists of eight courses (16 credits). All courses are two credits.
- 210.620 Accounting and Financial Reporting
- 510.601 Statistical Analysis
- 231.620 Corporate Finance
- 800.610 Corporate Governance
- 231.740 Mergers and Acquisitions
- 232.701 Investments
- Finance Elective 1
- Finance Elective 2

Note: MS in Finance and MBA students may add either the Graduate Certificate in Financial Management or the Graduate Certificate in Investments, but not both.
GRADUATE CERTIFICATE IN FINANCIAL MANAGEMENT/GRADUATE CERTIFICATE IN INVESTMENTS AND MS IN APPLIED ECONOMICS

To allow students to capitalize on the strong complementarily between Finance and Economics, the Carey Business School and the Zanvyl Krieger School of Arts and Sciences have eliminated the overlap between the MS Degree in Applied Economics and the Graduate Certificate in Financial Management, and the Graduate Certificate in Investments. This enables students to earn both the MS Degree and a Graduate Certificate for a total of 15 courses, eight through Arts and Sciences and seven through Carey. Applicants should submit an application to the Dual MS Degree in Applied Economics/Graduate Certificate in Financial Management or the Dual MS Degree in Applied Economics/Graduate Certificate in Investments through Advanced Academic Programs.

Certificate Requirements
Please consult with an adviser for program requirements.

GRADUATE CERTIFICATE IN INVESTMENTS

Mutual funds, trust departments, brokerage firms, and investment bankers are constantly looking for professionally trained financial managers. Today’s fast-paced, technology-driven investment environment demands that market participants understand and employ the latest financial tools and techniques.

The Graduate Certificate in Investments is designed to meet the demands of professionals in the rapidly developing field of investments and finance. The curriculum is both rigorous and contemporary, applying modern investment theory to real-world scenarios. Case studies and projects are used at various points of the curriculum. The certificate program is structured to complement preparation for the Chartered Financial Analyst (CFA) examinations.

Certificate Requirements
Students are required to complete the Graduate Certificate in Investments within three years. The certificate in Investments consists of eight courses (16 credits). All courses are two credits.

210.620 Accounting and Financial Reporting
510.601 Statistical Analysis
231.620 Corporate Finance
232.701 Investments
232.710 Derivatives
232.720 Fixed Income
Finance Elective 1
Finance Elective 2

Note: MS in Finance and MBA students may add either the Graduate Certificate in Financial Management or the Graduate Certificate in Investments, but not both.

GRADUATE CERTIFICATE IN COMPETITIVE INTELLIGENCE

Competitive intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization’s plans, decisions, and operations. Competitive intelligence should be part of all job descriptions, from analyst to president.

Upon completion of the Competitive Intelligence certificate, students should be able to apply leading-edge decision making, analytical, and knowledge management techniques, strategies, tools, and methodologies for enhancing organizational intelligence. The “professional of tomorrow” will need to possess these knowledge areas and skill sets to be competitive in the marketplace.
Certificate Requirements
Students are required to complete the Graduate Certificate in Competitive Intelligence within three years. The Competitive Intelligence certificate consists of eight courses (16 credits). All courses are two credits.

360.701 Competitive Intelligence
360.715 Data Mining and Discovery Informatics
360.710 Knowledge Management Systems
350.710 Strategic Information Systems
360.705 Advanced Competitive Intelligence
Information Systems Elective 1
Information Systems Elective 2
Information Systems Elective 3

Leadership Development Program for Minority Managers

The Leadership Development Program for Minority Managers (LDP) is not accepting applicants for the 2012–13 academic year.

The Carey Business School Leadership Development Program (LDP) was launched in 1990 to support the advancement of high-potential first-level to mid-level minority managers by offering education in the latest management and leadership theory and applications. An intensive 10-month, 16-credit, academically centered cohort learning experience for early- to mid-career professionals and managers, LDP offers a robust learning environment to enhance leadership and career management skills while fulfilling partial requirements for the Master of Business Administration, and the Master of Science in Information Systems for Business degrees.

The approach to learning and demonstrated application in this intensive program include a series of globally oriented course modules that includes challenging research projects, dynamic seminars, discussion groups, and outcomes-based projects in which students interact with leading business, education, and government professionals and organizations.

This format allows participants to have thematically focused interactions, draw upon common experiences, form a support group, and network. In addition, the program offers a forum for students to explore the implications of global public policy and real life experiences that impact the multicultural workplace and the unique roles played by minority leaders and managers in workplace, governmental, and community settings.

Program Requirements

- Three-day Leadership Academy for building a learning community
- Assessment and career counseling on relevant leadership skills and issues through small group sessions
- Executive speakers; invited luncheons; and workshops with leaders from business, government, finance, and nonprofit sectors
- Assessment and training in executive presentation skills
- Participation in the Leadership Development Program Alumni Association (LDPAA) networking and enrichment programming events

Required Courses

(Students take two courses each term)

755.602 LDP Leadership Academy (no credit)
120.601 Business Communications
210.620 Accounting and Financial Reporting
142.620 Leadership in Organizations
231.620 Finance and Capital Markets
Note: In most cases, part of the 16 credits awarded for successful completion of the program may be applied toward the Carey Flexible +MBA or another graduate degree in the Carey Business School. Students seeking a graduate degree must qualify under the requirements specified for admission to the specific graduate business programs.

UNDERGRADUATE PROGRAMS

BACHELOR OF SCIENCE IN BUSINESS

The BS in Business is dedicated to the development and achievement of students and their personal growth through the pursuit of an undergraduate degree. In support of this goal, the program combines rigorous theoretical content with effective current practice in order to prepare students to adapt to the changing demands of the modern workplace and to advance their careers, whether in corporate, government or nonprofit organizations.

The program’s curriculum addresses complex problems and pursues effective solutions, resulting in a degree completion program that is well-respected in the business community. To be most effective and provide an in-depth learning experience, several educational approaches are utilized, including lectures, case studies, presentations, practice assignments, in-class discussions, group work, and hands-on exercises or other methods deemed appropriate for a course.

Students must complete 60 semester hour credits of upper-level (.300-level and higher) coursework with the Carey Business School. The first 60 semester hours or 90 quarter hours of the bachelor’s degree program must be transferred from another regionally-accredited, academic institution.

The program consists of 60 upper-level undergraduate semester hour credits of coursework: 15 semester hour credits of Business Core courses, 12 semester hour credits of Skill, Tools and Methodology courses, 24 semester hour credits of concentration level business courses, and a 9-semester hour credit Hopkins capstone.

Curriculum – Part time

Business Core (15 credits)
The Business Core is designed to provide an understanding of basic business theory. All students must complete the following courses for a total of 15 credits:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>210.350</td>
<td>Financial Ratio Analysis Principles</td>
</tr>
<tr>
<td>231.320</td>
<td>Principles of Finance</td>
</tr>
<tr>
<td>410.320</td>
<td>Principles of Marketing</td>
</tr>
<tr>
<td>100.320</td>
<td>Global Business</td>
</tr>
<tr>
<td>680.320</td>
<td>Production and Operations Management</td>
</tr>
</tbody>
</table>

Skills, Tools, and Methods (12 credits)
The Skills, Tools and Methods Core is designed to provide students with the skills and tools as well as methodologies that are required to succeed in a business or an organization. All students must complete the following courses for a total of 12 credits:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>120.301</td>
<td>Managerial Communication</td>
</tr>
<tr>
<td>510.301</td>
<td>Statistics for Business Decision Making</td>
</tr>
<tr>
<td>131.301</td>
<td>Ethical Leadership</td>
</tr>
<tr>
<td>121.310</td>
<td>Negotiations in Business</td>
</tr>
</tbody>
</table>
Concentration Electives (24 credits)
Hopkins Capstone (9 credits)
Courses integrate prior coursework and should be taken in the last semester, when the student is completing the program.

- 800.495 Hopkins Capstone: Strategic Management
- 800.496 Hopkins Capstone: Advanced Strategic Management
- 800.499 Hopkins Capstone: Senior Project

Curriculum – Full Time
The program provides students with a full set of courses intended to provide a broad educational base in business and related areas. In addition to the traditional topics covered in an undergraduate program, it provides the opportunity to expand and specialize in concentration areas. Finally, it will provide experiences that educate the students on skills and abilities required in today’s working environment: communication, creativity and innovation, critical thinking, diversity, ethics, information literacy, problem solving and team work. The following represents the concentration in Global Business Studies.

Fall 1 (15 credits)
- 215.315 Advanced Accounting
- 515.315 Advanced Business Statistics
- 135.301 Ethics, Governance & Accountability
- 125.301 Managerial Communications
- 445.301 Marketing & Consumer Behavior

Spring 1 (15 credits)
- 235.301 Finance
- 365.301 Information Technology Strategy
- 145.315 Organizational Leadership
- 125.315 Negotiations: Principles & Applications
- 685.325 Quantitative Methods & Modeling

Fall 2 (15 credits)
- 105.320 Global Business
- 445.315 International Marketing Strategy
- 355.475 Project Management
- 145.325 Teamwork & Diversity in a Global Environment
- 805.490 Senior Capstone I

Spring 2 (15 credits)
- 155.450 Entrepreneurship
- 155.430 Global Strategic Management
- 235.410 International Finance
- 805.495 Senior Capstone II
- Elective

Program Continuity and Completion
A student must be continuously enrolled in the program. Any student not enrolling and successfully completing courses at the Carey Business School for a period of one year or more must petition to restart their program. In addition, a student must complete all program requirements within six years of starting their first course at the Carey Business School. Any student not successfully completing their program within six years must petition for an extension.

Independent Study Requests
Matriculated students who wish to study a topic or area not represented in the curriculum may complete an independent study request form. Students may only complete an independent project on a topic that does not duplicate a course offered or coursework transferred from another college or university. Students must request guidelines and proposal forms from their adviser and may not register for projects until their proposals are approved in writing by their adviser, faculty sponsor, and program directors. Students cannot take more than one independent study.
COURSE DESCRIPTIONS

BU.001.600 Graduate Internship Project
Internship projects are available for students needing transcript documentation of an approved Carey Business School Internship. The Internship Project course is an audit only, no credit course offered during each semester. Carey Business School students must be enrolled in a degree program at least one semester (9 credits) before seeking an internship. Students should apply and register for the internship project course at least two weeks before the internship begins. (0 credit)

BU.001.900 Final Project (Continuation)
Students who enroll in the final project courses in their graduate degree programs (referred to informally as, e.g., capstone, practicum, or integrated field experience; see specific course numbers below) are expected to complete the required work during the semester in which they are enrolled. In the event that the project work is not completed by the end of the semester, students must register for this course every ensuing semester, including summer, until they complete their work and a final grade is submitted. There are no academic credits associated with BU.001.900 but registering for the course requires the payment of an administrative fee of $500 each semester the course is taken until a final grade has been submitted. With respect to the registration for this course and payment of the fee, it is not possible to take a semester off or take a leave of absence. This fee is charged to cover institutional support costs that occur, regardless of the number of credits or location of the course, for services available to students such as libraries, administrative support, and general costs of keeping the student’s university records active. The requirement to register in this continuation course applies to students who have not completed their project work during the semester in which they are originally enrolled in course BU.767.810, BU.143.790, BU.757.801, BU.757.820, BU.151.790, BU.235.790, BU.390.790, BU.460.790, or BU.245.790. Students are reminded that graduation is subject to approval that all degree requirements have been completed. (0 credit)

BU.003.902 Global Immersion: Turkey – Bridging East and West
Turkey – Bridging East and West will explore the challenges of engaging as a business from the West in the countries of Central Asia, a region of increasing economic and geopolitical significance. With Istanbul straddling Europe and Asia and its history as a path of cross-cultural commerce along the Silk Road, Turkey forms the perfect backdrop for our study. The course will analyze the successes Turkey has enjoyed in bridging different cultures over the centuries and the remaining hurdles to achieving its long-sought goal to join the European Union. Participants will explore the challenges and opportunities of conducting business in the region. During travel in Istanbul, course participants will gain insights on successfully bridging East and West from the exchange of ideas with business leaders, American diplomats and Turkish political leaders. (2 credits)
Prerequisite(s): 3.0 GPA. Must be a currently enrolled JHU graduate student.

BU.003.903 Global Immersion: Ecuador: Sovereignty versus Global Immersion
Latin American countries emerged largely unscathed by the 2008 global financial crisis. As a result the region has emerged as the engine for the global economic growth. Many business specialists are therefore turning their eyes to Latin America as an interesting investing alternative. Although many of these countries are similar, the levels of economic development, political ideology and stability, fiscal approaches, infrastructure and business ecosystems as well as geographical externalities differ from country to country. Thus, doing business in Brazil, Argentina, Peru or Ecuador requires different perspectives, abilities and approaches. Ecuador is a unique economy in the region given its dollarized economy. It is one of the largest exporters of bananas, shrimp, coffee, cocoa, cupflowers and petroleum. Outside Latin America, its largest market is the United States. This course provides an overview of Ecuador’s business ecosystem from a macro and micro point of view, examining Ecuador’s advantages and disadvantages in a comparative study – when possible – with its neighbors Colombia and Peru, from the perspective of global competitiveness and ease of doing business. Ecuador ranks 101 among 142 countries in competitiveness (Colombia and Peru rank 64 and 65), and 130 among 183 in ease of doing business (Colombia and Peru rank 42 and 41). (2 credits)
BU.100.401 Organizations & Society
This course stresses current and emerging moral issues of contemporary business practice with a focus on professions and business sectors. Students examine and evaluate corporate and professional codes of conduct; analyze the ethical dimensions of landmark business cases; and explore the ethical aspects of professional practice communities and business sectors. (3 credits)

BU.120.301 Managerial Communication
Participants practice effective strategies, styles, and tools for oral and written communication that are critical to success for today’s manager. Learn how to write clearly and concisely, make a compelling oral presentation, and effectively negotiate and resolve conflict. (3 credits)

BU.120.601 Business Communication
This course refines student’s skills in written and oral communication to internal and external audiences. Through analyses and practice of communication strategies adopted by successful business professionals, students learn to write clearly and concisely, make compelling oral presentations, construct effective arguments. (2 credits)

BU.121.310 Negotiations in Business
Students study negotiation techniques and mediation as a means of contract development and dispute resolution. Students role play in various scenarios in order to develop skills necessary to facilitate meaningful negotiation. These exercises allow the students to analyze situations in order to come up with various options or approaches. Students learn to prepare and communicate effectively, gain the capacity to think creatively and analyze critically, and develop the ability to recognize, differentiate, and organize relevant facts. Negotiation and mediation require careful listening, and strong personal interaction and conflict management skills. (3 credits)

BU.121.610 Negotiation
This course provides students with the foundation skills needed for effective negotiation. The interactive and independent learning opportunities provided during the course are designed to help participants understand and develop a systematic approach to preparing for, structuring, and engaging in business negotiations using two core approaches. Participants will develop communication, process, and conflict handling skills needed for effective negotiation of relationships. Participants will engage in live and electronic negotiations to build their skills in employing or overcoming specific negotiation strategies and tactics. The course content includes learning opportunities designed to sharpen participants’ ability to analyze negotiations from both an ethical and cultural perspective and develop approaches that facilitate cross-cultural understanding and ethical negotiation. (2 credits)

BU.121.710 Managing Conflict: A Problem-Solving Approach
This advanced-level course builds upon the strategies and approaches presented in BU.121.610 Negotiation. Participants will be able to analyze a conflict and conduct an effective conversation to contain or resolve the conflict. The course will use case studies, experiential learning, group discussion, and lectures to introduce the problem-solving frameworks and a diagnostic tool for assessing conflict and choosing from a spectrum of conflict management interventions. Participants will be videotaped while engaging in a negotiation and conflict management exercise. (2 credits)

BU.125.301 Managerial Communications
No skill is as important to managers as the ability to communicate effectively with others. This requires not merely the ability to speak and write clearly, but to listen to and understand others; to analyze audience, purpose, and cultural context; to select appropriate media and formats; to gather, analyze, and evaluate information effectively; and perhaps most importantly, to persuade and motivate others to act together toward a common end, using all the logical and emotional tools at hand. Participants practice effective strategies, styles, and tools for oral and written communication that are critical to success for today’s manager. They learn how to write clearly and concisely, make a compelling oral presentation, use interpersonal
and nonverbal skills in meetings and interviews, and develop crisis- and cross-cultural-communication strategies. (3 credits)

**BU.125.315 Negotiations: Principles & Applications**
Students will study negotiation techniques and mediation as a means of contract development and dispute resolution. Students will role play in various scenarios in order to develop skills necessary to facilitate meaningful negotiation. These exercises will allow the students to analyze situations in order to come up with various options or approaches. Students will learn to prepare and communicate effectively, gain the capacity to think creatively and analyze critically, and develop the ability to recognize, differentiate, and organize relevant facts. Negotiation and mediation require careful listening, and strong personal interaction and conflict management skills. (3 credits)

**BU.131.301 Business Ethics**
Would you want everything you have done this year to be on the front page of the Wall Street Journal? If such a story ran, would you be viewed as an ‘ethical’ leader? This course explores dilemmas in which corporate managers identify, evaluate, and resolve such ethical problems as confidentiality, sexual harassment, stock and bond trading, expense accounts, whistleblowers, and corporate social responsibility. Students are given opportunities to deal with personal work-related ethical issues. (3 credits)

**BU.131.601 Leadership Ethics Seminar**
This course explores ethical leadership as a framework for enterprise value creation in a complex environment of competing economic and moral claims. Students examine the intrinsic ethical challenges of leadership and the concept of a moral compass as a foundation for responding effectively to the ethical challenges of corporate citizenship and value creation in a competitive global economy. (2 credits)

**BU.132.601 Business Law**
A thorough working knowledge of the legal and regulatory environment in which businesses operate is essential for well-prepared business executives. This course provides an overview of the legal and regulatory environment affecting business in the United States and abroad. Topics include forms of business organization, contracts, torts and product liability, international business transactions, antitrust law, environmental law, securities regulation, ethics, and discrimination and employment issues. Students are expected to utilize electronic library and Internet resources to complete assignments. (2 credits)

**BU.132.615 Smart Growth and Sustainability**
This course explores perspectives of government and business in the land development and redevelopment process. An overview of land use regulations and the effects of those regulations on a specific project are discussed, as are major development controls, their evolution, implementation procedures, and their role in public policy. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

**BU.132.640 Legal Issues in Real Estate**
Complex legal issues involved in a real estate development and management transaction are reviewed and analyzed in this course. Students explore legal topics, beginning with the basic principles of property law and extending to environmental issues and safeguards of site acquisitions through construction, including leasing, financing, conflict resolution, operation, and sale of a real estate project. Negotiation and legal aspects of alternative financing and entity structures are discussed. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

**BU.135.301 Ethics, Governance & Accountability**
This course examines the role of ethics in business decision making, with an eye to corporate governance and accountability. Beginning with an exploration of their own values and beliefs, students develop an awareness of the role of emotion, reason, and culture in moral judgments. Through readings, films, and discussion, students sharpen their ability to argue and negotiate from ethical principles. They then apply
these tools to an examination of issues impacting contemporary business, ranging from work/life balance to intellectual property, whistle-blowing and insider trading. The course concludes with a look at recent scandals (Enron, WorldCom, the sub-prime mortgage crisis) and the role of boards of directors, shareholders, managers, employees, governments, rating agencies, and other stakeholders in holding businesses accountable, in the U.S. and globally. (3 credits)

**BU.141.320 Organizational Behavior**
This course addresses individual and group behavior within organizations, helping students better understand their own motivation and style of work so that they may interact with and better manage others effectively. Students consider how personality, motivation, communication, power, conflict, and organizational culture affect productivity and job satisfaction. Through interactive class discussions, case studies, and projects, the class examines research findings, real world situations, and the practical implications of the theories that manage individuals and groups. (3 credits)

**BU.141.410 Human Resource Management**
What are the emerging challenges that managers face as they work with employees to implement organizational missions and goals? Students learn about the collaborative process between managers, and human resources departments; ways to effectively recruit, select, train, appraise, and terminate employees; and effective options for compensation, benefits, and retirement plans. (3 credits)

**BU.142.620 Leadership in Organizations**
Although this course is called Leadership in Organizations, its goal is about more than understanding organizational actors’ behavior. Its goal is to help students learn how to leverage organizational behavior to enhance their ability to lead, now and in the future. Specifically, this course seeks to provide students with both the analytical frameworks and the practical experience necessary to better lead individuals and groups in organizations. The analytical frameworks will help students to understand leadership; the practical experience will help students put that understanding into action. The goal is to help students lead, even if they do not currently find themselves in a formal, leadership role. The practices that are discussed will promote effectiveness at any level. (2 credits)

**BU.142.730 Strategic Human Capital**
The reality of business is that developing and managing human capital is vital for the success of any organization. Therefore, this course is taught both from a general manager’s perspective, as well as from an HR perspective. Students will examine ways that HRM can be used to enhance the competitive capabilities of an organization. The major focus of this course will be strategic HRM and HR planning. Using cases and working in teams, students will choose organizations that interest them, and work on a research project describing how they compete through people and human resource management. (2 credits)

**BU.143.420 Organizational Development & Change**
Rapid continuous change is a constant element in modern organizational life. Course participants become familiar with concepts and tools that help manage the change process, such as anticipating and preparing for change, assessing individuals’ readiness for change, designing the elements of change, and providing the appropriate support, communication, and empowerment for change to occur in others. (3 credits)

**BU.143.712 Groups & Teams: Intervention**
Students examine how teams transition into high performance teams by engaging in and exploring intervention methods involved in the success or failure of teams. As part of a performance team, individual students take on the role of observer and diagnostician in order to develop an intervention to explore various methods to achieve team effectiveness, develop mutual trust, as well as individual and joint accountability. (2 credits)

**BU.143.785 Practicum I**
This 4 credit course provides students with their first opportunity to put their organization development
skills to work in a consulting project with real clients. Projects will be selected and shaped in accordance with the level of development of the students. This course is for students who have completed the core courses in the Program and the diagnostic and intervention sequence that focuses on groups and work teams. Students are placed in consulting teams who work with supervisors to negotiate and deliver organization development services to client organizations. Consulting projects are provided by the OD Program and will take place in businesses and not-for-profit organizations in the metropolitan Baltimore and Washington region. Through their projects, students will be expected to demonstrate their knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches. Student participation will be both as an individual and in a group, and final evaluations will reflect the performance of every member of the consulting teams. Consulting projects will range widely in their contents and in the types of organizations in which they will be conducted, but they should be able to be completed within a six month time frame. Students must successfully complete the FE1 course in order to meet their degree requirements. (4 credits)

BU.143.790 Practicum Capstone
Practicum Capstone allows students to demonstrate consulting skills with real clients prior to their graduation. The course serves as a vehicle to integrate the knowledge they have obtained in their coursework under supervision in live organization development projects. Course components include: working with supervisors to negotiate and deliver organization development services to client organizations, and demonstration of students’ knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches. Student participation is on both an individual and group basis and final evaluations will reflect the performance of every member of the consulting teams. Content and organization type will vary widely in the consulting projects. Students must successfully complete the Practicum Capstone course in order to meet their degree requirements. (4 credits)
Prerequisite(s): BU.143.787

BU.145.315 Organizational Leadership
This course addresses individual and group behavior within organizations, helping students better understand their own motivation and style of work so that they may interact with and better manage others effectively. Students consider how personality, motivation, communication, power, conflict, leadership theory and practice, what makes-up leadership and how it is implemented, and how leaders manage individuals and teams. (3 credits)

BU.150.710 Professional Discovery to Market I
In the graduate Professional Discovery to Market I course, students will explore the process of evaluating scientific discoveries and transforming them into commercial opportunities through lectures, guest speakers and an experiential learning project. This course, delivered across two terms, will help students understand the nature of scientific discoveries and their value from both scientific and commercial standpoints, and the fundamentals of intellectual property, applied market research and feasibility analysis. Working in teams, students study a scientific discovery and research and evaluate its commercial feasibility. Part 1 of the Professional Discovery to Market project begins with a series of lectures and workshops that expose students to the people and organizational processes behind the discoveries. Students meet in a class room setting and gain an understanding of the essentials of intellectual property law, and develop the field-level skills needed to assess the often-rare commercial potential of scientific discovery. Students may choose to travel to the organization’s site, although it is not required in order to participate in this opportunity. If students elect to travel in addition to standard tuition fees, students must pay for all airfare, hotel accommodations, food and make travel arrangements. Students accepted for this project will be given specific course information. Students are required to attend all class meetings, although much of the class may be conducted via online or independent meetings with faculty. (2 credits)

BU.150.715 Professional Discovery to Market II
In this graduate Professional Discovery to Market II course, students will explore the process of evaluating scientific discoveries and transforming them into commercial opportunities through lectures, guest speak-
ers and an experiential learning project. This course, delivered across two terms, will help students understand the nature of scientific discoveries and their value from both scientific and commercial standpoints, and the fundamentals of intellectual property, applied market research and feasibility analysis. Part 2 of Professional Discovery to Market focuses on the client project. Working in teams, students work with inventors to assess the commercial potential of the inventor’s discovery. Students take knowledge learned in Discovery to Market I to prepare a feasibility analysis of the product by assessing the marketplace, identifying customers and their wants and needs, completing a competitive analysis, sizing the market and likely revenue streams, developing an intellectual property strategy, and ascertaining likely funding sources, culminating in an overall “go/no-go” decision. Students may choose to travel to the organization’s site, although it is not required in order to participate in this opportunity. If students elect to travel in addition to standard tuition fees, students must pay for all airfare, hotel accommodations, food and make travel arrangements. Students accepted for this project will be given specific course information. Students are required to attend all class meetings, although much of the class may be conducted via online or independent meetings with faculty. (2 credits)
Prerequisite(s): BU.150.710

BU.151.620 Global Strategy
This course provides students with the conceptual tools necessary to understand and work effectively in today’s interconnected world by developing strategic perspectives that link this changing environment, the state of the global industry, and the capabilities and position of the firm. The course provides frameworks for identifying and taking advantage of the opportunities presented in a dynamic global environment at the level of the country and industry. It then focuses on firm-level strategic choices regarding where to engage in which activities. Finally, it covers the challenges of integrating the multiple perspectives, functions, and interests that constitute the multinational firm. (2 credits)

BU.151.720 Corporate Strategy
This course is concerned with the formulation and analysis of corporate strategy. Corporate strategy asks the question, ‘In what industries should a firm compete?’ These are the objectives and policies that collectively determine how a business positions itself to increase its returns and create economic value for its owners and stakeholders. In this course, students learn analytical techniques for diagnosing the industrial landscape of a business, a firm’s overall portfolio, and identifying and analyzing specific business options. These concepts and frameworks will help you to learn to put structure on complex and unstructured problems in corporate strategy to provide a solid foundation for managerial decision making. (2 credits)

BU.151.770 Facilitating Strategic Change
The process of managing strategic change is not straightforward. Carefully developed plans for change can and, often do, disintegrate during implementation, disrupting not only production or service delivery, but also the lives of people who work in organizations. This course focuses on the process of implementing change as the key facet and fundamental challenge in managing strategic change. Students will gain an understanding of how organizational change is achieved and discover and enhance the personal capabilities and abilities to navigate change. The course will examine the various theories and concepts of change, along with experiences and dilemmas in practice, that together help us gain an understanding of what contributes to the carrying out of successful and lasting change. It will discuss how managers express agency in change and connect with others to produce change. (2 credits)

BU.151.790 Strategic Management
This course is concerned with the formulation and analysis of business strategy. Business strategy is the set of objectives and policies that collectively determine how a business creates economic value for its owners and stakeholders. Strategy is concerned with answering two central questions: “What businesses should we participate in?” and “How should we compete?” Students will learn analytical techniques for diagnosing the competitive position of a business, evaluating business strategies, and identifying and analyzing specific business options. (4 credits)
Prerequisite(s): Completion of 46 credits
BU.152.430 Entrepreneurship
Catch the spirit of entrepreneurship in this course! Through a study of the underpinnings of prudent fiscal management in the entrepreneurial enterprise, participants examine the development of budgets and budget controls, the monitoring and evaluation of company expenditures, and management of the enterprise and short-term capital. Special emphasis is placed on identifying sources of start-up funds and working capital that are crucial to entrepreneurial success. (3 credits)

BU.152.710 Entrepreneurial Ventures
This course focuses on the knowledge, skills, and attitudes that enable entrepreneurs to pursue opportunities in business development. Students form teams to experience each step of the entrepreneurial process. The end result is an opportunity assessment of a business idea. Emphasis is placed on a hands-on approach with learning supplemented by cases appropriate to each phase of the course. Entrepreneurs and subject experts expose students to real entrepreneurial operations and businesses, such as incubator and venture capital firms, via consultations and presentations. (2 credits)

BU.152.720 Social Entrepreneurship
This course is about entrepreneurial approaches to addressing global challenges. Policy-minded students will be challenged to think creatively about potential solutions to public challenges; entrepreneurially inclined students will be challenged to analyze rigorously the economic, social, and political context that defines entrepreneurial opportunity. Students in the course will design a social venture and devise approaches for assessing its impact. Skills developed in the course will enable students to act as effective leaders of change effected both through new ventures and through existing for-profit, non-profit, and government institutions. (2 credits)

BU.152.725 Real Estate Entrepreneurship
The real estate industry has characteristics which make it attractive to entrepreneurs. This class examines the characteristics of entrepreneurial firms that enter, compete and succeed in the marketplace as well as the methods they use. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

BU.152.730 Social Entrepreneurship: The Business of Development
Social Entrepreneurship: The Business of Development is a new course offered jointly by the JHU Carey Business School and JHU/SAIS in fall semester 2012. The course focuses on understanding social entrepreneurship and the challenges of building sustainable, impactful businesses that address critical underserved needs in emerging global marketplaces. The course aims to create in each student an appreciation of the qualities, values and skills of social entrepreneurs and also entrepreneurial opportunities in critical sectors of human need in complex, resource-constrained markets that are plagued by fragmented infrastructure, inadequate institutions and other governance challenges. Students learn first-hand how businesses serving the needs of the poor contribute to community development and ‘do well by doing good’. (4 credits)

BU.210.350 Financial Ratio Analysis Principles
Students examine real-life financial statements using an assortment of investigative tools. For example, why are a company's accounts receivables rising more quickly than sales growth rates? Is revenue being properly recognized? Why are profit margins contracting or expanding relative to other industry members? Numerous company examples and tools make in-depth explanations clear and accessible, even for those with little background in financial analysis. (3 credits)

BU.210.430 Non-profit & Governmental Accounting
Students learn accounting principles for managing in non-profit and public sector organizations. Students learn to make decisions that integrate tools such as cash flow analysis, cost accounting, cost volume profit analysis, and budgeting. (3 credits)
BU.210.620  Accounting and Financial Reporting
This course emphasizes the vocabulary, methods, and processes by which business transactions are communicated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account revenue, and expense; as well as preparation and understanding of financial statements, including balance sheets, statements of income, and cash flows. (2 credits)

BU.210.650  Advanced Financial Accounting
This course covers the information content of financial statements and how this information is used by external decision makers. Topics include the time value of money, risk and return, bond and stock valuation, ratio analysis, working capital management, and cost of capital. The course focuses on analyzing the impact of various business transactions on financial statements and how this information is used to make investment, valuation, and credit decisions. (2 credits)
Prerequisite(s): BU.210.620 or BU.790.611

BU.211.410  Cost and Managerial Accounting
A study of accounting’s role in aiding in management decision making. Emphasis is placed on how accounting data is used by management in planning, controlling, and evaluating business initiatives. Topics include: introduction to cost accounting, cost volume profit analysis, budgeting, and other quantitative applications which aid in management decision making. (3 credits)

BU.215.315  Advanced Accounting
A study of accounting’s role in aiding in decision making is an important tool to good fiscal management. Emphasis is placed on understanding the roles of external accounting entities and how they impact the accounting process, how accounting data is used by management in planning, controlling, and evaluating business initiatives. Topics include: GAAP and IFRS, the AICPA Conceptual Framework Project and the resulting Statements of Financial Accounting Concepts (SFAC), introduction to cost accounting, cost volume profit analysis, budgeting, and other quantitative applications which aid in management decision making. (3 credits)

BU.220.610  The Firm and the Macro-economy
This course explores the workings of the macroeconomy. Although the course focuses primarily on the United States economy, the concepts and tools apply to market economies around the world. Major topics include: the determinants of an economy’s output and wealth; the role of money in the long run and short run; the determinants of the price level; the role of interest rates and exchange rates in the US economy and in small, “open” economies; the causes and nature of the business cycle; the Keynesian model of the economy and how it differs from the classical theory of the economy; and the role of fiscal and monetary policy in stabilizing the economy and ensuring full employment. The last lecture of the course studies the recent meltdown of the economy, stemming from the collapse of housing prices. (2 credits)

BU.220.620  Economics for Decision Making
This is a microeconomics course with emphasis on the application of economic principles and methodologies to managerial decision problems. Major topics include consumer choice and demand, production and costs, market structures and output/price decisions. (2 credits)
Prerequisite(s): BU.510.601 or BU.790.616 or BU.790.003 or BU.755.616

BU.220.625  The Marketing Environment
This course introduces participants to the analysis, modeling, and evaluation of economic decisions. Students learn about market structures, conduct, performance assessment and techniques, as well as the analysis of industry and competitive platforms. Topics studied include the analysis of demand and supply models, quantitative demand analysis, theory of individual behavior, production processes and costs, design of cost functions, competitive models and game theory, pricing strategies, and the economics of information. Students gain a thorough understanding of the macro and micro context that marketing man-
agers face in today’s competitive environment in order to develop competitive positioning in global markets. (2 credits)

**BU.220.640 Real Estate Economics**
Real estate analysis, using economic and other factors affecting trends in urban structure and land use, is discussed. Appropriate data sources and data analysis techniques are introduced. Major urban development issues, decentralization, population and labor force composition, industrial location, urban and regional growth, land use, and rent relationship issues are also analyzed. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

**BU.220.720 Financial Econometrics**
Econometrics is a useful set of empirical techniques that allows one to analyze economic and business phenomena and forecast future trends. This course provides a theoretical foundation and a practical application of regression analysis. It prepares students to conduct empirical research in an academic or business setting. This course involves working with real-world data using statistical software. (2 credits)

**BU.230.620 Financial Modeling**
This course comprises a Corporate Finance section and an Investment section. The Corporate Finance section discusses how to valuate corporations using balance sheet information. The Investment section covers issues in applied asset pricing such as estimating the volatility of asset returns, evaluating asset betas, constructing efficient portfolios, and quantifying optimal asset allocations. Topics in risk-management, such as value-at-risk, are also discussed. This course should be taken after Finance and Capital Markets, and Investments. (2 credits)
Prerequisite(s): (BU.231.620 or BU.756.701) and (BU.232.701 or BU.756.760)

**BU.230.640 Financial Modeling and Real Estate Analysis**
The use of Excel software for real estate analysis and financial modeling, for both beginning and advanced users, is introduced. The course is designed to assist students in developing skills using a financial calculator and ARGUS software. The COSTAR database is also presented to assist students in retrieving market data. Techniques learned in this course are required throughout the real estate graduate program. (2 credits)
Prerequisite(s): BU.241.610

**BU.230.710 Quantitative Financial Analysis**
This course explores the fundamentals of Monte Carlo simulation techniques and their applications in finance. Using Matlab as the programming platform, this course exposes students to hands-on computer exercises in advanced quantitative topics. This course trains students to become familiar with simulation techniques in modern financial engineering. Matlab is widely used in many science disciplines and is also emerging as one of the most popular programming platforms in the financial industry. This course is taught as a lab and will require a lab fee in addition to standard tuition. (2 credits)
Prerequisite(s): (BU.232.710 or BU.756.761) and (BU.232.701 or BU.756.760)

**BU.230.730 Managing Financial Risk**
The course offers an introduction to financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. Topics include market and credit risks, liquidity, and operational and legal risks. Skills taught include Monte Carlo simulation, scenario analysis, stress testing, credit value at risk, and credit derivatives. (2 credits)
Prerequisite(s): (BU.220.620 or BU.753.701) and (BU.232.710 or BU.756.761)

**BU.231.320 Principles of Finance**
How are financial decisions made? Students learn the fundamental principles of financial decision making. This course examines the full spectrum of financial decision-making while focusing on concepts and tools such as the time value of money and risk-return tradeoffs, using modern technology to track trends for proper financial decision making. (3 credits)
BU.231.620 Corporate Finance
This graduate course is designed to introduce students to the basic, yet fundamental, issues of modern finance. The goal of the course is to provide students with the basic tools needed to successfully complete more advanced finance courses. This course deals primarily with a firm’s investment and financing decisions and its interactions with the capital markets. Students are taught the fundamental principles of financial valuation and analysis, which provide a solid foundation for all other finance courses. (2 credits)
Prerequisite(s): BU.210.620 or BU.790.611

BU.231.710 Financial Institutions
This course analyzes the role of financial institutions in allocating resources, managing risk, and exerting corporate governance over firms. Special attention is given to the role of central banks in influencing interest rates. The class studies conflicts of interest in financial intermediaries, and assesses in-depth the economics of regulation and the political forces shaping policy decisions. Besides familiarizing students with the operation and management of banks, mutual funds, insurance companies, pension funds, and investment banks, the class also uses the economics of information to understand the functioning of financial institutions. An international perspective is stressed. Examples from countries with different legal, political, and regulatory regimes provide a richer understanding of the role of financial institutions than is possible by studying any single country. (2 credits)
Prerequisite(s): BU.231.620 or BU.756.701

BU.231.740 Mergers and Acquisitions
Using a case approach, this course explores the incentives for using acquisition, divestiture, and alliances as vehicles to achieve corporate strategic objectives. Students address analytical techniques often employed in restructuring and alliances, negotiation strategies, valuation, and the evolution of these transactions. Also discussed are problems encountered in post-merger integration, and alternative modes of market entry, including joint ventures and internal development. (2 credits)
Prerequisite(s): BU.231.620

BU.232.410 Corporate Finance
Undergraduate students explore the role of the financial manager and develop concepts and tools for use in effective financial decision making and problem solving. The course covers forms of business organization, the federal income tax system, financial markets and institutions, capital budgeting, flow of funds and ratio analysis, operating and financial leverage, and working capital management. The course has key focus on time value of money, bond and stock valuation, and calculating the cost of capital. Practical exercises are used to illustrate and apply theories and concepts. (3 credits)

BU.232.420 Working Capital Management
This course uses the theories of finance to develop a framework that deepens the student’s understanding of capital budgeting, cost of capital, cash and inventory management, and financial forecasting and planning. Students will be required to perform financial analysis using spreadsheets and on-line databases. (3 credits)

BU.232.701 Investments
Through an in-depth study of portfolio theory and asset-pricing models, students acquire the analytical skills necessary to conduct valuations of equities, fixed-income securities, and alternative investments. This exploration leads to an understanding of the concept of portfolio management and the importance of diversification in controlling portfolio risk. (2 credits)
Prerequisite(s): (BU.210.620 or BU.790.611) and (BU.231.620 or BU.756.701)

BU.232.710 Derivatives
This course offers a rich overview of forwards, futures, swaps and options. The course will cover both the actual working of derivatives and the analytical tools needed to effectively understand derivatives. Skills are developed in pricing analysis, use of pricing models, trading, and hedging strategies. The strategies are
developed to match specific economic goals, such as portfolio risk reduction. (2 credits)
Prerequisite(s): BU.231.620 or BU.756.701

**BU.232.720 Fixed Income**
This advanced course focuses on the major markets and instruments, pricing and volatility, and risk management of fixed income securities and portfolios. Topics include features and risks of a variety of fixed income securities including bonds with embedded options, mortgage-backed and other derivative bonds, yield spreads, forward rates and term structure theories, risk management techniques, and bond investment risks and portfolio management strategies. (2 credits)
Prerequisite(s): BU.232.701 or BU.756.760

**BU.232.730 Wealth Management**
This course provides strategies for coordinating financial planning for high net-worth individuals. Students will become skilled at identifying and dealing appropriately with client’s goals, needs, and problems in the areas of investment and investment planning. (2 credits)
Prerequisite(s): BU.231.620

**BU.233.430 Fixed Income Analysis**
This course focuses on major markets and instruments, pricing and volatility, and risk management of fixed income securities and portfolios. Major topics include features and risks of a variety of fixed income securities, including bonds with embedded options, mortgage-backed and other derivative bonds, yield spreads, forward rates and term structure theories, risk management techniques, and bond investment risks and portfolio management strategies. (3 credits)

**BU.233.730 Entrepreneurial Finance**
This course introduces students to identifying, accessing, and evaluating sources of financing for start-ups and expanding technology companies. The approach uses case studies, group interaction, and presentations from experts in the field. Attention will be given to financial theory, risk assessment, valuation options, term sheets, due diligence techniques, and the setting up of financial reports for monitoring progress toward meeting milestones. (2 credits)
Prerequisite(s): BU.231.620

**BU.234.610 Financing Real Estate Projects**
The intricacies involved in financing real estate projects are the subject of this course. Land, construction, and permanent financing alternatives are presented and analyzed. Capital sources, including commercial banks, savings and loans, life insurance companies, foreign investors, and Wall Street firms are reviewed. Topics discussed include various financing forms and documents, and equity arrangements. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

**BU.235.301 Finance**
This initial course in finance is designed to introduce students to the fundamental concepts and quantitative framework of modern finance so that students are well prepared to successfully complete more advanced finance courses. It covers the basic principles of finance and corporate financial theory. Specifically, principles topics include time value of money, interest rates, asset valuation and the capital asset pricing model. Corporate financial theory topics include capital budgeting, capital structure, pay out policy, and working capital management. The course blends theory and analysis, which enables students to defend the qualitative concepts of corporate financial theory with quantitative proofs. (3 credits)

**BU.235.790 Finance Capstone Advanced Topics**
This course combines advanced topics in investments and corporate finance to analyze the impact of financial decisions on strategic investments given investor and corporate strategy constraints. A project or simulation is used to bring the ideas into practice and to illustrate the complexities of the decisions. (4 credits)
BU.239.705 Environmental Finance
Environmental policy is largely being driven by market-based controls. The use of cap-and-trade programs for renewable energy and greenhouse gas emissions is extending into many programs for pollution control and allocation of scarce resources. This course provides a background in the evolution of environmental policy, an overview of various environmental markets, an understanding of environmental brokerage, including buyers, sellers, channels and securities, and how these securities play a role in investment, policy, governance and new project funding. (2 credits)

BU.241.610 Real Estate Design, Development and Management
This course provides an overview of the design, development, and management of real estate; optimal land planning and development phasing; site selection; approval, sales, leasing, and pricing strategies; accounting and tax issues; financing; leasing; construction; and asset management. Issues regarding the management of real estate companies are also addressed. The course provides a survey of the industry to help students understand how land use and real estate professionals contribute to the viability of each project. (2 credits)

BU.241.615 Site Planning and Building Design
Site planning and building design have major implications for real estate projects. This course concentrates on the development of the project with an emphasis on the design process from the architect’s and developer’s perspectives. Topics include the developer/architect relationship. A project’s form, function, and cost are reviewed showing both successful and less effective designs. Emphasis is placed on the relationship between marketability studies and design. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

BU.241.620 Managing Construction Projects
This course examines the nature and characteristics of construction materials, equipment, and systems that are used in modern buildings. Emphasis is placed on how the selection of materials, equipment, and systems can affect both the function and cost of the building. The course also includes a detailed review of the forms of construction contracts and associated documents commonly used in the industry. Finally, the course includes a broad review of the construction industry and a more detailed review of the management functions of a typical construction company. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

BU.241.725 Global Perspectives in Real Estate
Cross border real estate development, investment and management offers additional challenges beyond those of domestic real estate. United States professionals going overseas or international business coming to the United States confront legal, design, cultural, and financial issues. This class investigates international investment issues and the complex aspects of overseas development. (2 credits)
Prerequisite(s): BU.241.610 and BU.230.640

BU.242.601 Real Estate Market Analysis
The marketability analysis (i.e., the measurement of demand for real estate products and for a specific project) is the subjects of this course. Students examine techniques for forecasting demand and supply in specific markets and evaluating sites based on product criteria. Products include residential, commercial, and retail properties. Final sessions deal with feasibility analysis. (2 credits)
Prerequisite(s): BU.230.640 and BU.241.610

BU.242.701 Capital Markets & Real Estate
This course examines real estate capital markets and their implications for lenders, institutions, and owners. Students examine debt and equity financing from both the private and public sectors, as well as the flow of capital through primary and secondary markets. Students should be proficient with the use of a financial calculator and Excel or its equivalent. (2 credits)
Prerequisite(s): BU.230.640 and BU.241.610 and BU.242.720
**BU.242.710 Managing Real Estate Portfolios**

Portfolio management is a developing science in the institutional investment world of real estate markets. It is only during the last 25 years that real estate has been considered by pension funds and other institutional investors. This course surveys portfolio management fundamentals and the current state of the art in real estate portfolio management. Both private debt and equity plus public debt (CMBS) and equity (REIT) investment alternatives are covered. (2 credits)

Prerequisite(s): BU.230.640 and BU.241.610 and BU.242.720

**BU.242.720 Real Estate Risk & Opportunities**

This course discusses the theory and analytical methods used for valuing and pricing real estate risk instruments. It also examines the role of public and private capital markets in facilitating investment in commercial real estate markets. The primary objective of this course is to combine the theory of finance with the practice of real estate capital markets to enable intelligent business decisions in increasingly complex real estate markets. The main topics covered in the course include an overview of various mortgage instruments; prepayment and default risk analyses and pricing of residential and commercial mortgages; structured finance in residential and commercial real estate industries. (2 credits)

Prerequisite(s): BU.241.610 and BU.230.640 and BU.234.610

**BU.242.735 Overseas Real Estate Markets –Outbound Investments**

The $10 trillion international commercial real estate market is twice the size of the US market and it offers exciting potential for growth. This class examines the strategies for investing in international markets both developed and emerging. (2 credits)

Prerequisite(s): BU.241.725 and BU.241.610 and BU.230.640

**BU.245.720 Contemporary Topics in Real Estate**

This year-long course is designed to provide the student with exposure to the real estate professional community through field trips, networking events and other experiential learning techniques. The crucial role that a real estate professional plays in the real estate industry, and the community at large, will be explored. In addition, class activities will aid in creating a cohesive student cohort. Guest speakers will present some of the different disciplines comprising the real estate process, as well as provide background on some of the skills necessary to succeed in the real estate industry today. (2 credits)

**BU.245.790 Real Estate Practicum**

This professional seminar integrates all aspects of the real estate curriculum and serves as the capstone. Emphasis is placed on the student’s area of focus: Development, Institutional Investment Management, Valuation and Analysis, Community Development, or International Real Estate. It combines lectures, readings, fieldwork, and analysis. Students are to consult the instructor prior to registration to discuss possible project topics. (4 credits)

**BU.245.795 Practicum in Real Estate**

This year-long, professional seminar integrates all aspects of the real estate curriculum. Students complete a comprehensive feasibility and investment analysis of a proposed development project. The seminar combines lectures, readings, fieldwork, and analysis, and culminates in a presentation of a final report to a professional review panel. Students apply skill and knowledge from each class progressively during the fall and spring semesters. (2 credits)

*Note: This course is intended for students in the full-time Real Estate cohort only.*

**BU.249.701 Special Topics in Real Estate**

This course provides students with the opportunity to focus on a special topic in real estate. The topic varies and is based on current and relevant issues/trends faced by the real estate professional. (2 credits)

Prerequisite(s): BU.230.640 and BU.241.610
BU.249.710 Supervised Internship in Real Estate
Designed for students seeking professional real estate industry experience, this internship provides supervised field experience in a variety of areas such as development, institutional investment analysis, valuation and appraisal, community development, seniors housing and care, and international real estate. Internship sites and activities are individually selected according to student interest and training needs. (6 credits)
Note: This course is open only to full-time MS in Real Estate candidates

BU.300.601 Systems Development
This course examines the systems development life cycle and focuses on the analysis and design of components. Requirements analysis is highlighted, as well as integrating these topics with database systems. Topics include rapid application development, structured analysis, UML, determination of input/output needs, dataflow requirements, CASE tools, system testing, and alternate design methods. 
Note: It is recommended that students complete BU.510.601 and BU.330.701 prior to enrolling in this class. (2 credits)
Prerequisite(s): BU.330.701

BU.300.610 Information Systems Financial Management
Investing in new information systems is a large component of a firm’s overall budget. Students learn financial skills needed to develop an information technology budget as well as to evaluate investments in information technology. (2 credits)
Note: This course is not open to MBA students.

BU.300.620 Project Management
This course provides techniques for managing each phase of the project life cycle, including crafting scope; defining tasks and work breakdown structures; estimating time and costs; controlling activities via schedules, budgets, and milestone charts; and closing the project by documenting, client debriefing, and team member assessments. Students use project management software throughout the semester. (2 credits)
Note: It is recommended that students complete BU.300.601 prior to enrolling in BU.300.620.

BU.300.700 Developing Internet Systems and Services
The subject of this course is the development of services that are delivered over the Internet: system feature specification, design, user interface, implementation, and the role of development environments. Increasingly, the delivery of services and user access to them is driven by considerations of third-party development, user platform specifications, security, privacy, and performance. Much of the focus of contemporary development is on mobile apps, reflecting the changing modes of behavior and expectations of users for instant availability of highly special-purpose and location-aware applications. This course will consider these trends and their implications for design and development. (2 credits)
Note: It is recommended that students complete BU.300.601 Systems Development prior to enrolling in BU.300.700 Developing Internet Systems and Services.

BU.310.420 Networking & Telecommunication
The ability to communicate is central to all contemporary systems, including people to people, people to systems, and systems to systems. This course examines technology and its role in effective communications. Topics include digital vs. analog communication, networking theory, telecommunications history and development, an overview of telecommunications legal issues, LAN, WAN, global networks, topologies, protocols, data encoding, and network management issues. (3 credits)

BU.310.430 Operating Systems and File Structures
A detailed understanding of operating systems, how they manage systems and handle data is critical to information retrieval and recovery. Various operating systems will be covered in detail, including architectural structure and operations, design philosophies, file manipulation processes, processes and threads,
security principles and operational issues. (3 credits)

BU.330.701 Business Telecommunications
This course deals with telecommunication systems and networks as applied enterprises in the commercial and public sectors. Selections of telecommunications technologies necessary to support business applications are discussed. This course provides an in-depth examination of telecommunications systems and networks, proposal writing and evaluations, cost vs. performance trade-offs, requirements developments, and requirements analyses. Technical and managerial aspects of telecommunication systems and networks, with an emphasis on communication networks (LAN and WAN) and methodologies using distributed processing, are discussed as well. (2 credits)

BU.330.715 IT Enterprise Architecture
This course examines the true complexity of planning, developing, and managing integrated enterprise-wide systems. Students examine real-world examples of enterprise-wide approaches to IT and examine the implementation issues within their own organizations. Topics include proposal generation and evaluation, legacy systems, organizational issues, organizational readiness, and the acquisition, integration, and deployment of enterprise-wide systems. (2 credits)
Prerequisite(s): BU.330.701

BU.330.720 Security Architecture
This course builds on Information Security Foundations and focuses on the various security models and architectures. Students review hardware and software security measures, network security standards, LAN/WAN/MAN security, wireless and VPN security, security protection levels, encryption standards, internal versus external access protection, firewalls, and intrusion detection systems. (2 credits)

BU.330.725 Information Security and Assurance
This course covers the basic principles and concepts in information security and information assurance. It examines the technical, operational, and organizational issues in assuring confidentiality, integrity, and availability. Topics include malicious code, cryptography, security risk management, and security procedures and policies. (2 credits)
Note Students cannot use credits for both BU.330.725 and BU.330.701 toward any degree or certificate requirements.
Prerequisite(s): BU.300.601

BU.350.490 Project Management
In any project, there is a need to effectively plan and manage the process. To be effective and efficient, planning requires a variety of both technical and non-technical skills. This course focuses on the non-technical skills needed for proper project scoping, planning, execution, and completion. Topics covered include scope analysis, scheduling, activity and milestone planning, resource allocation and scheduling, personnel management, cost analysis and planning, communication skills, calendar preparation, reporting, and project monitoring. (3 credits)

BU.350.620 Information Systems
This course addresses how markets, market mechanisms, and channels of product and service delivery are impacted and often transformed by information and communication technologies. Students will learn how technology, brought together with people and processes into systems, contributes to leveraging the creation of business value. The course considers different elements of the information architecture of the corporation and its impact on the nature of the work and the structure of the corporation. (2 credits)
Note: Students cannot use credits for both BU. 310.620 and BU.350.620 toward any degree or certificate requirements.

BU.350.710 Strategic Information Systems
This course covers the use of Information System (IS) and Information Technology (IT) in the strategic man-
agement process in business organizations. Topics include the impact of IS/IT on organizational structure, generic strategy models, and the managerial, operational, and strategic implications of information and communication technology in the global context. (2 credits)
Prerequisite(s): BU.350.620

BU.350.720 Emerging Frontiers in Health Care: Strategy & Technology
This course examines healthcare organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and healthcare delivery processes and how they relate to information systems is a main focus. The intent of the course is to identify the key issues confronting the management of healthcare information systems today, examine their causes, and develop reasonable solutions to these issues. Specific federal regulations, vendor solutions, and financial implications as they relate to healthcare information systems are also examined (2 credits)
Note: Students cannot use credits for both BU.350.720 and BU.320.701 toward any degree or certificate requirements.

BU.350.780 Technology, Global Sourcing and Global Markets
This course studies the decisions and strategies in designing and managing global supply chains. Concepts, techniques, and frameworks for better supply chain performance are discussed, and how information technology and e-commerce strategies enable companies to be more efficient and flexible in their internal and external operations are explored. The major content of the course is divided into three modules: supply chain integration, supply chain decisions, and supply chain management and control tools. Students cannot use credits for both BU.380.701 AND BU.350.780 toward any degree or certificate requirements. (2 credits)
Note: It is recommended that students complete BU.350.620 and BU.330.715 prior to enrolling in BU.350.780

BU.360.701 Competitive Intelligence
Competitive Intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization’s plans, decisions, and operations. Students learn to apply the CI process and CI-related methodologies, techniques, and tools to better analyze an organization’s current and future competitive position. Students apply analytical and socio-technical techniques to improve organizational decision making as related to CI, and should understand the issues related to the collection, analysis, and management of external information. (2 credits)

BU.360.705 Advanced Competitive Intelligence
This is a continuation of the Competitive Intelligence (CI) course for students who wish to explore further the technical aspects of gathering, analyzing, and managing external data that can affect an organization’s plans and operations. Students learn to apply more sophisticated CI-related analytical and socio-technical techniques to better analyze an organization’s current and future competitive position and improve organizational decision making. (2 credits)
Prerequisite(s): BU.360.701

BU.360.710 Knowledge Management Systems
Students learn the fundamental principles of knowledge management (KM) and a wide range of KM strategies, techniques, and technologies that can be introduced to improve the effectiveness and competitiveness of organizations. Topics include enhancing organizational communication and innovation; capturing, mapping, and structuring knowledge; using KM for human capital strategies; supporting and enhancing collaboration; leveraging advances in artificial intelligence and expert systems; and designing effective knowledge management systems. (2 credits)

BU.360.715 Data Mining and Discovery Informatics
Discovery informatics is the study and practice of effectively employing the full spectrum of computing and
analytical sciences and technologies to discover knowledge by identifying and validating patterns in data. Students learn strategies, methods, and tools associated with this emerging methodology, including data mining, the knowledge discovery process, identification of structural patterns in data, decision trees, classification and association rules, evaluation and validation of discovered patterns, visualization, and ethical and privacy issues. (2 credits)

**BU.365.301 Information Technology Strategy**
Advances in communication and information technologies have had far-reaching consequences to organizations and their approach to using information technology. This course will address issues such as: understanding these technologies, how they have changed over time, the impact they have had on various organizations, making decisions on new technologies, and planning strategies that can be used. Specific topics include: information and telecommunications technology, channels of product and service delivery, transmission of information across the corporation, business-to-consumer transactions, business-to-business transactions, information security, and the fundamentals of technology planning. (3 credits)

**BU.390.790 Information Systems Capstone**
The Capstone allows students to experience consulting with real clients. It is a vehicle to integrate the knowledge they have obtained in the course work. The Capstone will be completed in teams and includes working with clients to craft a terms of engagement for a consulting deliverable, and expectation of demonstrating knowledge and skill in the conduct of a complete project. Consulting projects will range widely in content and type of organization in which they are located. (4 credits)

**BU.410.320 Principles of Marketing**
Why do some products fail in the marketplace while others succeed? The answer often lies in marketing – understanding and meeting the needs of the consumer. Students in this course examine strategies for successfully targeting markets and positioning products as they apply the four elements of marketing: developing product lines, determining pricing strategies, selecting appropriate distribution channels, and designing promotional strategies. Participants learn the steps in designing a marketing plan that incorporates these concepts. (3 credits)

**BU.410.601 Market Research**
Students examine the fundamental concepts and techniques used in marketing research as decision-making tools. Problem formulation, research design, primary data collection, types of information and measurement scales, and evaluation and utilization of secondary data are discussed. Other topics discussed include structured and unstructured interviews, focus groups, exploratory research, causal research, sampling, survey design, qualitative versus quantitative data analyses, and interpretation. Students have hands-on experience with the SPSS statistical package for inputting and analyzing data. (2 credits)

**BU.410.610 Financial Analysis for Marketing Decisions**
Integrating marketing with finance is the bedrock of adaptive strategic planning. It is inherently cross-functional, requiring the skill set development of multidisciplinary teamwork. Such a focused discipline requires the analytics and the collegial consultative abilities of designated teams to orchestrate the sustained market leadership of a business. The discipline starts with a good understanding of the business model and its requirements. Market leaders are now recasting their marketing and finance functions to satisfy the strategic insights gained by their recently developed marketing dashboards. The course will review some of the leading approaches, methods and tools enabling the execution of such deep ongoing organizational changes. (2 credits)

**BU.410.620 Customer Focused Marketing**
This course covers principles of market-driven managerial decision making that determine competitiveness in dynamic consumer and organizational markets. Particular areas of emphasis include industry analyses, dynamics of competition, market segmentation, target marketing, channels of distribution, and product and pricing decisions. In-depth analytical skills are developed through case analyses, class discussions, role
BU.420.710 Understanding Consumer Behavior
This course provides students with a solid foundation in the dynamic interaction of affect, cognition, behavior, and environmental events in consumer evaluation of purchasing alternatives and decision making. Included is the study of consumers’ knowledge and involvement, attention, comprehension, learning, attitude development, and purchase intention. Strong emphasis is given to the design and modeling of response patterns, diffusion of innovations, and consumer behavior for specific products and services. Also discussed is the practical impact of consumer behavior analysis on marketing mix strategies, market segmentation/positioning, product and brand loyalty, persuasion process and promotion, and price affect and cognition. (2 credits)

BU.420.720 Customer Relationship Management
This non-technical course discusses the interactive process of achieving the balance between expenses and satisfaction of the customers in order to maximize the income. Students learn two kinds of CRM: operational and analytical. Operational CRM presents organizational ways of improving relations with customers, mostly contact center and utilization of the Internet. Topics include marketing processes with historical background, means of measuring customer lifetime value, increasing customer retention, and introducing loyalty programs. Analytical CRM covers how to collect and evaluate organizational data in all functional areas of the enterprise and how to analyze it using customer-specific analyses. Students learn features of software and criteria of selection of tools used to implement CRM. (2 credits)

BU.430.410 Consumer Behavior
The consumer is the decision maker in this class. Emphasis is placed on the behavioral aspects of marketing and the influences on buying behavior. Included is the study of learning, perception, attitudes, personality, lifestyles, and other important variables that affect customer decisions. The implications of such variables on marketing strategy are emphasized. (3 credits)

BU.430.710 Integrated Marketing Communications
Unifying marketing communications is a strategic process that drives brand communication instead of simple product promotion programs. This course looks at a variety of communications modes (e.g. advertising, direct mail, sales promotion, public relations, internet marketing, etc.) and combines these to create a unified and consistent message to maximize impact. Students will develop a positioning goal and employ research and analysis to aid in developing consumer-focused marketing plans to create consistent communications. An overview of positioning and examining what constitutes good marketing copy will be explored using real world cases studies. (2 credits)

BU.430.720 Pricing
Price is a unique category of the marketing mix as it is the only component that represents revenue for the firm. Yet, most companies adopt very simple heuristics, or “rules of thumb,” for setting prices, often divorced from firm strategy and economic reality. This course introduces frameworks relevant for making pricing decisions. It synthesizes economic and marketing principles, offers an appreciation of legal and ethical constraints, and covers the use of accounting, financial, and market research data. (2 credits)
Prerequisite(s): (BU.410.620 or BE.790.515 or BU.790.615) and (BU.510.601 or BU.790.616 or BE.790.616)

BU.430.730 Innovation & New Product Development
The course focuses on the management of new product development processes and explores how companies introduce new products into the marketplace. Students investigate the implications of new product development and deployment with respect to the firm’s core competencies. Topics include the design and management of new product development life cycles including processes, outsourcing, distributed design, as well as the services needed for product/service introduction. (2 credits)
The distribution channel is one of the four Ps of the marketing mix, providing services to end-customers that the firm cannot efficiently provide itself. Channel members are customers, marketing not only the firm’s products but also competitors’ products and, increasingly, own private labels. This course deals with the question how companies go to market through their distribution channels in order to gain competitive advantage. It covers functions of the channels, how to achieve cooperation, how to manage conflict, supply chain concepts, and recent developments in retailing and wholesaling. (2 credits)

Why do some products fail in the marketplace while others succeed? The answer often lies in marketing – understanding why consumers behave the way they do and meeting their needs. Students in this course examine strategies for successfully targeting markets and positioning products as they apply the elements of marketing: developing product lines, designing promotional strategies, doing industry analyses, dynamics of competition, market segmentation, target marketing, understanding distribution channels, and product and pricing decisions. (3 credits)

A firm’s most powerful asset is its brand, because although other aspects of business can be duplicated, a brand cannot. This course examines critical issues, including how to build brand equity, how to measure brand equity, and how to formulate brand strategy. Students learn conceptual and analytic tools to develop and implement winning brands. (2 credits)

This course explores key issues in strategic marketing and the formulation of market driven strategies. Particular areas of emphasis include industry analyses, dynamics of competition, segmentation strategies, target marketing, positioning strategies, and evaluation of marketing programs and effectiveness. Strategic thinking and in-depth analytical skills are developed through the application of marketing tools and models. Cross-functional analysis and practical application of marketing concepts and skills are covered in a computer simulation designed to reflect the dynamic, competitive situations markets face by today’s managers. (2 credits)

This course explores approaches to deal with business problems that are too ambiguous, complex, or messy or impossible to be addressed directly through logical strategies. It seeks to increase the participants’ understanding of creativity, to improve creative problem-solving skills and to enhance the ability to promote these skills in others. Students participate in activities designed to help develop their own creativity, and discuss the creative process from various theoretical perspectives. (2 credits)

This course integrates previous coursework in the MS in Marketing degree. Students design and conduct projects that result in a strategic marketing plan for a real world organization. The course is 16 weeks in duration and offered every fall and spring semester, only. (4 credits)

A rapidly changing market place demands leaders who must be intellectually dexterous and possess a range of skills and knowledge reflecting a multitude of creative disciplines. Foundations of Design Leadership surveys the language, tools, principles, and theories of the fields of design, engineering, and business as they apply to the generation of innovative design solutions. Focus is on a synthesis of design, technology, and business goals through the development of basic knowledge related to a range of topics including, aesthetics, ergonomics, finance, marketing, prototyping, creativity, accounting, manufacturing, economics, etc. Students with varied backgrounds representing the fields of business, engineering, and design, share their experience through seminars, lectures, and projects while gaining new knowledge about industries in
which they have limited background. The goal of Foundations of Design Leadership is to establish a common set of knowledge among the programs diverse cohort. (4 credits)

**BU.510.301 Statistics for Business Decision Making**
Business managers and decision-makers can be inundated with data, but how can these data be organized into useful information? Course participants use statistical concepts and techniques that help in the interpretation of data, including probability, measures of central tendency, hypothesis testing, sampling distribution, and linear regression. These concepts are described within the context of business decision making. Specifically, issues regarding risk quantification, probability distribution, and how these concepts are used in business to create and enhance profits will be addressed. (3 credits)

**BU.510.601 Statistical Analysis**
Students learn statistical techniques for further study in business, economics, and finance. The course covers sampling distributions, probability, hypothesis testing, regression and correlation, basic modeling, analysis of variance, and chi-square testing. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and SPSS computer software are used. (2 credits)

**BU.515.315 Advanced Business Statistics**
Students learn statistical techniques for further study in business, economics, and finance. Building on the prerequisite basic statistics course, the course covers analysis of variance, chi-square testing, simple and multiple regression, model building, time series forecasting, processes, and control charts. Case studies, spreadsheets, and computer software are used. A laptop computer (PC or Mac) is required. (3 credits)

**BU.520.601 Decision Models**
This course will introduce you to some of the decision modeling techniques available for analyzing business problems. Topics covered include decision analysis, nonlinear optimization, linear optimization, integer optimization, and simulation. You will become familiar with identifying problems, formulating models, solving them in a spreadsheet and then interpreting the results. (2 credits)
Prerequisite(s): BU.510.601 or BU.790.616

**BU.551.601 Healthcare Leadership Ethics Seminar**
This course explores ethical leadership as a framework for enterprise value creation in a complex environment of competing economic and moral claims. Students examine the intrinsic ethical challenges of leadership and the concept of a moral compass as a foundation for responding effectively to the ethical challenges of corporate citizenship and value creation in a competitive global economy. Students study issues in healthcare. (2 credits)

**BU.551.620 Leadership in Healthcare Organizations**
This course addresses the complexities of organizational behavior in healthcare. Students analyze the role of individuals, groups, the organization, and culture in the delivery of healthcare. The course builds on the experiences of the participants and relates them to various theories of organizational behavior. Through the use of case studies, simulations, and class discussions, students learn to overcome obstacles that inhibit effectiveness and efficiency within organizations and to establish themselves as productive leaders. (2 credits)

**BU.551.640 Health and Business Law**
This course provides students with an overview of the legal environment as it affects medicine and business. Cutting-edge cases are utilized as students explore medical malpractice, negligence, liability (physician, product, and corporate), intellectual property, criminal aspects of healthcare, patient consent and rights, and healthcare reform. (2 credits)

**BU.552.620 Accounting & Financial Reporting for Healthcare Management**
This course emphasizes the vocabulary, methods, and processes by which business transactions are com-
municated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account revenue, and expense; internal controls; and preparation and understanding of financial statements, including balance sheets, statements of income, and cash flows. The course also introduces the analysis of financial results. (2 credits)

**BU.552.650 Fundamentals in Healthcare Economics**

This course introduces the basic analytical tools of economics that will especially useful in analyzing issues in healthcare. Topics include the basics of supply and demand, market structure and competitive strategy, choice under uncertainty, and general equilibrium and economic efficiency. Examples and assignments will include health care and other sectors. (2 credits)

**BU.552.750 Advanced Healthcare Economics**

This course applies the analytical tools of economics to issues in health care. Topics include: the use of economic incentives to influence health behavior; asymmetric information and the role of agency in health care; the application of behavioral economics to health care; government as payer and regulator, and equity/ethical considerations; the role of health. (2 credits)

Prerequisite(s): BU.552.650

**BU.553.610 Medical Informatics**

This course provides the healthcare professional with an understanding of the functions, knowledge, tools, and systems comprising the field of healthcare informatics. The course delves into the rapidly developing scientific field that deals with the storage, retrieval, and optimal use of biomedical information, data, and knowledge for problem solving and decision making. (2 credits)

**BU.554.610 Marketing Management for Healthcare**

Students receive a basic understanding of the core concepts, current practices, and nomenclatures of the contemporary practice of marketing the services of a healthcare organization. The course focuses on market analysis, consumer behavior and analysis, market segmentation, marketing strategy, product decisions, pricing and distribution decisions, promotional decisions, and marketing budget and control. (2 credits)

**BU.557.610 Business of Healthcare: Theory & Practice for Medical Services**

This course examines the critical and controversial issues related to the integration of business and medicine. Students review some of the best health management and clinical practices in the country, covering topics such as physician partnership formation, physician relationships with managed care entities, the formation of hospital networks, capitation, competitive cost positioning, quality measurement and outcomes, and ethical issues. (2 credits)

**BU.557.720 Managing Healthcare Services**

This course examines the operational processes involved in clinical and hospital management. Using concepts from operations management and Total Quality Management, the course covers such topics as lean healthcare, customer relationship management, and optimization for service delivery. The basic tools of economics and operations research and management are employed to gain critical insights into the structure, conduct and performance of healthcare organizations. (2 credits)

Prerequisite(s): BU.510.601 and BU.520.601

**BU.620.710 Services Management**

The service sector of the U.S. economy employs over 70% of the labor force. The special characteristics of services require an interdisciplinary approach to analyzing operations. Drawing on concepts from strategic management, management science and marketing, case studies and readings will be used to illustrate how to manage operations in restaurants, airlines, hospitals, and other service organizations. (2 credits)

**BU.680.320 Production and Operations Management**

How do organizations create value by turning resources into outputs? Management challenges require an
analysis and examination of the processes and operations for performing work functions within the framework of time objectives, resource management, and organizational goals. Students examine the effect of communication on relationships between operations and other business functions, such as marketing, finance, accounting, human resources, and management. Students gain experience in applying tools that help maintain product quality and customer satisfaction. (3 credits)

**BU.680.620 Operations Management**
The production of goods and services requires obtaining resources, transforming them into products, and then moving them through a distribution system to reach customers. Students take a process view of these value-added functions that lead to an understanding of how to make design choices that lead to more efficient and effective production. (2 credits)
Prerequisite(s): (BU.510.601 or BU.790.616) and (BU.520.601 or BU.771.732)

**BU.685.325 Quantitative Methods & Modeling**
This course discusses quantitative methods for decision making for business. It presents some of the various techniques that have been developed to help managers and other decision makers solve the problems that they encounter. Computer software is used to demonstrate strategies and methodologies, which allow students to focus on the benefits and limitations of the various methodologies presented. Topics include: linear programming, queuing theory, operations research and management science techniques, and risk management methodology. (3 credits)

**BU.755.602 LDP Leadership Academy**
The Leadership Development Program for Minority Managers (LDP) Summer Academy and Orientation is a three-day module for all students who are enrolled in LDP. The focus and intent of the LDP summer orientation program module is to provide a hands-on academically driven experience for students who enroll in the 10-month LDP cohort program. The LDP summer orientation experience introduces as well as integrates key fundamentals of leadership theory and practice, communication style preferences, mixed group dynamics, group and team formation, and the underlying role of global business policy and global public policy that are direct influences on business, government and society. Students are required to conceptualize, present and defend a negotiated solution for an identified organization or society need. Grading: Pass or Fail. (0 credit)
Note: This course is open only to students in the LDP cohort.

**BU.755.736 Minority Manager**
This course examines the unique role played by the minority manager in American and global organizations. Using leadership and executive development research as a base, students compare and contrast the typical experiences of minority managers and explore implications of their ability to exercise power and influence organizational change. Conflict management, assimilation, racism, cross-cultural communication, and other issues of diversity are explored as well. (2 credits)
Note: This course is open only to students in the LDP cohort.

**BU.755.737 Community and Policy Session for Minority Managers**
The Leadership Development Program is an intensive learning experience in a cohort format. The Community and Policy Session for Minority Managers component is designed to promote a learning community, provide group dynamics/group processes and facilitation skills. The course is graded on a pass/fail basis. (0 credit)

**BU.757.602 Medical Economics**
This course introduces the basic analytical tools of economics and applies them to issues in healthcare. Topics include the basics of supply and demand, market structure and competitive strategy, choice under uncertainty, general equilibrium and economic efficiency, markets with asymmetric information, and corrections of market failure. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.
BU.757.603 Managerial Finance for Medical Services
Students are exposed to financial management theories, principles, concepts, and techniques necessary to make sound decisions. Topics include business planning and budgeting, use of operating and financial leverage, working capital management, sources of capital, capital expenditures evaluation techniques, dividend policy, and growth by mergers. As in the course Accounting for Decision Making in Medicine, theory is applied to all businesses, and then is related specifically to healthcare using classroom examples, written case problems, and guest speakers. (3 credits)
Note: This course is open only to MBA in Medical Services Management and graduate certificate students.
Prerequisite(s): BU.757.601

BU.757.604 Leadership and Organizational Behavior in Medical Settings
This course addresses the complexities of organizational behavior in medical settings. Students analyze the role of individuals, groups, the organization, and culture in the delivery of healthcare. The course builds on the experiences of the participants and relates them to various theories of organizational behavior. Through the use of case studies, simulations, and class discussions, students learn to overcome obstacles that inhibit effectiveness and efficiency within organizations and to establish themselves as productive leaders. (3 credits)
Note: This course is open only to MBA in Medical Services Management and MSN students.

BU.757.605 Marketing Management in Medical Organizations
Students receive a basic understanding of the core concepts, current practices, and nomenclatures of the contemporary practice of marketing the services of a healthcare organization. The course focuses on market analysis, consumer behavior and analysis, market segmentation, marketing strategy, product decisions, pricing and distribution decisions, promotional decisions, and marketing budget and control. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.

BU.757.701 Healthcare and Business: Theory and Practice
This course examines the critical and controversial issues related to the integration of business and medicine. Students review some of the best health management and clinical practices in the country, covering topics such as physician partnership formation, physician relationships with managed care entities, the formation of hospital networks, capitation, competitive cost positioning, quality measurement and outcomes, and ethical issues. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.

BU.757.702 Clinical Practice Improvement
This course teaches healthcare providers techniques for achieving better clinical outcomes at lower costs including techniques of clinical practice improvement (CPI). CPI is a systematic method to determine optimal care by linking relevant measures of patient characteristics, processes, and outcomes. The system is designed to generate valid statistical inferences about the operational elements of the process of clinical care. By using consensus combined with objective feedback, CPI eliminates inappropriate treatment variation for well-defined groups of comparable patients. In short, CPI is the rigorous application of the scientific method to the day-to-day practice of medicine. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.

BU.757.703 Medical Informatics
This course provides the medical professional with an understanding of the functions, knowledge, tools, and systems comprising the field of medical informatics. The course delves into the rapidly developing scientific field that deals with the storage, retrieval, and optimal use of biomedical information, data, and knowledge for problem solving and decision making. The teaching approach uses interactive lectures about topics focused on physicians’ and administrators’ perspectives. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.
BU.757.704  Strategic Planning in Medical Organizations
This course focuses on principles of strategic management and competitive analysis to support strategy
development for healthcare organizations. The course provides an understanding of how current business
and management knowledge is applied to healthcare organizations to promote future success and compet-
itive advantage. Examining contemporary theory and models, students learn to assess and develop an or-
ganization’s mission and vision; perform an internal and external assessment; evaluate competitive threats
and responses; develop organizational change strategies; and evaluate the leadership qualities necessary
to make change occur. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.

BU.757.707  Legal Issues in Medicine
This course provides healthcare professionals with an overview of the legal environment as it affects medi-
cine and business. Cutting-edge cases are utilized as students explore medical malpractice, negligence, lia-
ibility (physician, product, and corporate), tort law, criminal aspects of healthcare, patient consent and
rights, issues of procreation, AIDS and healthcare workers, end of life issues, and healthcare reform.
(3 credits)
Note: This course is open only to MBA in Medical Services Management students.

BU.757.710  Medical Economics II
This course extends the scope of 757.602 Medical Economics, concentrating on the application of econom-
ic theory to the real world of healthcare. Topics include the theory of the firm as it applies to physicians,
hospitals, and systems; the market for labor in healthcare; the role of health insurance; asymmetric infor-
mation and the role of agency; the pharmaceutical market; government as payer and regulator; and equi-

Note: This course is open only to MBA in Medical Services Management and MSN students.
Prerequisite(s): BU.757.602

BU.757.711  Finance for Medical Services II
This course expands upon the concepts presented in Accounting for Decision Making in Medicine and
Managerial Finance for Medical Services. The course utilizes a case approach to apply the concepts learned
in those courses and focuses on new concepts around capital financing. The course shifts learning from
conceptual principles to the mechanics of financial models. (3 credits)
Note: This course is open only to MBA in Medical Services Management and MSN students.
Prerequisite(s): BU.757.601 and BU.757.603

BU.757.712  Negotiation
This course provides students with the basic skills needed for effective negotiation of business relationships
in healthcare and other settings. The first part of the course focuses on understanding and developing a
systematic approach to preparing for, structuring, and negotiating key business relationships. The second
part of the course helps participants develop basic process and conflict management skills needed for ef-
ective negotiation of business relationships in healthcare. The course also explores the ethics of negotia-
tion. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.

BU.757.801  Integrative Field Experience
This integrative, case-based course focuses on applying knowledge gained from previous courses in the
Hopkins Business of Medicine Program. Students evaluate, analyze, and synthesize case information pre-
sented from an actual company and chart the future of the company. The major responsibility of the stu-
dents in this course is to make objective strategic decisions and to justify them through oral and written
communication. (3 credits)
Note: This course is open only to MBA in Medical Services Management students
BU.757.820  MPH/MBA Capstone: Integrative Field Experience
This course focuses on applying knowledge gained from previous courses in the MPH/MBA program to real
world situations. The students evaluate, analyze, and synthesize information from an assigned client, and
then produce agreed upon deliverables. The students’ goal is to advise the client regarding strategic deci-
sions and justify their recommendations through oral and written communications. (3 credits)
Note: This course is open only to MPH/MBA students only.

BU.759.601  Accounting for Decision-Making in Biotechnology
In this course, students develop an understanding of the concepts and methods by which all business
transactions – including those in the biotechnology industry – are communicated. Cost accounting con-
cepts, forms of business organizations, the accounting process, preparation of financial statements, ratio
analysis, internal accounting controls, the auditing process, tax accounting concepts, cost-volume-profit
analysis, and management control techniques are included in the course. (3 credits)
Note: This course is open only to MBA/MS Biotech students.

BU.759.602  Managerial Finance for Biotechnology
Students are exposed to financial management theory, principles, concepts, and techniques necessary to
make sound decisions. Topics include business planning and budgeting, use of operating and financial
leverage, working capital management, sources of capital, capital expenditures evaluation techniques,
dividend policy, and growth by mergers. As in BU.759.601 Accounting for Decision Making in Biotechnolo-
y, theory is applied to all businesses, and then is related specifically to the biotechnology industry using
classroom examples, written case problems, and guest speakers. (4 credits)
Note: This course is open only to MBA/MS Biotech students.
Prerequisite(s): BU.759.601

BU.759.701  Finance for Biotechnology II
This course expands upon the concepts presented in BU.759.601 Accounting for Decision-Making in Bio-
technology and BU.759.602. Managerial Finance for Biotechnology. The course utilizes a case approach to
apply the concepts learned in these courses and focuses on new concepts around capital financing. In addi-
tion, the course shifts learning from conceptual principles to the mechanics of financial models. (3 credits)
Note: This course is open only to MBA/MS Biotech students.
Prerequisite(s): BU.759.601 and BU.759.602.

BU.759.706  Economics for Biotechnology
This course introduces the basic analytical tools of economics and applies them to issues in biotechnology.
Theoretical topics include the basics of supply and demand; market structure and competitive strategy;
choice under uncertainty; markets with asymmetric information; and corrections of market failure. Appli-
cations include the theory of the firm as it applies to the biotechnology industry; intellectual property and
patents, copyrights, and licenses; asymmetric information and the role of agency; the pharmaceutical
market; government as payer and regulator; and equity/ethical considerations (4 credits)
Note: This course is open only to MBA/MS Biotech students.

BU.759.707  Negotiation in Biotechnology
This course provides students with the basic skills needed for effective negotiation of business relations-
ships in the biotechnology industry. The first part of the course focuses on understanding and developing
a systematic approach for preparing for, structuring, and negotiating business relationships. The se-
cond part helps participants develop basic process and conflict management skills needed for effective
negotiation of business relationships in the industry. The course also explores the ethics of negotiation.
(3 credits)
Note: This course is open only to MBA/MS Biotech students.

BU.759.710  Legal Issues in Biotechnology II
This course addresses the legal issues facing organizations in general and the biotechnology industry in
particular. Topics include the legal structure of corporations; the legal issues of dealing with government (i.e., sponsored research and contracts), universities, and other entities; and the legal issues involved with mergers, acquisitions, joint ventures, and other relationships. (2 credits)

Note: This course is open only to MBA/MS Biotech students.
Prerequisite(s): BU.759.709

BU.759.721 Strategic Planning in Biotechnology
This course focuses on principles of strategic management and competitive analysis to support strategy development for biotechnology firms and related agencies. This course provides an understanding of how current business and management knowledge is applied to the biotechnology field to promote future success and competitive advantage. Examining contemporary theory and models, students learn to assess and develop an organization’s mission and vision; perform an internal and external assessment; evaluate competitive threats and responses; develop organizational change strategies; and evaluate the leadership qualities necessary to make change occur. (3 credits)

Note: This course is open only to MBA/MS Biotech students.
Prerequisite(s): BU.759.721

BU.759.830 Capstone: Integrative Field Experience
This integrative case-based course focuses on applying knowledge gained from previous courses in the MS/MBA program. Students are asked to evaluate, analyze, and synthesize case information presented from an actual biotechnology company or agency and chart the future of this organization. The major responsibility of the students is to make objective strategic decisions and to justify them through oral and written communication. (3 credits)

Note: This course is open only to MBA/Biotech students.
Prerequisite(s): BU.759.721

BU.761.521 Professional Writing for Non-Native Speakers of English
Are strong writing skills essential for conducting business in the real world? What style of writing is appropriate for American academic and business cultures? Upon completing this course, students will be able to construct paragraphs that effectively convey their intended meaning; create multi-paragraph documents with clear theses and appropriate style; plan, produce, and review documents; grasp Standard American English syntax and vocabulary; and write within the constraints of American academic and business cultures. (3 credits)

BU.761.522 Professional Speaking and Pronunciation for Non-Native Speakers of English
How does pronunciation impact successful performance in academic and business settings? How can you monitor your own pronunciation? How do you know if you are communicating effectively? In this course, students learn how to identify and apply strategies for speaking, how to pronounce English using appropriate rhythm and emphasis, and how to use appropriate intonation patterns for spoken English. Upon completing the course, participants will be able to use oral communication, collaborate and communicate effectively in groups, and develop and deliver formal presentations. (3 credits)

BU.761.625 Leadership Ethics Proseminar
The Leadership Ethics Proseminar introduces and explores ethical leadership as a framework for enterprise value creation in a complex environment of competing economic and moral claims. Students examine contemporary models of leadership, the intrinsic ethical challenges of leadership, and the concept of a moral compass as a foundation for responding effectively to the ethical challenges of corporate citizenship and value creation in a competitive global economy. The Leadership Ethics Proseminar also introduces students to the learning methods and platforms of graduate business study including electronic databases and learning technology, case studies, problem solving, and collaborative inquiry. (3 credits)

Note: MBA students begin their program with the Leadership Ethics Proseminar.
BU.790.028  Financial Resources I & II: Analysis/Interpretation of Financial Statements; Corporate Finance
This course focuses on the preparation of corporate financial statements and their use by external parties making investment-related decisions. Topics include income determination, asset and liability management, and financial statement analysis. Basic financial reporting tenets and the interpretation of financial disclosures are discussed. Students learn the tools used to thoroughly represent the firm’s health to stakeholders while abiding by regulatory standards. Students then analyze practical problems in investment decisions, working capital, risk management, company valuation, financial planning and legal and ethical concerns. This course provides an understanding of the theories, concepts and applications of modern corporate finance. (2 credits)

BU.790.030  The Firm and the Global Macroeconomic Environment
This macro-economic course emphasizes the role of governments and their effect on the global business environment. Major topics include economic growth, inflation, unemployment, exchange rates, fiscal and monetary policy, and international finance. The course provides students with the necessary theoretical framework to help them develop an economic perspective for analyzing real-world phenomena. (2 credits)

BU.790.031  Business Processes I: Strategic Perspectives
This course focuses on the requisite knowledge, skills, and attitudes that employees in a high-performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. Emphasis is placed on a hands-on approach with learning supplemented by cases appropriate to each phase of the course. A simulation is used to illustrate the principles discussed in the course. This module requires students to assume the role of a general manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a general manager’s job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so is the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter’s 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queuing Theory. (2 credits)

BU.790.032  Managerial Decision Making I: Microeconomic Foundations (onsite)
This course addresses the normative and behavioral principles relevant for managerial decision making. The first segment addresses core topics in managerial economics and provides an application-oriented introduction to microeconomic analysis principles underlying managerial decisions on price and quality. The second part introduces the principles of classical and Bayesian statistical analysis which can be used to factor formal consideration of uncertainty and risk in managerial decisions. Finally, the course examines behavioral principles relevant to decision making and shows how the normative analysis of decisions may be systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. Students learn how these influences may be managed to enhance the quality and effectiveness of managerial decisions. (2 credits)

BU.790.033  People and Markets I & II: Building & Managing the Firm’s Human Capital; Customers and Competitors
This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need in order to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. The combination of highly motivated employees and a culture of innovation to consistently deliver a competitive value proposition builds a firm’s customer equity. Two groups of people are critical for the success of an organization, be it large or small, for-profit or not-for-profit, privately- or publicly-owned, industrial or consumer—the people within the organization and the people in the markets that it serves. This course exam-
BU.790.035 Managerial Decision Making II & III: Statistical and Behavioral Foundations
This course addresses the normative and behavioral principles relevant for managerial decision making. The first segment addresses core topics in managerial economics and provides an application-oriented introduction to microeconomic analysis principles underlying managerial decisions on price and quality. The second part introduces the principles of classical and Bayesian statistical analysis which can be used to factor formal consideration of uncertainty and risk in managerial decisions. Finally, the course examines behavioral principles relevant to decision making and shows how the normative analysis of decisions may be systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. Students learn how these influences may be managed to enhance the quality and effectiveness of managerial decisions. (2 credits)

BU.790.037 Business Processes II & III: Strategic Operations
This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. Emphasis is placed on a hands-on approach with learning supplemented by cases appropriate to each phase of the course. A simulation is used to illustrate the principles discussed in the course. This module requires students to assume the role of a general manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a general manager’s job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so is the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter’s 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queuing Theory. (2 credits)

BU.790.039 Ethical Leadership: Concepts and Conflicts
This course explores ethical leadership as a framework for enterprise value creation in a complex environment of competing economic and moral claims. Students examine the intrinsic ethical challenges of leadership and the concept of a moral compass as a foundation for responding effectively to the ethical challenges of corporate citizenship and value creation in a competitive global economy. (1 credit)

BU.790.040 Discovery to Market: Technology Commercialization
The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible co-products or “know-how.” This course covers the concepts and organizational issues involved in selecting an invention or discovery and converting it to a viable business. This course enables the student to recognize and screen technology opportunities. You will learn the ins and outs of intellectual property creation, protection, sale and acquisition, how to license technology that others have patented, and how to license your own technology to others to create diverse revenue streams. Largely focusing on biotechnology inventions and discoveries originating in universities, the course covers the ownership of the invention, protecting the intellectual property, forming a company, overcoming regulatory hurdles, and other related issues common to this type of enterprise. Particular attention will be paid to economic issues ranging from when and how to raise initial capital to strategies to harvest the profits. (2 credits)

BU.790.041 Financial Resources III: Capital Markets
This course is designed to introduce students to the basic, yet fundamental, issues of modern finance. The goal of the course is to provide students with the basic tools needed to successfully complete more advanced finance courses. This course deals primarily with a firm’s investment and financing decisions and its interactions with the capital markets. Students develop the fundamental principles of financial valuation
and analysis, which provide a solid foundation for all other finance courses. (1 credit)

**BU.790.042 (T&D) Global Economic Systems**
This course explores the nature of foreign exchange markets and hedging instruments; international financial markets and the transmission of funds; balance of payments; alternative international monetary arrangements and institutions; and the respective adjustment mechanisms in response to fiscal and monetary policy changes. The course also examines how countries grow successfully and the causes of economic crises. (1 credit)

**BU.790.043 Digital Marketplaces**
Advances in communication and information technologies have had far-reaching impact on markets, on price discovery mechanisms and the structure of the channels through which products and services are delivered. This course addresses how markets, market mechanisms and channels of product and service delivery have been impacted and often transformed by information and communication technologies. The nearly instantaneous transmission of rich information across the boundaries of the corporation and across geographical boundaries have enabled the enterprise-wide systems of corporations to connect to each other and enable business-to-business transactions and orchestrate complex, electronic, settlement and fulfillment mechanisms that bring together multiple value chain and supply chain partners. Students will learn how B2B markets are evolving and their implications for businesses. (2 credits)

**BU.790.044 People and Markets III: Innovation and Creativity**
This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need in order to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. The combination of highly motivated employees and a culture of innovation to consistently deliver a competitive value proposition builds a firm’s customer equity. Two groups of people are critical for the success of an organization, be it large or small, for-profit or not-for-profit, privately- or publicly-owned, industrial or consumer—the people within the organization and the people in the markets that it serves. This course examines groups, focusing on the organizational, institutional, and market drivers of management decisions around human resources (HR) or human capital, on the one hand, and marketing on the other. (1 credit)

**BU.790.045 (T&D) Corporate Statesmanship**
This course focuses on issues of governance and accountability in the contemporary corporation considering how corporations differ around the world with respect to such things as legal personality, limited liability, transferable shares, investor ownership, and delegated management with board structure. The shareholder model versus stakeholder model is examined as well as conflicts of interest: management and shareholders; controlling shareholder and minority shareholder. Forms of expropriation of minority shareholders are included. While the main emphasis is on the business corporation, the relevance of these concepts to not-for-profit organizations and state-owned enterprises will also be addressed. Issues of board structure, selection, functions, and compensation are examined. Some of the recent instances of corporate scandals are studied with a view to discerning common causes of governance failure. The ensuing legislative and regulatory responses are reviewed along with the emerging issue of shareholder activism. International comparisons are included. The course will require active student participation in case discussions, presentations, papers and role-plays. (1 credit)

**BU.790.046 Competitive Intelligence**
Competitive Intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization’s plans, decisions, and operations. Students learn to apply the CI process and CI-related methodologies, techniques, and tools to better analyze an organization’s current and future competitive
Students apply analytical and socio-technical techniques to improve organizational decision making as related to CI, and gain an understanding of the issues related to the collection, analysis, and management of external information. (2 credits)

**BU.790.047 Innovation for Humanity Project**  
This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey School’s signature theme of “teaching business with humanity in mind” and it provides a global understanding of the needs of developing communities. Students spend one week abroad engaging with entrepreneurs, public officials, faculty, and NGOs, exploring critical development issues. They will gain an understanding of the complex systems that prevail in emerging economies and the role of appropriate technologies and interventions in solving pressing problems, as they learn to recognize the sustainable business opportunities embedded in these community needs. (2 credits)

**BU.790.048 Business Negotiations Within and Across Cultures**  
This course provides students with basic knowledge and applied skills practice needed for effective negotiation of business relationships in diverse settings. The first part of the course focuses on understanding and developing a systematic approach to preparing for, structuring, and negotiating key business relationships and future outcomes. The second part of the course helps participants develop and integrate basic process, conflict management, and culture and conflict resolution skills needed for effective negotiation of business relationships in diverse settings. The course also explores some ethical considerations of negotiation. Emphasis will be placed on individual, dyads, or triads, and collaboration by groups as directed practice via case study of negotiation and conflict mediation opportunities. (2 credits)

**BU.790.049 Elective III: Advanced Financial Management**  
This course offers students a hands-on portfolio management experience. A majority of class time will be devoted to discussing world financial markets; stock, bond, and commodity prices; and other real-time metrics. Students become acquainted with tools currently employed in the asset management industry through a series of lectures and a portfolio management simulation project. Students gain real world investment experience by actively managing risky portfolios in a simulated environment that emphasizes the process of creating, maintaining, and evaluating profitable investment portfolios given investor constraints. (2 credits)

**BU.790.050 Capstone Project Proposals: Phase I**  
Integrated into all of Carey’s graduate programs, the Capstone project is the culminating experience for the MBA. It requires the appropriate integration of knowledge from all business disciplines to solve a complex strategic problem facing a client firm. The project may be an individual or team-based project. Clients have included such firms as MedImmune, Lockheed Martin, Under Armor, various units of the Johns Hopkins Hospital system, Sodexho, various nonprofit organizations such as World Relief, and Baltimore city government departments such as the Parking Authority. Projects have also involved small- and medium-sized enterprises in the Baltimore / Washington, D.C. area. (2 credits)

**BU.790.051 Networked Organizations**  
This course considers the evolving new models of innovation and value creation networks being introduced across different industries, and examines such critical managerial issues as product and process technology strategy, operational innovation, knowledge management, IT infrastructure, leadership and organizational processes, governance, and finance. Utilizing a series of case studies from across a range of industry networks, students learn how companies can participate in such inter-firm networks and what unique business resources and capabilities they can employ to enhance the probability of commercial success. (2 credits)

**BU.790.052 Elective V: International Finance**  
This course covers issues related to economies in the global environment, international financial markets, and international financial management. The first part of the course covers some basic issues of the
macroeconomy and issues related to balance of payments between national economies. The second part of the course focuses on the international financial markets, specifically the foreign exchange market, the international money markets, and the conditions that define their interrelation. The third part of the course considers issues associated with the operation of a firm in the global environment, including exchange rate risk management, international portfolio investing and project evaluation and financing. (2 credits)

**BU.790.053 Elective IV: Marketing Strategy**
This course covers principles of market-driven managerial decision making that determine competitiveness in dynamic consumer and organizational markets. Areas of emphasis include industry analyses, dynamics of competition, market segmentation, target marketing, channels of distribution, and product and pricing decisions. In-depth analytical skills are developed through case analyses, class discussions, role playing, and applied projects. (2 credits)

**BU.790.054 Elective I: Organizational Behavior**
Students examine organizational behavior and leadership from diverse perspectives focusing on the individual, group, and organization; climate and culture; industry and society, and the global environment. Experiential in design, the course draws on the organizational life of students and encourages practical application of the theories and ideas considered. High levels of participation are maintained through the use of cases, simulations, discussion, and the class itself as a temporary organization. (2 credits)

**BU.790.055 Elective II: Derivatives**
This course offers a broad overview of forwards, futures, swaps, and options. It covers both the actual working of derivatives and some of the analytical tools needed to effectively understand them. Emphasis is on how to use derivatives to reduce/control risk. Skills are developed in basic pricing analysis, use of pricing models, and trading and hedging strategies. Strategies are developed to match specific economic goals, such as portfolio risk reduction or variable cost elimination. (2 credits)

**BU.790.056 Elective VI: Business to Business Marketing**
Most marketing principles are focus on marketing to the end consumer. This course examines the strategies employed in marketing products and services to businesses. The primary learning outcome is for students to understand the similarities and differences between marketing to consumers and marketing to businesses. This course begins by discussing the main marketing concepts that are common to both domains. The emphasis is largely on areas related to strategy and the types of analyses needed to make informed decisions. Students learn through readings, case studies, and rigorous analysis. (2 credits)

**BU.790.057 Elective VII: Lean Production Systems**
The production of goods and services requires obtaining resources, transforming them into products, and then moving them through a distribution system to reach customers. Students use a process view of these value-added functions that will lead to an understanding of how to make design choices that lead to more efficient and effective production. (2 credits)

**BU.790.058 Elective VIII: Global Strategy**
This course provides students with the conceptual tools necessary to understand and work effectively in today’s interconnected world by developing strategic perspectives that link this changing environment, the state of the global industry, and the capabilities and position of the firm. The course provides frameworks for identifying and taking advantage of the opportunities presented in a dynamic global environment at the level of the country and industry. It then focuses on firm-level strategic choices regarding where to engage in which activities. Finally, it covers the challenges of integrating the multiple perspectives, functions, and interests that constitute the multinational firm. (2 credits)

**BU.790.059 (T&D) Regulation and Governance**
The value of a firm depends on corporate governance practices that protect the investor. Greater investor
protection lowers the cost of capital. Thus, the set of governance practices, rules, and regulations that promote private sector development also promote firm value. Topics include corporate pyramidal structures, hostile takeovers and the failure of the market for corporate control, mutual fund governance, executive compensation policies, boardroom structure and practices, corporate transparency, and the value of the shareholder vote. (1 credit)

BU.790.060 (T&D) Risk & Accountability
This course offers an introduction to financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. Topics include market and credit risks, liquidity, and operational and legal risks. Skills taught include Monte Carlo simulation, scenario analysis, stress testing, credit value at risk, and credit derivatives. (1 credit)

BU.790.061 (T&D) Profiles in Leadership
This course examines the nature of leadership and its role in the development of sustainable business and business practices. Among other activities, students analyze and evaluate the business case for sustainable practice in selected sectors and organizations, analyze personal leadership practice and its development, and evaluate the personal relevance of and implications for leading sustainable change in business. The course provides face-to-face contact with guest speakers who are also global business leaders, affording an exceptional learning experience and valuable networking opportunities. (1 credit)

BU.790.062 Capstone: Final Projects and Project Presentations
Integrated into all of Carey’s graduate programs, the Capstone project is the culminating experience for the MBA. It requires the appropriate integration of knowledge from all business disciplines to solve a complex strategic problem facing a client firm. The project may be an individual or team-based project. Clients have included such firms as MedImmune, Lockheed Martin, Under Armor, various units of the Johns Hopkins Hospital system, Sodexho, various nonprofit organizations such as World Relief, and Baltimore city government departments such as the Parking Authority. Projects have also involved small- and medium-sized enterprises in the Baltimore / Washington, D.C. area. (2 credits)

BU.790.616 Statistics for Business
Students learn statistical techniques for further study in business, economics, and finance. The course covers sampling distributions, probability, hypothesis testing, regression and correlation, basic modeling, analysis of variance, and chi-square testing. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and computer software are used. (3 credits)

BU.800.490 Corporate Governance
In modern-day corporations, the owners (shareholders) of the firm are very rarely the managers of the firm. This separation between ownership and management has led to the rise corporate governance practices aimed at ensuring the value of the firm and protecting investors. One result of greater investor protection is a lower cost of capital to the firm. Thus, the set of governance practices, rules and regulations that promote private sector development also promote firm value. Topics include corporate pyramidal structures, hostile takeovers and the failure of the market for corporate control, mutual fund governance, executive compensation policies, boardroom structure and practices, corporate transparency and the value of the shareholder vote. (3 credits)

BU.800.495 Hopkins Capstone: Strategic Management
Students integrate and apply previous course work to strategic management problems. Analytic, integrative, and decision-making skills are developed through case discussions using team presentations. (3 credits)

BU.800.496 Hopkins Capstone: Advanced Strategic Management
This course builds upon the examination of business and corporate strategies targeted in the initial strategic management course, and requires students to take these basic principles to the next level in strategic thinking. Creativity and innovation are critical to achieve success. To follow often-traveled strategic paths is
unlikely to result in superior performance. Creativity can be exercised in both analysis as well as implementation. The orientation of this course is consistently pragmatic and managerial. Using a consulting project, students are placed in a client engagement where they can apply the concepts of strategic thinking in an applied setting. (3 credits)

BU.800.499 Hopkins Capstone: Senior Project
The Hopkins Capstone: Senior Project requires students to integrate and apply previous course work through a process of critical thinking, writing, research, and presentation skills developed throughout their undergraduate program. Students select a topic, frame a research question, conduct a thorough review of literature, analyze and evaluate the information gathered, provide conclusions to the research question based on supporting evidence and present their research findings. (3 credits)

BU.800.610 Corporate Governance
The value of a firm depends on corporate governance practices that protect the investor. Greater investor protection lowers the cost of capital. Thus, the set of governance practices, rules and regulations that promote private sector development also promote firm value. Topics include corporate pyramidal structures, hostile takeovers and the failure of the market for corporate control, mutual fund governance, executive compensation policies, boardroom structure and practices, corporate transparency and the value of the shareholder vote. (2 credits)

BU.810.610 Economics of Healthcare
This course introduces the basic analytical tools of economics and applies them to issues in healthcare. Topics include the basics of supply and demand, market structure and competitive strategy, choice under uncertainty, general equilibrium and economic efficiency, markets with asymmetric information, and corrections of market failure. (2 credits)

BU.811.610 Healthcare Delivery Systems and Strategy
This course provides the student with the understanding of how the business of healthcare affects the practice of healthcare. Students analyze and evaluate healthcare delivery systems. The relationships between various stakeholders including consumers, providers, payers, regulatory agencies, and policy makers and their effect on healthcare are described. The focus is on economic implications of health planning, organization of personnel and resources, the design of payment systems, and the outcome analysis of healthcare delivery, including the cost effectiveness of healthcare services. (2 credits)

BU.812.610 Managing Medical Services
This course examines the operational processes involved in clinical and hospital management. Using concepts from operations management and Total Quality Management, the course covers such topics as lean healthcare, customer relationship management, and optimization for service delivery. The basic tools of economics and operations research and management are employed to gain critical insights into the structure, conduct and performance of healthcare organizations. (2 credits)

BU.813.610 Emerging Frontiers in Healthcare: Strategy & Technology
This course examines healthcare organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and healthcare delivery processes and how they relate to information systems is a main focus. The intent of the course is to identify the key issues confronting the management of healthcare information systems today, examine their causes, and develop reasonable solutions to these issues. Specific federal regulations, vendor solutions, and financial implications as they relate to healthcare information systems are also examined. (2 credits)

BU.814.610 Pricing (with applications in Healthcare, Energy, and Financial Services)
Pricing is one of the most important and least-understood marketing decisions. This course teaches students proven concepts, techniques, and frameworks for assessing and formulating pricing strategies in order to prepare them to address strategic and tactical pricing issues and identify profit-boosting changes in
pricing practices across a range of professional contexts – as healthcare product/service managers, energy consultants, entrepreneurs and M&A advisors. The first several weeks of the course will establish a foundation for effective pricing decisions by teaching key economic, analytical and behavioral concepts associated with costs, customer behavior and competition. Time permitting, students will also learn advanced pricing techniques to create additional value, including dynamic pricing, segmented pricing, pricing structures, and promotions, and practical applications of these approaches within a variety of specific industry contexts such as Healthcare, Energy and Financial Service. (2 credits)

BU.815.610 Health and Business Law
This course provides students with an overview of the legal environment as it affects medicine and business. Cutting-edge cases are utilized as students explore medical malpractice, negligence, liability (physician, product, and corporate), intellectual property, criminal aspects of healthcare, patient consent and rights, and healthcare reform. (2 credits)

BU.817.610 Behavioral Economics in Healthcare
In this course, students examine the basic elements of behavioral economics and discuss its strengths and weaknesses relative to neoclassical economics. Although students examine examples throughout the economy, particular attention is paid to the application of behavioral economics to the healthcare industry. This course introduces the basic concepts of behavioral economics, contrasts them with mainstream neoclassical economics, and applies them to issues in healthcare. Topics include: prospect theory, loss aversion, the endowment effect, anchoring and framing, heuristics, sources of bias in economic decision-making, the power of the default, pricing, and the relationship of fairness to economic efficiency. (2 credits)

BU.820.610 Environmental Finance
Environmental policy is largely being driven by market-based controls. The use of cap-and-trade programs for renewable energy and greenhouse gas emissions is extending into many programs for pollution control and allocation of scarce resources. This course provides a background in the evolution of environmental policy, an overview of various environmental markets, an understanding of environmental brokerage, including buyers, sellers, channels and securities, and how these securities play a role in investment, policy, governance and new project funding. (2 credits)

BU.821.610 Energy and Environmental Economics
This course concentrates on environmental and energy economics issues. It covers various energy resources in reference to policy alternatives under variant growth conditions and input-output models. It examines the interplay between energy and environment issues as well as the implications of alternative energy resources. The course examines the theoretical and empirical literature dealing with externalities (pollution), the relationships between pollution and social costs, the relationships between energy production and environmental quality, and the optimal strategies for pollution abatement. (2 credits)

BU.822.610 Project Management
In any systems project, there is a need to effectively plan and manage the process. To be most efficient, this requires a variety of both technical and non-technical skills. This course focuses on the non-technical skills needed for proper project scoping, planning, execution, and completion. Topics covered include scope analysis, scheduling, activity and milestone planning, resource allocation and scheduling, personnel management, cost analysis and planning, communication skills, calendar preparation, reporting, and project monitoring. (2 credits)

BU.830.610 Investments
Through an in-depth study of portfolio theory and asset-pricing models, students acquire the analytical skills necessary to conduct valuations of equities, fixed-income securities, and alternative investments. This exploration leads to an understanding of the concept of portfolio management and the importance of diversification in controlling portfolio risk. (2 credits)
BU.831.610 Advanced Corporate Finance
The main goal of this course is to analyze the major financial decisions of corporations. This is not an introductory course. Students are required to be familiar with the basic concepts of corporate finance as covered in Financial Resources and Finance and Capital Markets. This course deals primarily with a firm’s investment and financing decisions and its interactions with the capital markets. Topics include valuation and risk, capital budgeting, the cost of capital, capital structure theory, and working capital management. This course is largely case-based. (2 credits)

BU.832.610 Derivatives
The aim of this course is to offer a rich overview of forwards, futures, swaps and options. The course will cover both the actual working of derivatives and the analytical tools needed to effectively understand derivatives. Skills are developed in pricing analysis, use of pricing models, trading, and hedging strategies. The strategies are developed to match specific economic goals, such as portfolio risk reduction, for instance. (2 credits)

BU.833.610 Fixed Income
This course focuses on bond markets and instruments, with an emphasis on the pricing and risk management of fixed income securities and portfolios. Topics include the features and risks of a variety of fixed income securities including bonds with embedded options, mortgage-backed securities and bond options. Yield spreads, forward rates, term structure theories, and portfolio management strategies are presented and thoroughly discussed. (2 credits)

BU.834.610 Mergers and Acquisitions
This course explores the incentives for using acquisition, divestiture, and alliances as vehicles to achieve corporate strategic objectives. Students learn analytical techniques employed in restructuring firms and evaluating alliances, negotiation strategies, and firm valuation. Post-merger integration problems are discussed in the context of alternative modes of market entry. (2 credits)

BU.835.610 Advanced Financial Accounting
This course emphasizes the vocabulary, methods, and processes by which business transactions are communicated. Topics include the accounting cycle and the recording of business transactions involving assets, liabilities, equity, revenues, and expenses. Students learn how to prepare and understand financial statements, including the balance sheet, the income statement, and the statement of cash flows. They also learn how to thoroughly assess a firm’s risk and profitability. The course expands on topics covered in Financial Resources. (2 credits)

BU.836.610 Quantitative Financial Analysis
This course explores the fundamentals of Monte Carlo simulation techniques and their applications in finance. Using Matlab as the programming platform, this course exposes students to hands-on computer exercises in advanced quantitative topics. The course trains students to become familiar with simulation techniques in modern financial engineering. Matlab is widely used in many science disciplines and is also emerging as one of the most popular programming platforms in the financial industry. (2 credits)

BU.840.610 Research for Customer Management
Students examine the concepts and techniques used in marketing research as a problem-solving aid in decision making in marketing and business. The problem definition analytical model, research design, types of information and measurement scales, and evaluation and use of primary and secondary data with an emphasis on electronic access are discussed. Students are trained in primary and secondary data collection methods including structured and unstructured interviews, observation techniques, focus groups, and surveys. Practical and intensive applications on sampling issues, questionnaire design, data analyses, and interpretation are emphasized. Students will use statistical software packages to analyze the data. (2 credits)
BU.841.610 Advanced Marketing Strategy
This course is focused on understanding marketing strategies and processes that determine competitiveness in dynamic consumer and organizational markets. Particular areas of emphasis include industry analyses, dynamics of competition, segmentation strategies, target marketing, positioning strategies, and evaluation of marketing programs and effectiveness. Strategic thinking and in-depth analytical skills are developed through the application of marketing tools and models. Cross-functional analysis and practical application of marketing concepts and skills are covered through case analyses, class discussions, role playing, and applied projects. (2 credits)

BU.843.610 Customer Relationship Management
Students investigate the impact of CRM (Customer Relationship Management) information systems in customer segmenting and marketing decision making. Topics include design, conceptualization, implementation, and management of CRM systems and marketing databases. Course content begins with an introduction to direct marketing, customer profiling, segmenting and analytics, targeting, data mining, and evaluating approaches for implementing database marketing solutions. It then proceeds to highlight four categories of CRM: Strategic CRM, Operational CRM (including Marketing Automation and Sales Force Automation), Analytical CRM, and Collaborative CRM. Finally, distinctions will be drawn between CRM, Database Marketing, and Interactive Marketing. This course explores the intersection of modern marketing methods with the technologies that support them. It describes the world of Database Marketing and Data Mining, including the principles of marketing analytics, RFM (Recency, Frequency, and Monetary Value) analysis, and customer lifetime value analysis. It then goes on to show how these fundamental approaches are now strategically being employed, in various forms, to the world of marketing. (2 credits)

BU.844.610 International Marketing
A managerial approach is used to examine the forces that control product demand, policies and marketing channels abroad. Case studies are used to examine methods that businesses can use to penetrate international markets. Class members critique various strategies and tactics used in the international marketing arena and examine international law and regulation as it applies to marketing. (2 credits)

BU.845.610 Strategic Brand and Product Management
A firm’s most powerful asset is its brand, because although other aspects of business can be duplicated, a brand cannot. This course examines such critical issues as how to build brand equity, how to measure brand equity, how to formulate brand strategy, and other important brand issues. Students will learn conceptual and analytic tools to develop and implement winning brands. (2 credits)

BU.846.610 Decision Behavior in Marketing
Marketing, in particular, begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. In this course, students explore the most recent scientific research in marketing, psychology, and behavioral economics on judgment and decision making. Students develop the ability to understand and influence what people want, how people decide what and when to buy, and whether people will be satisfied or dissatisfied with their decisions. These psychological insights are particularly useful for marketing strategy, brand positioning, and marketing communication decisions, but also yield insight into common biases in judgment and decision making, beyond marketing, to which you would otherwise fall prey. In addition, students examine the methodology of market research (specific to consumer behavior) to build the tools needed to interpret and base decisions on it. Readings will include primary empirical research articles, business journal articles, and research reviews. (2 credits)

BU.850.610 Entrepreneurial Finance
This course introduces students to identifying, accessing, and evaluating sources of financing for start-ups and expanding technology companies, using case studies, group interaction, and presentations from experts (when available) in the field. Attention is given to financial theory, risk assessment, valuation options,
term sheets, due diligence techniques, and the preparation of financial reports for monitoring progress toward meeting milestones. (2 credits)

**BU.851.610 Entrepreneurial Marketing**
This course covers the strategies and tactics that entrepreneurial companies utilize in marketing their products and services in an environment of low marketing budgets and no brand history. It uses examples from a broad spectrum of industries ranging from high tech to retail and service businesses. The course begins with segmentation strategies and positioning for new startups and then explores guerrilla marketing methods, including buzz and public relations, as well as more traditional, direct marketing and promotional event methods. Pricing, channel marketing strategies and customer service policy are also covered. The course relies heavily on case studies as well as guest speakers, with some optional readings available. (2 credits)

**BU.854.610 Research Seminar on Technology-Enabled Businesses & Strategies in Emerging Market Contexts**
The course explores the analysis of different technical systems and their interactions with industrial growth with regard to nation states, industrial sectors and companies. It explores the nature of technological advancement and how it drives business models and amplifies the strengths of emerging market firms. Students learn how advances in technology enable the creation and delivery of new products and services in these economies, and what opportunities and threats business organizations in the developed world face as a result of these business and economic trends. Students examine new models of value creation in emerging economies and investigate, through the use of project base learning, how technology influences new forms of value creations such as public private partnerships and hybrid entrepreneurial forms in developing economies. (2 credits)

**BU.860.610 Advanced Business Negotiations**
Negotiation is the art and science of securing agreements between two or more parties, who are interdependent and seeking to maximize their outcomes. This course provides the basic knowledge and applied skills to negotiate in a wide array of business settings. The first part of the course focuses on understanding and systematically preparing for, structuring, and executing increasingly complex deal-making negotiations. The second part of the course extends these basic principles to other types of negotiation situations, including group negotiations, agency relationships, and disputes. Through a series of simulations and feedback sessions, students engage in a variety of bargaining processes that span the contexts of deal-making and dispute resolution. Each simulation has been chosen to highlight the central concepts that underlie negotiation strategy. The course is designed to complement the technical and diagnostic skills learned in other courses at Carey. A basic premise of this course is that, while a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented. Successful completion of this course will enable students to recognize, understand, analyze, and implement the essential concepts of negotiation. (2 credits)

**BU.861.610 Managing Creativity**
Creativity has become the ubiquitous buzzword in the modern organization. Though it is widely touted as the organizational competitive advantage, creativity is often very difficult to manage in a systematic way. In light of this challenge, the aim of this course is to propose a framework in which creativity is a direct consequence of (1) the Person, (2) the Situation and (3) their Interaction. This framework can be used to answer many important questions such as, “Who are creative people?” and “Where do they fit?” (2 credits)

**BU.862.610 Global Strategies**
This course provides students with the conceptual tools necessary to understand and work effectively in today’s interconnected world by developing strategic perspectives that link this changing environment, the state of the global industry, and the capabilities and position of the firm. The course provides frameworks for identifying and taking advantage of the opportunities presented in a dynamic global environment at the level of the country and industry. It then focuses on firm-level strategic choices regarding where to engage
in which activities. Finally, it covers the challenges of integrating the multiple perspectives, functions, and interests that constitute the multinational firm. (2 credits)

BU.863.610 The Wire: Business Solutions to Urban Economic, Social and Public Health Issues
The Wire, an internationally known and critically acclaimed television show, depicts the war on drugs and the economic decline of a once thriving city in contemporary times, examining the institutions and actors in Dickensian fashion. The police, media, schools and elected officials, along with urban residents central to the story, illuminate problems and potential solutions to the ills that plague many modern “rust belt” cities in the USA. Students identify problems and develop solutions as inspired by The Wire, and complete feasibility analyses of the proposed policy, program, institution or entrepreneurial solution. (2 credits)

BU.910.610 Financial Resources Part 1
This course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions. (2 credits)

BU.910.611 Financial Resources Part 2
This Part 2 course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions. (2 credits)

BU.911.610 People and Markets Part 1
This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. (2 credits)

BU.911.611 People and Markets Part 2
This Part 2 course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. (2 credits)

BU.912.610 Business Processes Part 1
This module requires student to assume the role of a General Manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a General Manager’s job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so it the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter’s 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queueing Theory. (2 credits)

BU.912.611 Business Processes Part 2
This Part 2 module requires student to assume the role of a General Manager. General Managers have to
cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a General Manager’s job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so it the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter’s 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queueing Theory. (2 credits)

**BU.913.610 Managerial Decision Behavior Part 1**
This course examines the essential principles for productive decision making, which allow firms to thrive by encouraging risk taking in value creation. This course further explores the formal and informal processes for promoting reliable decision making at the individual and organizational levels. This module develops the micro-economic rationale underlying these decisions using coherent statistical analysis and interpretation of data. Business decisions are influenced not only by data and normative models but also by the subjective mindsets and emotions that managers bring to the decision context. The course encourages students to think critically about how to interpret data and make decisions and then to learn how to avoid or correct common decision errors that occur because of faulty, ingrained mental models. This module develops an understanding of the behavioral principles and methods in order to support more effective decisions. (2 credits)

**BU.913.611 Managerial Decision Behavior Part 2**
This Part 2 course examines the essential principles for productive decision making, which allow firms to thrive by encouraging risk taking in value creation. This course further explores the formal and informal processes for promoting reliable decision making at the individual and organizational levels. This module develops the micro-economic rationale underlying these decisions using coherent statistical analysis and interpretation of data. Business decisions are influenced not only by data and normative models but also by the subjective mindsets and emotions that managers bring to the decision context. The course encourages students to think critically about how to interpret data and make decisions and then to learn how to avoid or correct common decision errors that occur because of faulty, ingrained mental models. This module develops an understanding of the behavioral principles and methods in order to support more effective decisions. (2 credits)

**BU.914.610 Quantitative Methods**
Students learn statistical techniques for further study in business, economics, and finance. The course covers descriptive statistics, probability, discrete and continuous random variables, hypothesis testing, and analysis of variance. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and computer software are used. (2 credits)

**BU.920.610 Digital Marketplaces**
Advances in communication and information technologies have had far-reaching impact on markets, on price discovery mechanisms and the structure of the channels through which products and services are delivered. This course addresses how markets, market mechanisms and channels of product and service delivery have been impacted and often transformed by Information and Communication technologies. The nearly instantaneous transmission of rich information across the boundaries of the corporation and across geographical boundaries have enabled the enterprise-wide systems of corporations to connect to each other and enable business-to-business transactions and orchestrate complex, electronic, settlement and fulfillment mechanisms that bring together multiple value chain and supply chain partners. Students learn how B2B markets are evolving and their implications for businesses. (2 credits)

**BU.921.610 Networked Organizations**
This course considers the evolving new models of innovation and value creation networks being introduced
across different industries, and examines such critical managerial issues as product and process technology strategy, operational innovation, knowledge management, IT infrastructure, leadership and organizational processes, governance, and finance. Utilizing a series of case studies from across a range of industry networks, students will get a chance to learn how companies can participate in such inter-firm networks and what unique business resources and capabilities they can employ to enhance the probability of commercial success. (2 credits)

BU.922.610 Strategic Options
This course bridges finance and strategic planning, focusing on value creation. Most investment opportunities are multistaged, involving managerial decisions at each stage leading to expansion and contraction based on dynamic market conditions. To value such an investment properly, we have to recognize and explicitly value strategic options embedded in the investment. As a new valuation and strategic decision-making paradigm, the real option analysis has recently developed rapidly across a number of disciplines. The course will provide both the analytic framework for valuing real options and its application to many types of real options that are present in industries. (2 credits)

BU.923.610 Business Negotiations
This course provides learners/students with basic knowledge and applied skills practice needed for effective negotiation of business relationships in diverse settings. The first part of the course focuses on understanding and developing a systematic approach to preparing for, structuring, and negotiating key business relationships and future outcomes. The second part of the course helps participants develop and integrate basic process, conflict management, cultural and conflict resolution skills needed for effective negotiation of business relationships in diverse settings. The course will also explore some ethical considerations of negotiation. Emphasis will be placed on individual, dyad or triads and collaboration by groups as directed practice via case study of negotiation and conflict mediation opportunities. (2 credits)

BU.924.610 Competitive Intelligence
Competitive Intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization’s plans, decisions, and operations. Students learn to apply the CI process and CI-related methodologies, techniques, and tools to better analyze an organization’s current and future competitive position. Students will apply analytical and socio-technical techniques to improve organizational decision making as related to CI, and should understand the issues related to the collection, analysis, and management of external information. (2 credits)

BU.930.610 Thought and Discourse Seminars
Thought and Discourse Seminars are a critical component of the Global MBA experience. Friday seminars offer an environment of intellectual inquiry and debate in which students’ participation and perspective are expected. Students gain a critical analytical perspective on important business issues and the skills needed to organize and communicate your views in multiple modalities. Students will learn from the practical experience of prominent business and international leaders, industry experts, and policy makers, in a format that stimulates analytical thinking, persuasive communication, and creative expression. The course encourages and motivates students to identify and evaluate alternative solutions and their implications in the real business environment. (Credits earned vary by section.)

BU.932.610 Thought and Discourse Seminars
Thought and Discourse Seminars is a critical component of the Global MBA experience. The seminars will offer an environment of intellectual inquiry and debate in which students’ participation and perspective are expected. Students gain a critical analytical perspective on important business issues and the skills needed to organize and communicate your views in multiple modalities. Students will learn from the practical experience of prominent business and international leaders, industry experts, and policy makers, in a format that stimulates analytical thinking, persuasive communication, and creative expression. The course encour-
ages and motivates students to identify and evaluate alternative solutions and their implications in the real business environment. (2 credits)

**BU.940.610 Innovation for Humanity Project – Part 1**
This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey School’s signature theme of “teaching business with humanity in mind” and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs. (Credits earned vary by section.)

*Note: This course is open to GMBA students only.*

**BU.940.611 Innovation for Humanity Project – Part 2**
This experiential learning course (Part 2) is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey School’s signature theme of “teaching business with humanity in mind” and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs. (3 credits)

*Note: This course is open only to GMBA students only.*

**BU.950.610 Discovery to Market**
The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible co-products or “know-how.” This course covers the concepts and organizational issues involved in selecting an invention or discovery and converting it to a viable business. This course will help you to recognize and screen technology opportunities. You will learn the ins and outs of intellectual property creation, protection, sale and acquisition, how to license technology that others have patented, and how to license your own technology to others to create diverse revenue streams. Largely focusing on biotechnology inventions and discoveries originating in universities, the course will cover the ownership of the invention, protecting the intellectual property, forming a company, overcoming regulatory hurdles, and related issues common to this type of enterprise. Particular attention will be paid to economic issues ranging from when and how to raise initial capital to strategies to harvest the profits. (Credits earned vary by section.)
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Marriott, International  

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Human Genome Sciences, Inc.  

Montressa L. Washington  
MBA, 2001  
Senior Managing Consultant  
IBM
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<td>Claudia F. Pleasants</td>
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<td>Suburban Properties, Inc.</td>
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<td>John M. Prugh</td>
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<td></td>
<td>Alex Brown Realty, Inc.</td>
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<td>Edward St. John</td>
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<td>St. John Properties Inc.</td>
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<td>Raymond G. Truitt</td>
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<td>Ballard Spahr Andrews &amp; Ingersoll, LLP</td>
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<td></td>
<td>David Winstead</td>
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<td>Ballard Spahr Andrews &amp; Ingersoll, LLP</td>
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### Leadership Development Program Advisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Position</th>
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<tbody>
<tr>
<td>John Hunter, Chair</td>
<td>Executive Vice President</td>
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<tr>
<td></td>
<td>Customer Fulfillment Services</td>
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<tr>
<td></td>
<td>QVC, Inc.</td>
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<tr>
<td>Kenneth Bethea</td>
<td>President and CEO</td>
</tr>
<tr>
<td></td>
<td>Southeast Fuels, Inc.</td>
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<tr>
<td>James R. Calvin</td>
<td>Associate Professor and Director</td>
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<td>Leadership Development Program</td>
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<td></td>
<td>The Johns Hopkins Carey Business School</td>
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<tr>
<td>Hilda Crespo</td>
<td>Vice President Public Policy</td>
</tr>
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<td>ASPIRA Association, Inc.</td>
</tr>
<tr>
<td>Jerry Dawson</td>
<td>Duke Realty Corporation</td>
</tr>
<tr>
<td>A.E. Edwards</td>
<td>General Manager</td>
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<td>AT&amp;T Government Markets</td>
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<tr>
<td>Anna M. Flores</td>
<td>Vice President, Consumer &amp; Community Affairs</td>
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<td>American Express Company</td>
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<td>Edward Fujimoto</td>
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<td></td>
<td>Management Consultant</td>
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<td>Ernest Green</td>
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<td></td>
<td>Co-Chairman and CEO</td>
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<td></td>
<td>Madison Asset Management Group LLC</td>
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<td></td>
<td>Ray Jenkins</td>
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<td>Business Development</td>
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<td>Advanced Engineering Design, Inc.</td>
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<td>Blair Johnson</td>
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<td></td>
<td>Independent Consultant, Lecturer</td>
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<td></td>
<td>and LDP core faculty</td>
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<tr>
<td></td>
<td>The Johns Hopkins Carey Business School</td>
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<tr>
<td>Oral Muir</td>
<td>Senior Director, Global e-Commerce Channels</td>
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<td>Marriott International</td>
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<tr>
<td>Alfred R. Ramirez</td>
<td>Consultant &amp; Senior Advisor</td>
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<td></td>
<td>Institute for Educational Leadership</td>
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<td></td>
<td>David M. Simpkins</td>
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<tr>
<td></td>
<td>Vice President</td>
</tr>
<tr>
<td></td>
<td>Planning, Marketing &amp; Business Development</td>
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<tr>
<td></td>
<td>St. Agnes Hospital</td>
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</tbody>
</table>
Ms. Candace Steele  
Senior Director, Product Communications  
Cephalon, Inc.

Howard Woolley  
Senior Vice President, Policy & Government Affairs  
Verizon Wireless

**Faculty of the Johns Hopkins Business School**

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Associate Dean for Professional Programs

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Professor  
Chair, the Edward St. John Department of Real Estate

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Associate Professor

John Baker Sr., MAS  
Lecturer

Federico M. Bandi, PhD  
Professor

Gordon Bodnar, PhD  
Professor

James R. Calvin, PhD  
Associate Professor

Joseph Carney  
Executive-in-Residence

Dipankar Chakravarti, PhD  
Professor

Chester Chambers, PhD  
Assistant Professor

Kwang Soo Cheong, PhD  
Associate Professor

Thomas A. Crain, AM  
Lecturer

Maqbool Dada, PhD  
Professor

Reza G. Djavanshir, DSc  
Associate Professor

Ray Dorsey, MD, MBA  
Associate Professor

Charles B. Duff  
Executive-in-Residence

Richard Gil, PhD  
Assistant Professor

Toby Gordon, ScD  
Associate Professor

Brian Gunia, PhD  
Assistant Professor

Douglas E. Hough, PhD  
Associate Professor

Blair Johnson, MS  
Lecturer

Hyeong Min (Christian) Kim, PhD  
Assistant Professor

Sharon Kim, PhD  
Assistant Professor

Daniel Kohlhepp, PhD  
Lecturer

Ralph Kray, PhD  
Executive-in-Residence

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Assistant Professor

Adam Seth Litwin, PhD  
Assistant Professor

Mario Macis, PhD  
Assistant Professor

Kieren Marr, MD, PhD  
Professor

Eileen Mauskopf, PhD  
Associate Professor

Elliot McVeigh, PhD  
Professor

Isaac F. Megbolugbe, PhD  
Associate Professor

Angelo Mele, PhD  
Assistant Professor

Richard G. Milter, PhD  
Professor

Ferdinando Monte, PhD  
Assistant Professor

Jian Ni, PhD  
Assistant Professor

Mitsukuni Nishida, PhD  
Assistant Professor

Shrikant Panwalkar, PhD  
Assistant Professor
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Janie E. Bailey
Abhiram R. Bhashyam
Paula E. Boggs
Charles I. Clarvit
N. Anthony Coles
Ronald J. Daniels
Anthony W. Deering
Andreas C. Dracopoulos
Ina R. Drew
Harvey P. Eisen
Roger C. Faxon
Marjorie M. Fisher
Pamela P. Flaherty
Louis J. Forster
Richard S. Frary
Taylor A. Hanex
Michael D. Hankin
Lee Meyerhoff Hendler
David C. Hodgson
R. Christopher Hoehn-Saric
Frank L. Hurley
Stuart S. Janney III
Donald A. Kurz
Ethan D. Leder
Christopher H. Lee
Joanne Leedom-Ackerman
Jay L. Lenrow
Alexander H. Levi
Samuel R. Lichtenstein
Christopher E. Louie
Terri L. McBride
Gail J. McGovern
Westley W. O. Moore
Heather H. Murren
David P. Nolan
Sarah Brown O’Hagan
Brian C. Rogers
David M. Rubenstein
Marshal L. Salant
Charles W. Scharf
Rajendra Singh
William F. Ward Jr.
James L. Winter

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Leonard Abramson
Peter G. Angelos
Norman R. Augustine
Lenox D. Baker Jr.
H. Furlong Baldwin
Jeremiah A. Barondess
Ernest A. Bates
David H. Bernstein
Aurelia G. Bolton
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A. James Clark
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James A. Flick Jr.
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Rafael Hernandez-Colon
Jeong H. Kim
David H. Koch
Kwok-Leong Li
F. Pierce Linaweaver
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Joseph R. Reynolds Jr.
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John F. Ruffle
Arthur Sarnoff
Frank Savage
Wayne N. Schelle
Herschel L. Seder
Huntington Sheldon
R. Champlin Sheridan Jr.
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Provost and Senior Vice President for Academic Affairs

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Senior Vice President for Finance and Administration

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CEO of Johns Hopkins Medicine  
Vice President for Medicine  
Dean of School of Medicine

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Vice President for Development and Alumni Relations

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Vice President and General Counsel

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Vice President for Government and Community Affairs

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Vice President for Human Resources

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Vice President for Communications

Alan Fish  
Vice President for Real Estate and Campus Services

Sarah S. Steinberg  
Vice Provost for Student Affairs

Barbara Landau  
Vice Provost for Faculty Affairs

Jonathan Bagger  
Vice Provost for Graduate and Postdoctoral Programs and Special Projects

Stephanie L. Reel  
Vice Provost for Information Technology and Chief Information Officer

Scott L. Zeger  
Vice Provost for Research

Caroline Laguerre-Brown  
Vice Provost for Institutional Equity

Pamela Cranston  
Vice Provost for International Programs

Kathryn J. Crecelius  
Chief Investment Officer

Vali R. Nasr  
Dean of the Nitze School of Advanced International Studies

Katherine S. Newman  
Dean of the Krieger School of Arts and Sciences

Bernard T. Ferrari  
Dean of the Carey Business School

David W. Andrews  
Dean of the School of Education

Nicholas P. Jones  
Dean of the Whiting School of Engineering

Martha Hill  
Dean of the School of Nursing

Jeffrey Sharkey  
Director of the Peabody Institute

Michael J. Klag  
Dean of the Bloomberg School of Public Health

Winston Tabb  
Dean of University Libraries and Museums

Ralph D. Semmel  
Director of the Applied Physics Laboratory
### Schedule A: Billing Cycles—March 2012 through May 2013
**JHU Carey Business School**

<table>
<thead>
<tr>
<th>The Bill Covers Charges and Payments Applied to Your Student Account Between the Following Dates</th>
<th>The Date When The Electronic Bill is Presented on the Web</th>
<th>Statement Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summer 2012</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 15, 2012 – April 11, 2012</td>
<td>April 12, 2012</td>
<td>May 1, 2012</td>
</tr>
<tr>
<td>April 12, 2012 – May 9, 2012</td>
<td>May 10, 2012</td>
<td>June 1, 2012</td>
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<tr>
<td><strong>Fall 2012 &amp; Intersession 2013</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 12, 2012 – May 9, 2012</td>
<td>June 14, 2012</td>
<td>August 17, 2012</td>
</tr>
<tr>
<td>July 12, 2012 – August 8, 2012</td>
<td>August 9, 2012</td>
<td>August 17, 2012</td>
</tr>
<tr>
<td>August 9, 2012 – September 12, 2012</td>
<td>September 13, 2012</td>
<td>October 1, 2012</td>
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<tr>
<td><strong>Spring 2013</strong></td>
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**Due Dates Are Subject To Change**
<table>
<thead>
<tr>
<th>Semester</th>
<th>Payment Plan Enrollment Start Date</th>
<th>Payment Plan Enrollment End Date</th>
<th>First Payment Due</th>
<th>Payment Plan Options</th>
</tr>
</thead>
</table>

Students can contact Tuition Management Systems (TMS) either by phone at 1-888-713-7238 or visit their website at www.afford.com/jhucarey.

<table>
<thead>
<tr>
<th>JHU Carey Business School</th>
<th>Course Withdrawal/Audit Schedule Policy</th>
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</thead>
<tbody>
<tr>
<td>January intersession</td>
<td>Courses that meet 8 class sessions</td>
</tr>
<tr>
<td>No notation on transcript if course is dropped</td>
<td>prior to the 3rd class meeting</td>
</tr>
<tr>
<td>Withdrawn (&quot;W&quot;) on transcript if course is dropped</td>
<td>from the 3rd to the 5th class meeting</td>
</tr>
<tr>
<td>May not withdraw or change to audit</td>
<td>once the 6th class begins</td>
</tr>
</tbody>
</table>
# 2012–2013 Refund Schedule
## JHU Carey Business School

<table>
<thead>
<tr>
<th>Refund</th>
<th>January Intersession</th>
<th>Courses that meet 8 class sessions</th>
<th>Courses that meet 10 class sessions</th>
<th>Courses that meet 15 weeks or longer &amp; Full-Time Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>From the day of registration prior to the beginning of the first class meeting or 1st day of orientation for full time programs</td>
<td>From the 1st class meeting and prior to the 2nd class meeting</td>
<td>From the 1st class meeting and prior to the 2nd class meeting</td>
<td>From the 1st class meeting and prior to the 3rd class meeting</td>
</tr>
<tr>
<td>80%</td>
<td>From the 1st class meeting and prior to the beginning of the 2nd class</td>
<td>From the 2nd class meeting and prior to the 3rd class meeting</td>
<td>From the 2nd class meeting and prior to the 3rd class meeting</td>
<td>From the 3rd class meeting and prior to the 4th class meeting</td>
</tr>
<tr>
<td>70%</td>
<td>From the 2nd class meeting and prior to the 3rd class meeting</td>
<td>From the 3rd class meeting and prior to the 4th class meeting</td>
<td>From the 3rd class meeting and prior to the 4th class meeting</td>
<td>From the 4th class meeting and prior to the 7th class meeting</td>
</tr>
<tr>
<td>50%</td>
<td>From the 3rd class meeting and prior to the 5th class meeting</td>
<td>From the 4th class meeting and prior to the 7th class meeting</td>
<td>From the 4th class meeting and prior to the 7th class meeting</td>
<td>From the 7th class begins there is No Refund</td>
</tr>
<tr>
<td>0%</td>
<td>Once the 5th class begins there is no refund</td>
<td>Once the 4th class begins there is no refund</td>
<td>Once the 5th class begins there is no refund</td>
<td>Once the 7th class begins there is No Refund</td>
</tr>
</tbody>
</table>

Exceptions to the Refund Policy: Students may receive an exception to the refund policy for extraordinary circumstances beyond their control, provided that the request is made during the same semester in which the course is taken and that the circumstances can be documented. Maximum refunds under such circumstances will be equal to one refund level higher than the student received. Students who experience severe medical problems, a death in their immediate family, or are called into active duty may receive a 100 percent refund. Petitions are reviewed based on consultation with committee members from the faculty, advising and academic staff. The committee review is monthly and notification is sent by email to the student of the final decision. Appeals must follow the same submission process for review.

Download the petition form here [portalcontent.johnshopkins.edu/bin/u/a/Petition_Form.pdf](http://portalcontent.johnshopkins.edu/bin/u/a/Petition_Form.pdf). All petitions with supporting documentation must be submitted to the Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202, or faxed to 410-234-9259 or scanned and emailed to carney.registration@jhu.edu.
DOWNTOWN BALTIMORE SHOPPING, DINING, ETC.

HARBOR EAST DINING

BAGBY PIZZA COMPANY
1006 Fleet St, 21202
Phone: 410-605-0444
http://bagbypizza.com/
Reviews on this local pizzeria are mixed. Some love its thin crust; others think it is too pricy for what it is. We think—bottom line—great thin crust pizza, but it must be eaten immediately in-restaurant or else it gets cold. Bring your own wine/beer (pick up a bottle at Bin 604 down the street). They just added pizza by the slice which should make it more competitive in this area.

CHARLESTON
1000 Lancaster Street, 21202
Phone: 410-332-7373
www.charlestonrestaurant.com
Perennially named the best restaurant in town (because in our opinion it absolutely is) and priced to match. Total splurge—order the tasting menu with wine pairings. For the most special occasions—perhaps after landing the job or internship!

CHIU’S SUSHI
608 South Exeter Street, 21202
Phone: 410-752-9666
www.chiussushi.com
Better sushi than Ra, but no good specials, apart from a few (very few) at lunch. When you need the good sushi, head here but be prepared to pay a bit more—though not extravagant by any means.

CINGHIALE
822 Lancaster Street, 21202
Phone: 410-547-8282
www.cgeno.com
Baltimore’s culinary star Cindy Wolf dazzles in this Italian palazzo. Well, it’s not quite palazzo-nice, but it’s certainly classy and up-scale. The service is impeccable. The food is good, though most say it is not worth the hefty price tag. One of the best bars in town—particularly if you are in the mood for wine. Tuesday night they have several bottles for half price—a great bargain! Another bargain is the Sunday Supper option which is a reasonably priced prix-fixe with antipasto, pasta and dessert.

FLEMINGS
720 Aliceanna Street, 21202
Phone: 410-332-1666
www.flemingssteakhouse.com/locations/md/baltimore
A chain, but still included here because of its proximity to the school. If you don’t want to wait for parents or others to take you here, check out the happy hour prices. Large plates of their great food are only $6. Specials change periodically, but don’t miss the crab cakes (yes, this steak place’s crab cakes are excellent).

JAMES JOYCE
616 President Street, 21202
Phone: 410-727-5107
www.thejamesjoycepub.com
Every area needs a fun Irish bar and we have one of the best right in our neighborhood. Traditional Irish fare, and reasonable prices. Great outdoor patio when the weather is nice.

**LEBANESE TAVERNA**
719 South President Street, 21202  
Phone: 410-244-5533  
http://www.lebanesetaverna.com/restaurant_baltimore.html  
This is the closest restaurant to the school, and one with great weekday specials. Current favorites are the ‘Three- 4 Twelve’ happy hour on weeknights and the Monday and Tuesday late night snack specials. Pretty good Lebanese food, decent portions and delicious bread with every meal. Definitely one to check out.

**OCEANAIRE**
801 Aliceanna Street, 21202  
Phone: 443-872-0000  
www.theoceanaire.com/locations/baltimore/  
Another of Harbor East’s upscale chain restaurants, but always good and fresh seafood. Out of the price range for us most of the time, but definitely a place to splurge once in a while—especially during restaurant week when they have their same menu (mostly) for an even better price.

**PAZO**
1425 Aliceanna Street, 21231  
Phone: 410-534-7296  
www.pazorestaurant.com  
The place to see and be seen. With an authentic Spanish ambience designed in a huge warehouse, Pazo has a provincial yet modern European feel. Cinco Happy Hour is reasonable priced, but regular prices are steep for us. And, the food doesn’t quite measure up to the price. Great for a special occasion when the atmosphere has to be top-notch. Dress to impress.

**RA**
1390 Lancaster Street, 21231  
Phone: 410-522-3200  
http://rasushi.com/  
Mediocre sushi but innovative rolls (don’t miss the Tootsy Maki and the Viva Las Vegas Roll—you’ve never seen a roll like it). Plays pretty loud music for a seemingly hip sushi spot. Best during happy hour for cheap sushi, appetizers, $2 sakes, and also great lunch specials. Be ready to wait in line on a weekend night, but if you can grab one of the hightop tables in the lounge you can watch the scene unfold.

**ROY’S**
720 Aliceanna Street, 21202  
Phone: 410-659-0099  
www.roysrestaurant.com/locations/MD/baltimore.asp  
Another pretty place around the school and another chain, but very good food in an upscale setting. Try the Hawaiian martini—it’s like vacation in a glass.

**TACO FIESTA**
618 South Exeter Street, 21202  
Phone: 410-234-3782  
www.tacofiesta.com/  
Fast-food Mexican food and a step above most national chains. Cheap and filling.
TALARA
615 President Street, 21202
Phone: 410-528-9883
www.talarabaltimore.com
A pricey fusion of Asian and Latin cuisines, this place attracts the young professional crowd for the atmosphere and innovative food. Expensive and not quite worth it. Best to go during happy hour when prices are cheaper. Décor is one of the best in town, with big windows offering full view of the street and bars.

TEAVOLVE
1401 Aliceanna Street, 21231
Phone: 410-522-1907
www.teavolve.com
Open early in the morning until late at night, this small café has free internet access all day. With the tall windows and good food, this is the place to go when you need a somewhat quiet (though certainly not silent) atmosphere to focus on work. Or just a fun place to grab a cup of tea with friends (and, yes, they have wonderful coffee too, in addition to their signature teas). A good place for brunch, delicious fruit smoothies and, of course, all kinds of tea-infused drinks.

VINO ROSINA
507 S. Exeter Street, 21202
Phone: 410-528-8600
www.vinorosina.com
One of Harbor East’s newest additions. Top Chef fans may be interested that last season’s Jesse Sandlin is the Chef at this new creation from the owners of Rosina Gourmet sandwich shop. Only upscale fare here, along with a fun wine bar and cool innovative setting. They are still working out the kinks, but we are betting that they get it right soon.

LITTLE ITALY DINING

ALDO’S
306 South High Street, 21202
Phone: 410-727-0700
www.aldositaly.com
The best of the upscale Italian restaurants in a section of town known for them. Go during restaurant week when prices are reasonable or for when parents and relatives visit in order to get the full experience.

AMICCI’S
231 South High Street, 21202
Phone: 410-528-1096
www.amiccis.com
Reasonably priced, huge portions of above average, home-style Italian comfort food. This no frills restaurant (though oddly enough it has a more upscale bar) gives you the most for the price in all of Little Italy. Comfortable and upbeat atmosphere.

DA MIMMO
217 South High Street, 21202
Phone: 410-727-6876
www.damimmo.com
Dark and one of the oldest and most well known restaurants in this region, it has an upscale price tag to match the décor. But, high quality food and nice service gives it an edge.
DELLA NOTTE
801 Eastern Avenue, 21202
Phone: 410-837-5500
www.dellanotte.com
One of the few restaurants in the area to have free parking (though it’s so close to school, you don’t really need it). Della Notte has huge windows that let the sun pour in on a gorgeous winter day. Good lunches and dinners in a beautiful setting.

GERMANO’S
300 South High Street, 21202
Phone: 410-752-4515
www.germanostrattoria.com
This comfortable, family owned restaurant is no-frills charming with good food to match. Decent, moderately priced (though not cheap).

LA SCALA
1012 Eastern Avenue, 21202
Phone: 410-783-9209
www.lascaladining.com
The main attraction here is the only indoor bocce court in all of Little Italy. The food, though better than average, sometimes takes a back seat to the excitement!

LA TAVOLA
248 Albemarle Street, 21202
Phone: 410-685-1859
www.la-tavola.com
Above average food in a romantic setting. Not as crowded or expensive as most in this area of town and the setting is charming. Most of the dishes offer a more contemporary (and they claim, more authentic) take on Italian cuisine.

MILAN
1000 Eastern Avenue, 21202
Phone: 410-685-6111
www.onemilan.com/
This new rest-lounge in Little Italy stands out among its traditional Italian neighbors with its modern white furniture, envious chill-out patio, inventive cocktails, and—believe it or not—sushi. Described as “where food meets fashion”, Milan can make for a nice dinner out with great food and atmosphere or a cool lounge to enjoy a few martinis and people-watch.

MUSTANG ALLEY’S
1300 Bank Street, MD 21231
Phone: 410-522-2695
www.mustangalleys.com
Baltimore’s only upscale bowling alley. This place has it all, whether you want to go for the bowling, the bar, the fusion food with an Asian flair, or salsa dancing on Thursday nights. Lanes are more expensive than most, but drinks are affordable. Chow down on sweet potato fries as you watch the bowlers groove to pop music and beat each other’s scores.

PIEDIGROTTA
1300 Bank Street, 21231
Phone: 410-522-6900
This Italian bakery’s owner/operator is a pastry chef from Italy credited with inventing Tiramisu. Their array of reasonable lunch options includes an amazing variety of baked pasta ‘pies’. Being off the tourist path means you can really relax in this café over fresh baked focacce or unmatched desserts, like semi-fredo.

**SABATINO’S**
901 Fawn Street, 21202  
Phone: 410-727-9414  
www.sabatinos.com  
One of the best-known restaurants in Little Italy. Amazing salad dressing, which is why it has been a tradition for many families to go here for years for all sorts of occasions. But, besides that, the food, while good, is overpriced at best. Then again, did we mention the really wonderful salad dressing? Worth talking about that again.

**VACCARO’S**
222 Albemarle Street, 21202  
Phone: 410-685-4905  
www.vaccarospastry.com  
Italian dessert and the best of the best. Gelato, cookies, even chips-and-dip (cannoli chips dipped into cannoli filling). Really, there’s very little better in terms of sweets. Many locations but this was the original.

**FELLS POINT DINING**

**ALE MARY’S**
1939 Fleet Street, 21231  
Phone: 410-276-2044  
www.alemarys.com  
This upper Fells Point restaurant has gourmet food in a bar setting. Relaxed and low key, it is frequented by many neighborhood residents and its extremely friendly staff and patrons make it a place to return to again and again. Of course, we could just skip right to their amazing desserts—particularly the Krispy Kreme bread pudding. A must try at some point—but warning—it is highly addictive.

**ALEXANDER’S TAVERN**
710 South Broadway, 21231  
Phone: 410-522-0000  
www.alexanderstavern.com  
A fun place right on Broadway. Excellent food. Just another neighborhood bar and restaurant—Baltimore is full of them—but this one has great specials during the week. And, don’t miss the upstairs where you can play Guitar Hero or table shuffleboard all night long.

**ARCOS**
129 South Broadway, 21231  
Phone: 410-522-4777  
www.arcosrestaurante.com  
A hidden gem in Baltimore. One of the cheapest restaurants is also one of the best. Located right on Broadway in between Fells Point and the Hopkins medical campus, this small Mexican restaurant has it all. Gorgeous outdoor courtyard for those perfect fall afternoons and reasonably priced food and drinks. Lunch and happy hour specials make it an even better bargain. And, vegetarian friendly.

**BERTHA’S**
734 South Broadway, 21231
“Eat Bertha’s Mussels” has been the slogan here for years. And, the mussels are fantastic and there’s a wide variety of sauces to choose from. The first choice you have is butter or olive oil—the staff will push the more traditional butter, but we have found the olive oil to be even better. Live music periodically.

BLACK OLIVE
814 South Bond Street, 21231
Phone: 410-276-7141
www.theblackolive.com
Truly one of Baltimore’s great dining experiences, with a seafood counter where you can pick your dinner. This quaint Fells Point restaurant has wonderful service and not to be missed food. Sit at the small bar to have a light bite and wine or sangria to experience this wonderful restaurant—without the hefty price tag. Great for a quiet romantic dinner. Save room for the amazing baklava.

BLUE MOON CAFE
1621 Aliceanna Street, 21231
Phone: 410-522-3940
http://bluemoonbaltimore.com/
You may have to get here at 6am to avoid waiting for a table, but it would be worth it. In primetime on weekends you can expect to wait up to two hours for a precious table in this tiny space on Aliceanna, but there’s plenty to do in the area so put your name in and walk around Fells for a bit—the meal will be worth it. As featured on the Food Network, the Cap’n Crunch French Toast is phenomenal, and the cinnamon rolls and egg dishes are delicious as well.

BONAPARTE
903 South Ann Street, MD 21231
410-342-4000
A French Bakery that sits right on the water in the heart of Fells Point. If the charming brick exterior isn’t enough, the extraordinary French pastries and super strong coffee will keep you coming back. While the busiest times are usually Saturday and Sunday mornings, they also have lunch specials which offer both hot and cold sandwiches and assorted bread selections.

BOP (BRICK OVEN PIZZA)
800 South Broadway, 21231
Phone: 410-563-1600
www.boppizza.com
Located in the heart of Fells, this pizzeria serves up good, reasonably priced (though, as we are reminded, far from New York style) slices or pies in a bustling atmosphere. The atmosphere is non-existent but worth it for the amount of time you’ll spend there. The pizza won’t sit on your plate for long and the service is fast at the counter.

CAT’S EYE PUB
1730 Thames Street, MD 21231
Phone: 410-276-9866
Known for its great music and slightly older crowd, this is the place to be late night to hear great bands for little or no cover charge.

GECKO’S
2318 Fleet Street, 21224
Phone: 410-732-1961
A very friendly neighborhood bar and restaurant with wonderful service and southwestern food. Tough to find parking in the area, but worth it to get to this bar where everyone will know your name in no time at all. Best nights for specials are tapas Tuesday and $10 dinners on Wednesdays.

**GREENE TURTLE**
718-722 South Broadway, 21231
Phone: 410-342-4222
www.greeneturtle.com
A small Maryland chain that began in the college town of College Park. Food is not special and neither are the drinks, but it is one of the popular places on Broadway. Good for large groups.

**HORSE YOU CAME IN ON**
1626 Thames Street, 21231
Phone: 410-327-8111
www.thehorsebaltimore.com
Most known for great music and cheap drinks in a no-frills setting. The music on Mondays is particularly good, and they do have music seven days a week so you can always find something going on here.

**JA MURPHY’S**
1703 Aliceanna Street, 21231
Phone: 410-753-4420
http://jamurphys.com/
This small bar on Fleet Street boasts a lot of fans with its very cheap drinks, especially during happy hour. If you are feeling lucky, spin the wheel to try to win free drinks—though know it could also cost you a round. Fortunately with the low prices, it won’t set you back too much in any case.

**JIMMY’S RESTAURANT**
801 South Broadway, 21231
Phone: 410-327-3273
A no frills diner which attracts everyone with its cheap food and large portions. A cross section of the city—everyone in town seems to end up here at one time or another.

**JOHN STEVEN**
1800 Thames Street, 21231
Phone: 410-327-5561
Outdoor courtyard seating is this restaurant’s best feature. OK food, but some like the crab cakes a lot.

**KALI’S COURT**
1606 Thames Street, 21231
Phone: 410-276-4700
www.kaliscourt.com
Another one pretty much out of the price range for us (and not always featured on Restaurant week which is a disappointment), we usually check out its cheaper “sister” restaurants, Mezze, Meli and Tapas Adela), but there’s a reason that this is one of the best restaurants in town.

**KOOPER’S**
1702 Thames Street, 21231
Phone: 410-563-5423
http://koopers.com/
A great moderately priced restaurant any time of the week, though we particularly love cheap burgers on Tuesday nights. Brunch is great too, and the crab cakes are wonderful. Look for the Kooper’s Cheeseburger
Truck riding around town (perfect for a post-bar bite!)

LEADBETTER’S
1639 Thames Street, 21231
Phone: 410-675-4794
www.leadbetterstavern.com/
Another place for local music. Some may call it a dive bar, but it is in Fells Point so it is not quite divvy enough for us! Cheap drinks and good music. Also great to see all the local bands who play here.

LIQUID EARTH
1626 Aliceanna Street, 21231
Phone: 410-276-6606
http://liquidearth.com/
Baltimore’s premiere vegetarian restaurant, this small out of the way place on Aliceanna serves quality food and you won’t miss the meat. Also check out the fantastic juice bar—well worth the visit. We feel like they should have internet here but they don’t.

MAX’S TAPHOUSE
737 South Broadway, 21231
Phone: 410-675-6297
www.maxs.com
With a huge (and constantly changing) variety of beers on tap, this is the place to go for sporting events in Fells Point. With TVs at every angle, you are sure to find the game you want to see. If not ask the bartenders. If you don’t get a surly response, something’s wrong—but we bet you’ll get your game on one of the TVs somewhere!

MEZZE
1606 Thames Street, 21231
Phone: 410-563-7600
www.kalismezze.com
The sister restaurant to Kali’s Court, this is the moderately priced companion. But, the flavors are just as good (if not better) and the small plates make it well worth the trip. Outdoor seating on nice nights, but the dining room is so pretty you won’t miss being outdoors.

NANAMI CAFÉ
907 South Ann Street, 21231
Phone: 410-327-9400
Great sushi place with outdoor seating overlooking the water. The view isn’t great, but the sitting outside on a nice night is. The non-sushi Japanese items are great as well. If you have to wait for a table, pop over to V-NO next door for a quick glass of wine before your meal.

OBRYCKI’S
1727 East Pratt Street, 21231
Phone: 410-732-6399
www.obryckis.com
One of the oldest crab houses in town, and definitely a Baltimore institution. A culinary tour of Baltimore wouldn’t be complete without it!

ONE EYED MIKES
708 South Bond Street, 21231
Phone: 410-327-0445
While there are many restaurants located in spaces that look more suited to a rowhouse, we think this is the best. Friendly service, amazing food (you really won’t believe its bar food) and a good music selection. What more could you want? Maybe Grand Marnier? You can buy your own bottle to house it on the big glass wall for safekeeping.

PETER'S INN
504 South Ann Street, 21231
Phone: 410-675-7313
www.petersinn.com
A small restaurant with few tables, which only means that they start a waiting list when they open and never stop. There are only few menu options at night because they take only the freshest of ingredients to put into the meal. All are top-notch and Peter’s has long been a culinary favorite among Baltimore foodies.

PITANGO GELATO
802 South Broadway, 21231
Phone: 410-702-5828
www.pitangogelato.com
The most delicious gelato in the summer; the richest hot cocoa in the winter—though both are served year round. Quite simply the best of the frozen desserts not only in Fells but in the city. This year they also have a stand at the JFX Farmers Market on Sundays.

RED STAR
906 South Wolfe Street, 21231
Phone: 410-675-0212
www.redstarbar.us
The menu changes often at this Fells Point hotspot. We aren’t as crazy about the latest version, but are sure it will change again soon. The food is always solid and well priced (though we think it has some of the slowest service in town). Also, fantastic atmosphere and free parking in Fells is always a plus. Definitely one to check out. Brunches on Sundays are very popular too.

SHUCKER’S
1629 Thames Street, MD 21231
Phone: 410-522-5820
www.shuckersoffellspoint.com
Overrated though right on the water, so a popular destination for out-of-towners. Not much going on at this place, but if you want to feel like a tourist without astronomical prices, this is the place to go.

SLAINTE
1700 Thames Street, 21231
Phone: 410-563-6600
http://slaintepub.com/
Small rooms abound at this venue that looks more like it was built as an apartment than for a restaurant. Decent food. Great staff. Solid pricing.

TALAY THAI GRILLE
1911 Aliceanna Street, 21231
Phone: 410-563-9292
Slightly off the beaten path, this basic Thai Restaurant has solid food at decent prices. Sister restaurant to the more famous “Thai Restaurant” on Greenmount Avenue. Same fantastic and varied menu.
TAPAS ADELA  
814 South Broadway, 21231  
Phone: 410-534-6262  
www.tapasadela.com  
The latest addition from the folks at Kali’s Court restaurant group, this dark tapas restaurant is warming up to us. The portions are a good size, the outer restaurant area, like the bar, is very fun, but the tables in the back are too dark and tucked away (unless that’s what you are looking for!). The food is very good—just as you’d expect from this group and the drinks are innovative.

V-NO  
905 South Ann Street, 21231  
Phone: 410-342-8466  
http://v-nowinebar.com/  
Little wine bar on the water. Fantastic place to sit on a cool summer night. Not too much in the way of food, but the beverages are tasty, staff so nice (most nights you will see one or both of the owners wandering around making sure everything is ok) and fun, low-key hotspot.

WATERFRONT  
1710 Thames Street, 21231  
Phone: 410-537-5055  
www.waterfronthotel.us  
Live music on weekends. Fantastic brunch during the day. Great food specials at night. Is there anything this place doesn’t have? If so, we can’t find it. Popular hangout at any time of the day.

WHARF RAT  
801 South Ann Street, 21231  
Phone: 410-276-9034  
www.thewharfrat.com  
When we think of the Wharf Rat, we think of beer and lots of it. Never overly packed, but rarely empty, this spirited restaurant appeals to both families and singles. If you’re hungry order the pizza, it’s surprisingly good!

WOODY’S  
1700 Thames Street, 21231  
Phone: 410-563-6600  
http://woodysrumbar.com/  
Gorgeous setting. Horrible food. Even worse service. Great drinks. For that day that you absolutely have to be outside, but are not in a hurry or particularly concerned about speedy service. Did we mention gorgeous setting? There’s no place better on a pretty day—too bad about the food and service. The drinks will get you through your relaxing time here.

ZE MEAN BEAN  
1739 Fleet Street, 21231  
Phone: 410-675-5999  
www.zemeanbean.com  
Charming setting, but the food is hit and miss. When it hits though, it hits big. Also a coffee café in the morning, this Russian/Polish restaurant features authentic food, and even boasts live music occasionally.

DAILY GRIND COFFEE HOUSE  
1720 Thames Street, 21231  
www.dailygrindbrb.com/
and
THE FIREHOUSE COFFEE COMPANY
1030 South Linwood Avenue, 21224
Phone: 410-522-5046
www.firehousecoffeeco.com
A couple of quirky neighborhood coffee houses that draw in a variety of clientele.

CANTON DINING

ANNABEL LEE
601 South Clinton Street, 21224
Phone: 410-522-2929
www.annabelleetavern.com
This homage to Poe restaurant looks exactly as you would expect it to—dark wood lines the small restaurant. Always popular and ever exceptional, it is best in the winter on a cold night. You may even catch a raven or two. All the food is great—and their sweet potato fries, while done many places in Baltimore, are probably the best we’ve had in the city.

BARTENDERS
2218 Boston Street, 21231
Phone: 410-534-2337
www.bartendersbaltimore.com
Pizza, pizza and more pizza. You could have other items here, which are also good, but why would you when the pizza is their star attraction. Great combinations of ingredients but make sure you really like spicy before you order their spicy pizza with many types of peppers. It lives up to its name!

BAY CAFÉ
2809 Boston Street, 21224
Phone: 410-522-3377
www.baycafeusa.com
You feel like you’re on the beach at this right-on-the-harbor restaurant with sand at your feet (literally) and live music most summer nights. There is a $5 cover charge which you can get credited to your food bill if you order food, which we don’t recommend. In a pinch, the pizza and appetizers are decent, but Bay Café is known for its location and charm and not its food. Be prepared to see and be seen on weekend nights around happy hour.

BLUE HILL TAVERN
938 South Conkling Street, 21224
Phone: 443-388-9363
www.bluehilltaVERN.com
In the higher middle range of prices in the city, but with a fun atmosphere like this, you can see why. Their best feature is an outdoor deck with heat lamps that is perfect on the slightly cool night where you just want to be outside. Another place that’s great for happy hour. The food is good, though slightly overpriced in our opinion.

BO BROOKS
2701 Boston Street, 21224
Phone: 410-558-0202
www.bobrooks.com
Bo Brooks has the brand name in Baltimore for seafood, though we find that the food doesn’t quite live up to its expectation. The view is fantastic, as it sits right on the water. There is a great outdoor “Tiki Bar” run
by the restaurant over the summer. Fun place to be outside (though critics claim that they feel too close to the parking lot). Did we mention free parking?

CANTON DOCKSIDE
3301 Boston Street, 21224
Phone: 410-276-8900
www.cantondockside.com
Not much to write home about at this dockside restaurant except (and this is a big exception) the crabs are very good—and better than some of its more well known neighbors. Atmosphere is a little dingy but the crabs really are good. When you just need a “crab-fix”, this place will more than suffice.

CHESAPEAKE WINE COMPANY
2400 Boston Street, 21224
Phone: 410-522-4556
www.chesapeakewine.com
More than a restaurant and more than a wine shop, this establishment in the Can Company is a popular destination in the summer for outdoor seating and First Friday music events in the store. Also, it has a Tuesday wine tasting that is informative and fun. Favorites (and quick to sell out events) include the sparkling tasting, and chocolate tasting—both annual events. They have Wi-Fi throughout the store. A fine place to go when you need internet and a quick nosh/drink.

COBURN’S
2921 O’Donnell Street, 21224
Phone: 410-342-0999
A fun place on the square—particularly for sporting events and during the week. Food not great (except, strangely enough, for their catering which is delicious!), but the bartenders are nice and the bar is fun. On Friday and Saturday nights, the dance club upstairs is open so enjoy!

DELLA ROSE’S
1501 South Clinton Street, 21224
Phone: 410-522-7104
www.dellarosestavern.com/Dellas/
Parking is easy and that’s the best we can say about this restaurant in the base of the First Mariner building. Food is really bad, and the atmosphere isn’t great either.

FIELD HOUSE
2400 Boston Street, 21224
Phone: 410-800-4004
www.fieldhousebaltimore.com
Join the Field House Club (free!) for 10% off your check, a reserved table during events just by calling ahead, and special “members only” happy hours with free food and drink. Turning out to be the best place in the city to be during sporting events, the numerous TVs (even individual ones by some of the tables) could lead to sensory overload—but strangely they don’t. Turns into a dance club late night on Friday and Saturday.

GIN MILL
2300 Boston Street, 21224
Phone: 410-327-6455
www.ginmillcanton.com
This was a longtime favorite in Baltimore until it changed ownership just about a year ago. Still good, but not as popular as it once was. There’s nothing particularly special about it, but it does have good food and drink—and there’s rarely a wait.
HUDSON STREET STACKHOUSE
2626 Hudson Street, 21224
Phone: 410-342-0592
www.hudsonstreetstackhouse.com
This restaurant feels like a hockey place for most of the year. All channels during hockey season are tuned into a hockey game, and jerseys abound among the patrons. The food is mediocre but the beer list is great. Definitely the place in town to go if you’re into hockey.

IKAROS
4805 Eastern Avenue, 21224
Phone: 410-633-3750
www.ikarosrestaurant.com
Not the best Greek restaurant in Highlandtown (that distinction goes to Samos—see below), but one of the oldest and most well known. The food is good; the price is right. The setting is old but comfortable. Parking, just like the rest in this section of town, is difficult but worth the search for the space.

JACK’S BISTRO
3123 Elliott Street, 21224
Phone: 410-878-6542
www.jacksbistro.net
Perennially on all the “Best of Baltimore” lists since it opened about three years ago. Don’t miss the Mac & Cheese & Chocolate (sounds crazy but it’s absolutely delicious) and the menu changes often depending where the last hot spot is that Chef Ted visited. Lots of mainstays on the menu but the specials change often. Also, the best place to eat late night with food specials from 11:00pm—1:00am. Also a daily happy hour (even on weekends which is rare for Baltimore) from 5–7pm.

JD’S SMOKEHOUSE
3000 O’Donnell Street, 21224
Phone: 410-675-4029
www.jdssmokehouse.com/
Not everything is smoked at this Canton Square favorite, but they definitely specialize in meats. The brisket gets rave reviews, as do the other meats such as pork and turkey. Vegetarians—never fear. The veggie burger is better than most and the fries are fantastic.

KISLING’S
2100 Fleet Street, 21231
Phone: 410-327-5477
www.baltimoresbestwings.com
Basic food at this basic rowhouse bar. Upstairs are pool tables and dart boards, while booths line the downstairs section. A favorite after sporting events in the park, there are often beer specials on weekends.

LANGERMANN’S
2400 Boston Street, 21221
Phone: 410-534-3287
www.langermanns.com
We weren’t sure a Southern inspired restaurant could really make it in the city, but it looks as though Langermann’s is proving us wrong. This new restaurant is consistently busy, and while too new to know whether it will last, it is off to a strong start. The grits are amazing (even for non-grit eaters), and they have a fantastic sweet potato hash. Sunday brunch is our favorite meal here, but dinner is good too. Open for breakfast and lunch as well.
Long known as a solid sports bar, this place is packed—particularly on weekends—from opening to close. College football is popular here, and there are cheap beer specials during all sporting events. The food is what you’d expect from a sports bar, and the tables are not plentiful—so grab one if you can. Very young college scene on weekend nights.

**MAMA’S ON THE HALF SHELL**  
2901 O’Donnell Street, 21224  
Phone: 410-276-3160  
www.mamasmd.com/MamasSite/  
This restaurant on Canton square is always packed. With its long narrow bar, it is often hard to find a spot downstairs, but the upstairs tables are usually open. Dine upstairs with families or to escape the crowd below, but the bar can be fun. Don’t miss the orange crushes—a specialty drink here. We don’t think the food is quite as good as the hype but there’s a lot of hype and its almost all good. Pricing is reasonable. The mussels are some of the best in the city and probably the best thing on the menu.

**MATTHEW’S PIZZA**  
3131 Eastern Avenue, 21224  
Phone: 410-276-8755  
www.matthewspizza.com  
Some say this is the best pizza in town. We are in that camp. Their specialty crab pie has never disappointed and the margarita is always cited as one of the best. Pricy for pizza, but it can’t really be compared to pizza—more like a slice of Italy.

**MIKE MCGOVERN’S**  
1129 South Clinton Street, 21224  
Phone: 410-534-2200  
www.mikemcgoverns.com  
This out of the way neighborhood bar is very friendly but doesn’t serve any food. What it does do is let you either order or bring in whatever food you want, which makes it pretty special in our book. They have a large contingent of menus for delivery, so pick what you want and have it delivered there. Unusual. And pretty great.

**NACHO MAMAS**  
2907 O’Donnell Street, 21224  
Phone: 410-342-2922  
www.nachomamascanton.com  
Has Elvis left the building? You can’t miss the Elvis references over almost every inch of this Canton landmark which has quality Mexican food at reasonable prices and one of the most fun menus in town. We won’t say any more than that for fear of ruining the full experience. Be prepared for a wait. Not many tables + popular restaurant = not as long a wait as you’d expect due to a fast kitchen and quick service.

**NCDEVIN’S**  
801 South Decker Avenue, 21224  
Phone: 410-276-2553  
Are you a Pittsburgh fan? If so, you’ll definitely be hurting in this town, but NcDevin’s aims to make that hurt go away particularly on football Sundays. This bar, known for its Steelers fanaticism, also has great food and service, and if you go on a non-Steelers game day you’ll have a great time (even as you root for
PORTSIDE
2821 O’Donnell Street, 21224
Phone: 410-522-7678
www.portsidetavern.com
For those of you who have experienced the Starboard at Dewey Beach in Delaware, this restaurant will feel very familiar. It should—same owners. A little part of the beach comes to Baltimore, with the same menu as its more popular sister restaurant.

ROSINA GOURMET
2819 O’Donnell Street, 21224
Phone: 410-675-9300
www.rosinagourmet.com
Only open for breakfast and lunch, this upscale sandwich restaurant is a favorite in the region. Always popular, and the service is never particularly fast, though the sandwiches themselves are always worth waiting for. Slightly higher price tag than you will find at other neighborhood places, but worth it—particularly when you need to treat yourself.

SAMOS
600 Oldham Street, 21224
Phone: 410-675-5292
www.samosrestaurant.com
The best Greek restaurant in town, and arguably—according to Tim Zagat—in the country. Amazing food. Wonderful service. You will probably have to wait for a table, but it is definitely worth it. Tough—but fun—to go with big groups, especially as some of the menu items are ripe for sharing. The price is extremely reasonable, and the toughest part of your night will be finding a parking space. BYOB.

SIP & BITE
2200 Boston Street, 21231
Phone: 410-675-7077
Every town needs a down & dirty (though this is clean) diner with amazing food and service that is usually fine but sometimes surly. The food is outstanding. You may have to wait for a table, but you’ll still get your food relatively quickly. A Baltimore institution and one that you will find yourself wanting to return to again and again.

SUSHI SAN/THAI JAE DEE
2748 Lighthouse Point, 21224
Phone: 410-534-8888
www.sushisanbaltimore.com
Decent Japanese and Thai restaurant. Very reasonably priced. Mixed reactions on the sushi but we know it’s fresh and satisfying. Maybe not as good as some of the Fells Point sushi places, but you won’t go hungry and you’ll pay a little less for still a very fresh piece of fish. Lots of other choices too if you don’t like sushi. Two hours free parking make this place easier logistically.

TAVERN ON THE SQUARE
2903 O’Donnell Street, 21224
Phone: 410-675-1880
There are better places on the square to both eat and drink, but this one rarely has a wait, and there are plenty of tables near the outdoors when you don’t want to be outside but not stuck inside either.
VACCARO’S
2919 O’Donnell Street, 21224
Phone: 410-276-4744
www.vaccarospastry.com
See Vaccaro’s write up in Little Italy section. Another of the Vaccaro’s restaurant chain and similar to the one in Little Italy though this is on the square in Canton.

YELLOW DOG
700 South Potomac Street, 21224
Phone: 410-342-0280
www.yellowdogbaltimore.com/
Fantastic food and very vegetarian—friendly. The service is nice, though a bit on the slower side as the kitchen cooks everything to order. Brunch is particularly good here—though it’s sometimes closed on Sundays. Always serves brunch on Saturdays.

FEDERAL HILL DINING

ABBEEY BURGER BISTRO
1041 Marshall Street, 21230
Phone: 443-453-9698
www.abbeyburgerbistro.com
Tucked away in an alley off Cross Street, this bistro serves wonderful burgers of all varieties—and even better milkshakes.

BABA’S MEDITERRANEAN KITCHEN
745 East Fort Avenue, 21230
Phone: 410-727-7482
www.babaskitchen.net
Some of the best Mediterranean food in town, reasonably priced, served in a simple setting. Very few tables in the restaurant, but long counter to sit at and also very popular for take-out meals. If you do decide to eat there, BYOB.

BLUE AGAVE
1032 Light Street, 1230
Phone: 410-576-3938
www.blueagaverestaurant.com
Popular Mexican restaurant in Federal Hill. We don’t think the food is as good as most others in town, but they do make a powerful margarita. The food is slightly more expensive than most, but you are also paying for ambience here. It’s a very relaxing setting and fantastic service.

CROSS STREET MARKET
1065 South Charles Street, 21230
www.southbaltimore.com/shop/crossmkt.html
Oysters and beer, and yes, even sushi are the headliners at this low key marketplace. On Friday afternoons this area is packed, particularly in the fall and spring with after work happy hours. It closes by 8 though, so get there early!

DANGEROUSLY DELICIOUS PIES
1036 Light Street, 21230
Phone: 410-522-7437
www.dangerouspies.com
The name says it all! There’s not much we can add, except to note that both the sweet and savory pies are equally good and shouldn’t be missed. You can get a slice and eat there or take home a whole one.

DON’T KNOW
1453 Light Street, 21230
Phone: 410-539-0231
Definitely a Red Sox and Patriots bar. Great place to watch games. The food is mediocre but the atmosphere is fun and drinks are good. If you must eat, stick to the appetizers, and try to avoid the brunch. If you are rooting for Boston, best place to be in the city.

ILLUSIONS MAGIC BAR
1025 South Charles Street, 21230
Phone: 410-727-5811
http://illusionsmagicbar.com/
Definitely one of the oddest bars and restaurants in the city, but if you like magic, this could be a spot for you! The owner bought it and showcases his son the magician most nights for 1-2 shows. His son is very talented—often performing on the Tonight Show and Late Night. Quirky and fun—particularly the first time you go.

LITTLE HAVANA
1325 Key Highway, 21230
Phone: 410-837-9903
www.littlehavanas.com
Right on the water, Little Havana boasts outdoor seating, and lots of it. The best meal here is brunch—the rest of the time the food is mediocre, but the brunch is outstanding (and the all- you-can-drink component may make it seem better than it is!) This is definitely a summer after work hot spot in Federal Hill, though the parking situation is difficult, so best to walk or take a cab.

MAD RIVER
1325 Key Highway, 21230
Phone: 410-837-9903
www.madriverbaltimore.com/
A fun Maryland-themed sports bar in the heart of Federal Hill. The portions are large and the beer flows like water on weekends in the fall when the Ravens, Maryland and/or Penn State are playing. Each table has its own TV which plays the game of choice and the crowd can get quite rowdy toward the end of the night. There is nothing spectacular about the food, but the weekend crowd is fun...if you’re rooting for Maryland or Penn State. Parking is an issue, so arrive early.

MARIA D’S
1016 Light Street, 21230
Phone: 410-727-5430
www.maria-ds.com
The place to eat late night in Fed Hill. Basic subs, salads and pizzas. Nothing special but cheap and filling.

MATSURI
1105 South Charles Street, 21230
Phone: 410-752-8561
www.matsuri.us
Fed Hill’s most popular sushi restaurant. Reviews are definitely mixed, but we like this sushi—especially at lunch where the specials are fantastic.
METROPOLITAN
902 South Charles Street, 21230
Phone: 410-234-0235
www.metrobalto.com
Coffee shop by day; wine bar by night. Breakfast is our favorite meal here, though lots of people love the lunches and dinners too. Reasonably priced with free internet access, it also has a good, mostly quiet, studying atmosphere. A place for when you need a little buzz in the background but not too loud, particularly in the off peak hours (not around lunch or dinner time). Open all day.

MIGUEL’S
1200 Steuart Street, 21230
Phone: 443-438-3139
www.miguelsbaltimore.com
New Mexican restaurant that is quickly becoming the new popular place to be. Located in Silo Point, the drinks and food are both fantastic, though the service can be a bit slow. We are chalking that up to the management not knowing how popular their restaurant really is and are hoping that it changes as they add more staff. Otherwise, this place is off to a great start.

MOTHER’S
1113 South Charles Street, 21230
Phone: 410-244-8686
www.mothersgrille.com
This place is best known for its “Purple Patio”—a gathering held outside before every Ravens game, with pre-game drinks and food. Don’t even try to drive to Fed Hill when the Ravens are in town—you’ll never find parking. Best to walk or cab. While Purple Patio is great, Mother’s has good food, so try it on a not as crowded night and really enjoy.

MUM’S
1132 South Hanover Street, 21230
Phone: 410-547-7415
We needed to add one dive bar to the list and here it is. Cheap beer ($1 Natty Bohs anyone?), no atmosphere (they used to have a bar cat until it passed away last year and is still missed by longtime regulars), little food and what there is of it is pre-packaged. But, there’s something about this little dive bar that is pretty addictive.

NICK’S FISH HOUSE
2600 Insulator Drive, 21230
Phone: 410-347-4123
www.nicksfishhouse.com
Gorgeous water views and live music on Sunday night make this a great summer spot for the end of the weekend. The food is not great, but the drink prices and variety are decent. Huge outdoor deck which makes this place fantastic when the weather is good.

NO WAY JOSE
38 East Cross Street, 21230
Phone: 410-752-2837
Small place with a great location (right on Cross Street). The food here may be better than Blue Agave for Mexican food, though the atmosphere leaves a little to be desired. Friendly service. Always busy but never too packed (except during Cinco de Mayo). Good variety of food and good pricing.
PUB DOG
20 East Cross Street, 21230
Phone: 410-727-6077
www.pubdog.net
Great pizzas and beers. This three storied, narrow restaurant is a lot of fun—though you often have to search for a table in order to sit. If you find one though, you are in for a treat. Reasonably priced pizza and drinks make it a favorite in the area. Worst time to go—after an Orioles or Ravens game when it really fills up. If you don’t want to sit, there are plenty of places to stand, but too hard to eat the yummy pizza!

REGI’S AMERICAN BISTRO
1002 Light Street, 21230
Phone: 410-539-7344
www.regisamericanbistro.com
We think this is one of the best (if not the best) spots on the Hill. Limited outdoor seating (though usually not too long a wait—even on nice days), the food is outstanding and the service is great. Salads are big enough to feed three people and most of the other portions are big too. And, we’ve never had anything we didn’t like here. Slightly on the higher end of pricing.

ROPEWALK TAVERN
1209 South Charles Street, 21230
Phone: 410-727-1298
www.ropewalktavern.com
Miss the Reagan years? Then check out this conservative bar/restaurant in Fed Hill. Reagan is the patron saint of this restaurant, and Fox News is often on the TVs. Very popular hangout, particularly on Friday and Saturday nights. The food is better than many of the bars in this area, though it can be hard to find an open table.

RUSTY SCUPPER
402 Key Highway, 21230
Phone: 410-727-3678
www.selectrestaurants.com/rusty
The best view in town, but that’s about all there is at this overpriced and not very good harbor restaurant. That said, the view is absolutely outstanding so maybe go over for a drink in the bar and walk around the restaurant to check out the town and the harbor views. Occasional live music on weekends; brunch gets good reviews—better than dinner! Very large buffet for brunch—with a price tag to match.

RYLEIGH’S
36 East Cross Street, 21230
Phone: 410-539-2093
www.ryleighs.com
Long known as a Fed Hill hot spot, the food is above average and the weekly specials are wonderful. Try a watermelon crush over the summer—refreshing!

SPOON’S COFFEE CAFÉ
24 East Cross Street, 21230
Phone: 410-539-8395
www.spoonscoffeecafe.com
Great food and gelato augment the coffee perfectly at this Fed Hill coffee shop. It’s only open until 4 though so make sure you go early (though you can stay all day if you want). The breakfast is worth getting up for.
THAI ARROY
1019 Light Street, 21230
Phone: 410-385-8587
www.thaiarroy.com
Good, basic and cheap Thai food. Atmosphere is a bit lacking, but all the other aspects are there. Definitely one that’s worth checking out.

WINE MARKET
921 East Fort Avenue,
Phone: 410-244-6166
www.the-wine-market.com
Not an extensive menu, but the food is wonderful and, located in the back of a wine shop, as you can imagine, the wine list is extensive. Don’t find what you’re looking for on the menu? Pick out any bottle of wine in the store, and for an extremely reasonable corkage fee, you can have that one with dinner. Best value is neighborhood Mondays when all entrees are 10% off—and you don’t even have to live in the neighborhood to enjoy that special!

LOCAL TRIVIA GAMES
http://www.charmcitytrivia.com/index.php
http://showtimetrivia.com/

DEPARTMENT STORES

TARGET
3201 Tioga Parkway
Baltimore, MD 21215
410-369-1007
Monday through Saturday: 8 a.m.–1 p.m.
Sunday: 8 a.m.–9 p.m.

TARGET
1737 Reisterstown Rd
Pikesville, MD 21208
410-486-4141
Monday through Saturday: 8 a.m.–10 p.m.
Sunday: 8 a.m.–9 p.m.

TARGET
1238 Putty Hill Ave
Towson, MD 2128
410-823-4423
Monday through Saturday: 8 a.m.–11 p.m.
Sunday: 8 a.m.–10 p.m.

WALMART
2701 Port Covington Dr
Baltimore, MD 21230
410-625-1971
Every day: 8 a.m.–10 p.m.
GROCERY STORES

WHOLE FOODS
1001 Fleet St
Baltimore, MD 21202
Phone: 410-528-1640
Fax: 410-528-1662
Monday through Saturday: 8 a.m.–10 p.m.
Sunday: 8 a.m.–9 p.m.

SAFEWAY
2610 Boston St.
Baltimore, MD 21224
410-675-3704
Daily: 6 a.m.–Midnight

WEGMANS
122 Shawan Road
Hunt Valley, MD 21030
410-773-3900
Daily: 6 a.m.–Midnight

Information about Ethnic Food Stores in Baltimore Area can be found at
http://www.ubalt.edu/template.cfm?page=3980
http://www.ccbcmd.edu/iss/catonsville/Foods.html

MARKETPLACES

LEXINGTON
400 West Lexington Street
Baltimore, MD 21201-1752
410-685-6169
Monday through Saturday: 8:30 a.m.–6 p.m.

CROSS STREET
1065 S. Charles St
Baltimore, MD 21230
Monday-Saturday: 6 a.m.–7 p.m.

BROADWAY
1640 Aliceanna Street
Baltimore, MD 21231
410-685-6169
Monday through Saturday: 8:30 a.m.–6 p.m.

MALLS

TOWSON TOWN CENTER
825 Dulaney Valley Road
Towson, Maryland 21204-1010
410-494-8800
Monday through Saturday: 10 a.m.–9 p.m.
Sunday: Noon–6 p.m.

THE MALL IN COLUMBIA
10300 Little Patuxent Parkway
Columbia, Maryland 21044
410-730-3300
Monday through Saturday: 10 a.m.–9 p.m.
Sunday: Noon–6 p.m.

ARUNDEL MILLS MALL
7000 Arundel Mills Cir
Hanover, MD 21076-1282
Phone: 410-540-5110
Monday through Saturday: 10 a.m.–9:30 p.m.
Sunday 11 a.m.–7 p.m.

DRUG STORES

CVS (HARBOR EAST)
630 Exeter Street
Baltimore, MD 21202
Phone: 410-962-6520
Open: 24 hours
Pharmacy: contact store

CVS (FED HILL)
1000 South Charles Street
Baltimore, MD 21230
Phone: 410-752-9087
Open: 24 hours
Pharmacy: contact store

RITE AID (CANTON)
2801 Foster Avenue
Baltimore, MD 21224
Phone: 410-732-0523
Daily: 8 a.m.–10 p.m.
Pharmacy: contact store

BOOKSTORES

BARNES & NOBLE
601 E. Pratt Street
Baltimore, MD 21202
410-385-1709
Monday through Saturday: 9 a.m.–10 p.m.
Sunday: 10 a.m.–9 p.m.
PHONES

AT&T
1001 Fleet St.
Baltimore, MD 21202
Phone: 410-782-7680
Monday through Saturday: 9 a.m.–8 p.m.
Sunday: 11 a.m.–5 p.m.

VERIZON
1002 Fleet St
Baltimore, MD 21202
410-528-5421
Monday through Saturday 9 a.m.–9 p.m.
Sunday: 10 a.m.–7 p.m.

SPRINT
111 Market Place 125
Candler Building
Baltimore, MD 21202
410-238-7460
Monday through Friday: 9 a.m.–8 p.m.
Saturday: 10 a.m.–6 p.m.
Sunday: Noon–5 p.m.

T-MOBILE
200 E Pratt St.
Baltimore, MD 21202
410-837-5545
Monday through Saturday: 10 a.m.–9 p.m.
Sunday: 11 a.m.–7 p.m.

SPORTING GOODS

CITY SPORTS
809 Aliceanna Street
Baltimore, MD 21202
410-837-4420
Monday through Friday: 10 a.m.–9 p.m.
Saturday: 9 a.m.–9 p.m.
Sunday: 10 a.m.–8 p.m.

BANKING
Johns Hopkins Federal Credit Union is a full-service financial institution open to the public.

There are also many other regional and national banks with branches located near Harbor East.
PNC BANK www.pnc.com
BANK OF AMERICA www.bankofamerica.com/
WACHOVIA www.wachovia.com/
M&T BANK https://www.mtb.com/personal/Pages/Index.aspx
WASHINGTON DC CENTER AREA SHOPPING, DINING, ETC.

DUPONT CIRCLE DINING

AGORA RESTAURANT
1527 17th St NW
Washington, DC 20036
www.agoradc.net
This mid-priced Turkish and Mediterranean mezes restaurant houses a large outdoor patio for plenty of people-watching or an intimate dining room for a date. Better known for the atmosphere than the food, don’t be afraid to share (or not) the wide variety of small plates.

AL TIRAMISU
2014 P St NW
Washington, DC 20036
(202) 467-4466
www.altiramisu.com
A small, cozy Italian restaurant which serves up delicious antipasti, risottos/pasta, wines, and other Italian specialties you would expect from a higher-end restaurant. It is a great find and can also be a difficult find, since it is tucked into a row of shops and restaurants on P Street with nothing but a small awning to give away its existence.

THE CAJUN EXPERIENCE
1825 18th St NW
Washington, DC 20009
(202) 670-4416
www.cajunexperience.biz/
One of the first Cajun/Creole restaurants to start the New Orleans-inspired trend in the DC area. The slow service is definitely worth the wait for hushpuppies, po’boys, gumbo, and any of the crawfish dishes.

CF FOLKS RESTAURANT
1225 19th St NW
Washington, DC 20036
(202) 293-0162
www.cffolksrestaurant.com
A favorite lunch place for those working/living in DuPont circle. As one Yelper puts it, “Get a sandwich, get a salad, get some soup, sit down and enjoy your meal in a diner-esque atmosphere (in the nice weather the patio is a lovely option). No frills, pay at the register, leave full and happy. And take some pie to go.”

CHIPOTLE
1629 Connecticut Ave NW
Washington, DC 20009
(202) 387-8261
www.chipotle.com/
Sadly, this is one of very few options for “Mexican” food in the DuPont area. However, the fresh ingredients, fast service, and cheap prices help you overcome the feeling of inauthenticity.

CHOP’T CREATIVE SALAD COMPANY
1300 Connecticut Ave NW
Washington, DC 20036
(202) 327-2255
www.choptsalad.com
This create-your-own salad or wrap place has over 100 variations on the typical salad. They chop everything together (hence the name) to provide a delicious and healthy meal on the inexpensive side.

**DUPONT MARKET**
1807 18th St NW
Washington, DC 20009
(202) 797-0222
Small, New York deli-style sandwich shop great for a quick and inexpensive bite. They also sell wine and specialty food items.

**HANK’S OYSTER BAR**
1624 Q St NW
Washington, DC 20009
(202) 462-4265
www.hanksrestaurants.com
At this fun neighborhood restaurant, enjoy coastal favorites and New England beach fare classics like lobster rolls, daily fish specials and meat 'n' two. Lightly fried items such as the popcorn shrimp, calamari and Ipswich clams balance Hank’s ice bar options which consist of a selection of raw oysters, tartar and ceviche.

**FIVE GUYS BURGERS & FRIES**
1645 Connecticut Ave NW
Washington, DC 20009
(202) 328-3483
www.fiveguys.com
With the recent influx of new and fancy burger joints (Bobby Flay’s Burger Palace, BGR, Rogue States), Five Guys is typically still rated amongst the best. Reasonable priced and delicious, there are many locations all over the city to taste what the hype is all about!

**FOOD CORNER KABOB HOUSE**
2029 P St NW
Washington, DC 20036
(202) 331-3777
www.foodcornerkabobDC.com/
“Authentic Afghan food at its finest and cheapest,” according to one of our students from Afghanistan. Best known for kabobs, don’t be afraid to ask the friendly staff for other recommendations.

**JULIA’S EMPANADAS**
1221 Connecticut Ave NW
Washington, DC 20036
(202) 861-8828
www.juliasemannadas.com
For years, they have been serving hand-made, fresh baked empanadas just like they would prepare for their families. Julia’s recipes and cheap prices have stood the test of time with thousands of customers over the years.

**KOMI**
1509 17th St NW
Washington, DC 20050
(202) 332-9200
www.komirestaurant.com
One of the most expensive, highest rated, and hardest to get reservations for in the DC area. This one-of-a-kind experience offering a large tasting menu is cherished by foodies, critics, and people celebrating special occasions.

MOBY DICK HOUSE OF KABOB
1300 Connecticut Ave NW
Washington, DC 20036
(202) 833-9788
www.mobysonline.com/
The service is quick, the menu is expansive, and the prices are cheap—this is a favorite amongst students, workers, and neighbors alike. The lunch specials change every day and are worth coming in every day.

OBELISK
2029 P St NW
Washington, DC 20036
(202) 872-1180
A higher-end Italian restaurant that is consisted rated in the Top 10 restaurants in the DC area. The minute you walk in, you feel at home. After eating the rustic and unpretentious food, you may never want to leave.

PESCE RESTAURANT
2002 P St NW
Washington, DC 20036
Neighborhood: Dupont Circle
(202) 466-3474
http://www.pescedc.com/home.html
A definite gem of a seafood restaurant! Portions are generous, specials change every day, and the atmosphere is cheery and casual. Prices are not ridiculous either.

PIZZERIA PARADISO
2003 P St NW
Washington, DC 20036
(202) 223-1245
www.eatyourpizza.com
Lines can often be long at this mid-priced pizza place, but it’s worth the wait for the brick oven pizzas with fresh and local ingredients. Wash it down with one of the many beers the restaurant has on tap and in the bottle.

POTBELLY SANDWICH WORKS
1635 Connecticut Ave NW
Washington, DC 20009
(202) 265-8890
www.potbelly.com
Serving reasonable priced sandwiches, soups, and shakes, lines can be long but move fairly quickly in this quirky chain restaurant. People swear by the WRECK sandwich and homemade ice cream sandwiches.

THE REGENT THAI CUISINE
1910 18th St NW
Washington, DC 20009
(202) 232-1782
www.regentthai.com
This restaurant offers a unique experience that blends classic Thai cuisine with modern techniques and
skills. The dishes are skillfully presented but slightly on the higher end of the average Thai restaurant prices.

SCION
2100 P St NW
Washington, DC 20037
(202) 833-8899
www.scionrestaurant.com
A great, mid-priced American restaurant which offers a good beer selection, high-quality burgers, and fantastic happy hour prices.

SHAKE SHACK
1216 18th St NW
Washington, DC 20036
(202) 683-9922
www.shakeshack.com
This famous New York City transplant is known for its juicy burgers, crispy fries, and thick concretes (shakes). Lines can be long, but the food and prices are worth the wait. There is also an outpost.

ST. ARNOLD’S ON JEFFERSON
1827 Jefferson Pl NW
Washington, DC 20036
(202) 833-1321
www.starnoldsdccom
This hidden gem of a Belgian Café is located in a small, dark basement but once you walk in, you are greeted with a cozy and warm atmosphere. They serve great Belgian beer and mussels.

SWEETGREEN
1512 Connecticut Ave NW
Washington, DC 20036
(202) 387-9338
www.sweetgreen.com/
This create-your-own salad place was first started by Georgetown MBA students who saw a lack of inexpensive yet healthy fast food restaurant options in the DC area. Must try: the frozen yogurt. At a salad place. Who knew?

TABARD INN RESTAURANT
1739 N St NW
Washington, DC 20036
(202) 331-8528
www.tabardinn.com
Best known for its delicious brunch, large back patio, and cozy fireplace, the Tabard Inn is a special treat for out-of-town guests. Waits can be long, but there are plenty of drink options to make it seem short.

TEAISM
2009 R St NW
Washington, DC 20009
(202) 667-3827
www.teaism.com
Great selection of teas, informal service, and reasonably priced food with an Asian flair keep the regulars coming back to this funky tea house.
A chic restaurant and lounge housed in the Hotel Monaco, they are best known for their bottomless mimosa brunches which can get rowdy but are always delicious. During the week, check out their great happy hour specials.

**Other Notable Dining Neighborhoods**

DC has become a destination for innovative and fun dining options. Here are some of the great dining out neighborhoods:

**Adams Morgan**
Adams Morgan is a culturally diverse community with lots of restaurants, nightclubs, coffee houses, bars, bookstores, art galleries and unique specialty shops. Neighborhood restaurants feature cuisine from just about everywhere from Ethiopia and Vietnam to Latin America and the Caribbean. Adams Morgan is the center of Washington, DC's liveliest nightlife and is popular with young professionals.

**Capitol Hill**
Capitol Hill is the most political center of the nation's capitol with the Capitol Building set atop a hill overlooking the National Mall. Many members of Congress and their staff, lobbyists and journalists live on Capitol Hill. Restaurants and bars line Pennsylvania Ave and 8th Street SE. Union Station is located nearby providing plenty of other options for shopping and dining.

**Chinatown**
Chinatown is a small historic neighborhood with approximately 20 Chinese and Asian restaurants and a handful of other small businesses.

**Columbia Heights**
Columbia Heights houses DC USA, a 546,000 square-foot retail complex, which offers such major retailers such as Target, Best Buy, Bed Bath and Beyond and Washington Sports Club. There are several chain, fast food, and cheap restaurants and bars in the area (e.g., International House of Pancakes, Panda Express, Chipotle, Julia’s Empanadas, Pete’s-A-Pizza).

**Foggy Bottom**
Foggy Bottom is best known for the Kennedy Center, the Watergate Hotel and George Washington University. Most of the restaurants in the area are on the higher-priced side.

**Georgetown**
A quaint, historic residential and shopping neighborhood where Georgetown University is located, Georgetown offers a large variety of cheap, mid-priced, and higher end food options. Many national chain retail and small boutiques line the brick and cobblestone streets.

**H Street Corridor/Atlas District**
The vibrant community along H Street, NE is developing into an arts and entertainment district, though it is still in transition. The restaurants are fun, funky, and unlike most everything else in the city (e.g., a German beer garden, burlesque shows, ramen shop, indoor mini golf course, Mongolian BBQ and many others).
LOGAN CIRCLE/SHAW
This up-and-coming neighborhood is located east of the DuPont Circle area; 14th street is becoming known as “restaurant row” and features a variety of mid-priced restaurants and bars. Whole Foods is also located in this neighborhood.

PENN QUARTER
Penn Quarter is a revitalized historic neighborhood in downtown Washington, DC and is home to the Verizon Center where the Washington Capitals (hockey) and Washington Wizards (basketball) play. Penn Quarter has become an arts and entertainment district with new restaurants, hotels, nightclubs, art galleries, theaters and trendy stores.

U STREET CORRIDOR
U Street ranks among Washington, DC’s nightlife hot spots and is home to some of the city’s best nightclubs and theaters. The most famous restaurant is Ben’s Chili Bowl, known for its half-smokes and a favorite of President Obama.

WOODLEY PARK/CLEVELAND PARK
The National Zoo (which is free!) sits in between these two residential neighborhoods which also house several large hotels. Restaurants are fairly expensive but offer a great variety of cuisines.

We recommend searching by cuisine, cost, neighborhood, etc. through some of the following sites:
WASHINGTON POST GOING OUT GUIDE http://www.washingtonpost.com/gog/
YELP http://www.yelp.com
URBANSPOON http://www.urbanspoon.com/c/7/Washington-DC-restaurants.html
CITYEATS http://www.cityeats.com/

LOCAL TRIVIA GAMES
DC loves Its Bar Trivia; here is a list of bars and their trivia nights:
http://www.bardc.com/?page=trivia_nights

DEPARTMENT STORES

TARGET
3100 14th St NW
Washington, DC 20010
(202) 777-3773
Monday through Saturday: 8 a.m.–10 p.m.
Sunday: 8 a.m.–9 p.m.

MACY’S
1201 G. Street N.W. Washington, DC 20005
(202) 628-6661
Monday through Saturday: 10 a.m.–8 p.m.
Sunday: 12 p.m.–8 p.m.

FILENE’S BASEMENT
1133 Connecticut Ave
Washington, DC 20036
(202) 872-8430
Monday through Saturday: 9:30 a.m.–8 p.m.
Sunday: Noon–5 p.m.
MARSHALL’S
3100 14th Street NW
Washington, DC 20010
(202) 265-3402
Monday through Saturday: 9:30 a.m.–9:30 p.m.
Sunday: 11 a.m.–8 p.m.

GROCERY STORES

WHOLE FOODS
1440 P Street Northwest
Washington, DC 20005
(202) 332-4300
Monday through Sunday: 8 a.m.–10:30 p.m.

SAFeway
1701 Corcoran St NW
Washington, DC 20009
(202) 667-6825
Monday through Saturday: 7 a.m.–11 p.m.
Sunday: 7 a.m.–10 p.m.

GIANT
1345 Park Road, NW
Washington, DC 20010
(202) 777-1077
Monday: 6 a.m.–12 a.m.
Tuesday through Saturday: 24 hours
Sunday: 12 a.m.–11 p.m.

TRADER JOE’S
1101 25th Street NW
Washington, DC 20037
(202) 296-1921
Monday through Sunday: 8 a.m.–10 p.m.

MALLS

DC USA
1400 Irving Street, NW
Washington, DC 20010
http://shopdcusa.com/
Hours vary by store (Metro accessible)

THE FASHION CENTER AT PENTAGON CITY
1100 South Hayes Street
Arlington, VA 22202
(703) 415-2400
Monday through Saturday: 10 a.m.–9:30 p.m.
Sunday: 11 a.m.–6 p.m. (Metro accessible)
WESTFIELD WHEATON
11160 Veirs Mill Road
Wheaton MD 20902-1094
(301) 942-3200
Monday through Saturday: 10 a.m.–9:30 p.m.
Sunday: 11 a.m.–7 p.m.

DRUG STORES

CVS
6 Dupont Circle, NW
Washington, DC 20036
(202) 785-1466
Open: 24 hours
Pharmacy: contact store

CVS
1637 P St, NW
Washington, DC 20036
(202) 328-1250
Open: 24 hours
Pharmacy: contact store

RITE AID
1815 Connecticut Ave, NW
Washington, DC 20036
(202) 332-1718
Daily: 24 hours
Pharmacy: contact store

BOOKSTORES

BARNES & NOBLE
555 12th St NW
Washington, DC 20004
(202) 347-0176
Monday through Friday: 9 a.m.–8 p.m.
Saturday: 9 a.m.-10 p.m.
Sunday: 9 a.m.-8 p.m.

SECOND STORY BOOKS
2000 P Street Northwest
Washington, DC 20036
(202) 659-8884
Sunday through Saturday: 10 a.m.–10 p.m.

KRAMERBOOKS (AND AFTERWORDS CAFÉ)
1517 Connecticut Avenue Northwest
Washington, DC 20036
(202) 387-1462
Sunday: 12 p.m–12:45 a.m.
Monday through Thursday 7:30 a.m.–12:45 a.m.
Friday 7:30 a.m.–12 a.m.
Saturday: 12 p.m.–12 a.m.

PHONE

AT&T
1050 Connecticut Ave., NW
Washington, DC 20036
Phone: 202-822-1350
Monday through Friday: 9 a.m.–7 p.m.
Saturday: 10 a.m.–6 p.m.

VERIZON
1744 L St NW
Washington, DC 20036
(202) 296-4400
Monday through Friday: 9 a.m.–7 p.m.
Saturday: 10 a.m.–7 p.m.
Sunday: Noon–6 p.m.

SPRINT
1208 18th St NW
Washington, DC 20036
(202) 496-9400
Monday through Saturday: 9 a.m.–7 p.m.
Sunday: Noon–5 p.m.

T-MOBILE
1330 Connecticut Ave NW
Washington DC, DC 20036
(202) 429-0715
Monday through Saturday: 10 a.m.–9 p.m.
Sunday: 11 a.m.–7 p.m.

SPORTING GOODS

CITY SPORTS
1111 19th Street NW
Washington, DC 20036
(202) 467-4100
Monday through Saturday: 9 a.m.–9 p.m.
Sunday: 11 a.m.–8 p.m.

MODELL’S SPORTING GOODS
3100 14th Street NW
Washington DC, DC 20010
(202) 299-1003
Monday through Saturday: 8 a.m.–9:30 a.m.
Sunday: 10 a.m.–7 p.m.
Banking

Johns Hopkins Federal Credit Union is a full-service financial institution open to the public. www.jhfcu.org.

There are also many other regional and national banking institutions with branches located near the Washington DC Center.

Bank of America www.bankofamerica.com/
PNC Bank www.pnc.com
TD Bank www.tdbank.com
Wachovia www.wachovia.com/