## Table Of Contents

### Handbook

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Statement</td>
<td>i</td>
</tr>
<tr>
<td>Introduction</td>
<td>ii</td>
</tr>
<tr>
<td>Academic Year Calendar 2011-2012</td>
<td>iv</td>
</tr>
<tr>
<td>Academic Advising</td>
<td>1</td>
</tr>
<tr>
<td>Academic Honors, Awards, and Prizes</td>
<td>1</td>
</tr>
<tr>
<td>Academic Standards</td>
<td>2</td>
</tr>
<tr>
<td>Admission</td>
<td>3</td>
</tr>
<tr>
<td>Alumni</td>
<td>8</td>
</tr>
<tr>
<td>Athletic Facilities</td>
<td>9</td>
</tr>
<tr>
<td>Attendance Policy</td>
<td>9</td>
</tr>
<tr>
<td>Blackboard *</td>
<td>10</td>
</tr>
<tr>
<td>Bloomberg Terminals</td>
<td>10</td>
</tr>
<tr>
<td>Business Cards for Students</td>
<td>10</td>
</tr>
<tr>
<td>Career Services</td>
<td>11</td>
</tr>
<tr>
<td>Computing Services</td>
<td>12</td>
</tr>
<tr>
<td>Course Schedule</td>
<td>12</td>
</tr>
<tr>
<td>Dependent Care</td>
<td>12</td>
</tr>
<tr>
<td>Disability Services</td>
<td>12</td>
</tr>
<tr>
<td>Email Activation</td>
<td>12</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>14</td>
</tr>
<tr>
<td>Grading Policy</td>
<td>16</td>
</tr>
<tr>
<td>Graduation</td>
<td>17</td>
</tr>
<tr>
<td>Health Insurance for Students</td>
<td>18</td>
</tr>
<tr>
<td>Honor Code</td>
<td>19</td>
</tr>
<tr>
<td>Housing</td>
<td>25</td>
</tr>
<tr>
<td>Immunization Law</td>
<td>25</td>
</tr>
<tr>
<td>Inclement Weather Policy</td>
<td>25</td>
</tr>
<tr>
<td>Inspection of Academic Records</td>
<td>26</td>
</tr>
<tr>
<td>International Services</td>
<td>26</td>
</tr>
<tr>
<td>ISIS (Integrated Student Information System)</td>
<td>26</td>
</tr>
<tr>
<td>J-Card</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave of Absence</td>
<td>27</td>
</tr>
<tr>
<td>Library Services</td>
<td>27</td>
</tr>
<tr>
<td>Lockers</td>
<td>27</td>
</tr>
<tr>
<td>Parking</td>
<td>27</td>
</tr>
<tr>
<td>Registration</td>
<td>28</td>
</tr>
<tr>
<td>Religious Observances</td>
<td>31</td>
</tr>
<tr>
<td>Student Accounts</td>
<td>31</td>
</tr>
<tr>
<td>Student Assistance Program (JHSAP)</td>
<td>34</td>
</tr>
<tr>
<td>Student Clubs and Organizations</td>
<td>35</td>
</tr>
<tr>
<td>Textbook Information</td>
<td>39</td>
</tr>
<tr>
<td>Transcripts</td>
<td>39</td>
</tr>
<tr>
<td>Transportation</td>
<td>40</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>40</td>
</tr>
<tr>
<td>Tutoring</td>
<td>41</td>
</tr>
<tr>
<td>University and Carey Business Policies</td>
<td>41</td>
</tr>
<tr>
<td>School Policies</td>
<td>53</td>
</tr>
<tr>
<td>Verification of Enrollment or Degree Requests</td>
<td>54</td>
</tr>
<tr>
<td>Veterans Assistance</td>
<td>55</td>
</tr>
<tr>
<td>Waiver Exams</td>
<td>55</td>
</tr>
<tr>
<td>Writing Center</td>
<td>56</td>
</tr>
</tbody>
</table>

### Academic Catalog

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees and Certificates</td>
<td>58</td>
</tr>
<tr>
<td>Course Descriptions</td>
<td>78</td>
</tr>
<tr>
<td>Boards, Faculty, and Administration</td>
<td>137</td>
</tr>
</tbody>
</table>

### Appendices

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedules and Charts</td>
<td>146</td>
</tr>
<tr>
<td>Downtown Baltimore Shopping, Dining, Etc.</td>
<td>149</td>
</tr>
<tr>
<td>Washington DC Center area, Shopping Dining, Etc.</td>
<td>165</td>
</tr>
</tbody>
</table>
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, Montgomery County, 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 northern Baltimore. The School of Education houses its central administration and some programs in the Homewood Campus’s Education Building. Additionally, it has campus facilities in Columbia and Montgomery County. The School of Medicine, School of Public Health, and School of Nursing are on a separate 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 offerings include the Johns Hopkins Global MBA; a wide range of MBA programs in areas such as organization development, medical services management, government, communication, biotechnology, public health, and information systems; 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.

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, William 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 William 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, Fannie Mae, NASDAQ, Northrop Grumman, 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 2011–2012

#### Summer Semester 2011

**March 1**  
Deadline for 2011–12 Maryland State Scholarships

**March 15**  
Financial aid priority filing date for 2011–12 academic year for full-time program students and Executive MBA program students

**April 15**  
Financial aid priority filing date for 2011–12 academic year for Professional Program students

**April 18–May 16**  
Registration period for 2011 summer semester

**June 6**  
2011 Graduate Summer Session begins (8-week)

**July 2–4**  
Fourth of July holiday—no classes

**July 11**  
2011 Undergraduate Summer Session begins (5-week)

**July 15**  
Last day to submit an Application for Graduation for 2011 summer semester

**August 6**  
2011 Graduate Summer Session ends (8-week)

**August 11**  
2011 Undergraduate Summer Session ends (5-week)

#### Fall Semester 2011

**March 1**  
Deadline for 2011–12 Maryland State Scholarships

**March 15**  
Financial aid priority filing date for 2011–12 academic year for full-time program students and Executive MBA students

**April 15**  
Financial aid priority filing date for 2011–12 academic year for all Professional Program students

**April 18–August 19**  
Registration period for full-time students for 2011 fall semester (Sessions I and II)

**July 6–August 3**  
Registration period for part-time students for 2011 fall semester (Sessions I and II)

**August 8–19**  
Orientation for new Global MBA students

**August 15**  
Add/Drop period for part-time students for 2011 fall semester opens (Sessions I and II)

**August 15–19**  
Orientation for new full-time Real Estate students

**August 20**  
Orientation for new Professional Program students

**August 22**  
Graduate 8-week and 16-week Fall I session, 2011 semester classes begin

**September 5**  
Labor Day; no classes held

**October 17**  
Last day of Graduate 8-week Fall I session, 2011 semester classes

**October 19**  
Graduate 8-week Fall II session, 2011 semester classes begin

**October 31**  
Last day of Undergraduate 10-week Fall I session, 2011 classes

**November 5**  
Undergraduate 10-week Fall II session, 2011 semester classes begin

**November 11**  
Last day to submit an Application for Graduation for fall 2011

**November 23–November 27**  
Thanksgiving Holiday; no classes

**December 17**  
Last day of Graduate 8-week and 16-week 2011 fall semester

**December 24-31**  
Winter Break, no classes

**January 2**  
New Year’s Holiday, no classes

**January 16**  
Martin Luther King Jr. Holiday, no classes

**January 30**  
Last day of Undergraduate 10-week Fall II session classes
**Intersession 2012**

**August 15–January 2**
Registration period for Intersession 2012

**January 3**
First day of Intersession 2012

**January 16**
Martin Luther King Jr. Holiday, no classes

**January 21**
Last day of Intersession 2012

**Spring Semester 2012**

**November 1**
Financial aid priority filing date for 2012 spring only

**November 15–December 16**
Registration period for full-time students for 2012 spring semester (Sessions I and II)

**November 15–January 5**
Registration period for part-time students for 2012 spring semester (Sessions I and II)

**January 16**
Add/Drop period for part-time students for 2011 spring semester opens (Sessions I and II)

**January 21**
Orientation for new Professional Program students

**January 23**
Graduate 8-week Spring I, 2012 spring semester classes begin

**January 31**
Undergraduate Spring I, 2012 classes begin

**February 24**
Last day to submit an Application for Graduation for 2012 spring semester

**March 17**
Last day of Graduate 8-week Spring I session, 2012 classes

**March 19**
Graduate 8-week Spring II session, 2012 semester classes begin

**April 9**
Last day of Undergraduate 10-week Spring I, 2012 classes

**April 10**
Undergraduate Spring II, 2012 classes begin

**May 12**
Last day of Graduate 8-week and 16-week 2012 spring semester

**May 21**
Carey Graduation Ceremony

**May 24**
University-wide Commencement

**May 28**
Memorial Day Holiday, no classes

**June 25**
Last day of Undergraduate 10-week Spring II, 2012 classes
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 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 course work.
• 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

Awards and Prizes

Alma D. Hunt/VCM Award for the Leadership Development Program was established in 1999 by an anonymous donor in honor of a lady 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 one or two students enrolled in the Leadership Development Program for Minority Managers.

The Anikeeff Prize was established in 1998 by Pamela T. Anikeeff, PhD, for students studying in the Master of Science in Real Estate program. The prize annually recognizes and supports real estate students working on socially responsible development as part of their master's programs.

The Delta Sigma Pi Scholarship Key is awarded each year to the undergraduate who, upon satisfying the requirements for a degree, has the highest grade point average.

The Edward J. Stegman C.P.A. Memorial Award is 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.

Edward St. John Real Estate Program Award was established in 2003 to provide financial assistance to students in the Edward St. John Real Estate Program, concentrating in real estate finance. This prize is awarded by the program based on scholastic merit.

Mueller Award was established in 2002. The prize is awarded to a student in the Edward St. John Real Estate Program with the best institutional investment thesis.

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. Eligible candidates must have earned a minimum of 54 credits with the Undergraduate Studies program at the Carey Business School.
A C A D E M I C  S T A N D A R D S

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.

A C A D E M I C  P R O G R E S S

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. Students receive credit for courses in which they receive the grades of D+, D, and D-, except for courses required in their major. Students need to repeat courses required in their major if they receive a grade below C- for the course.

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.

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 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.

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 and letters of recommendation) vary by program, so applicants are encouraged to contact the Office of Admissions or visit http://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, which can be accessed from the Carey Business School website at http://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 transferable 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 resume or essay), 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 410-516-9743.

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 program’s 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 certificate program’s website for details.

**Graduate Degree Requirements**

Once admitted to a graduate degree program in the Carey Business School, students must complete all course work 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 credits may be transferred into an undergraduate degree program in the Carey Business School, including credits by examination. A maximum of six upper-level credit requirements (included in the 60-credit maximum) may be transferred into degree program majors and concentrations. Prospective students should request a preliminary transfer evaluation by calling the undergraduate Admissions Adviser at 410-516-9743 prior to submitting an application. Please note that the undergraduate programs at the Carey Business School do not award life experience credits.

**Community College Transfer Students**

Undergraduate programs at the Carey Business School have special agreements for the transfer of degree programs with several area community colleges. Students transferring from community colleges should contact an adviser at their community college or the undergraduate advising office. The school has articulation agreements with Anne Arundel Community College, Howard Community College, Montgomery College, Prince George’s Community College, the Community College of Baltimore County, and Harford Community College.

**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 (com-
puter-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 http://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 or conditional 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:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Semester</td>
<td>April 1</td>
</tr>
<tr>
<td>Spring Semester</td>
<td>September 15</td>
</tr>
</tbody>
</table>

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.

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.

Please note that 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 evaluation is used to assess a student’s course work 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 should submit an official English translation of the transcript from the institution with their application in lieu of a course-by-course evaluation.
Send materials to:
Johns Hopkins Carey Business School
Office of Admissions
100 International Drive
Columbia, 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: http://www.wes.org/

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

Educational Credential Evaluators, Inc.
P.O. Box 514070
Milwaukee, Wisconsin 53203-3470
Telephone: (414) 289-3400
Fax: (414) 289-3411
Email: eval@ece.org
Website: http://ece.org

AACRAO International Education Services
One Dupont Circle, NW
Suite 520
Washington, DC 20036
Telephone: (202) 296-3359
Fax: (202) 822-3940
Email: ies@aacrao.org
Website: http://ies.aacrao.org

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 are required to 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:
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 http://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. Citizenship & Immigration Services’ 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 be signed by an International Services staff member in order for the student to re-enter the country. It is imperative to schedule an appointment with International Services four weeks prior to student’s departure date.

In order to maintain F-1 visa status as a student at Johns Hopkins, students must adhere to the regulations set by the U.S. Citizenship and Immigration Services (USCIS). Failure to abide by any of the regulations could result in students being considered out of status by the USCIS. 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 minimally nine credits each fall and nine credits each spring semester for graduate study and minimally 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 USCIS regulations, a newly enrolled F-1 student can only begin his/her program in the fall or spring semester.
In order to comply with USCIS 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 USCIS website at http://www.uscis.gov/portal/site/uscis.

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 USCIS website at http://www.uscis.gov/portal/site/uscis for additional information, or contact International Services at 410-234-9280 or carey.intl@jhu.edu with any questions.

All current international students on F-1 visas sponsored by the Carey Business School are automatically subscribed to the International Services listserv upon the first semester of enrollment. Regular updates are sent regarding visa-related matters and other items of interest to international students.

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.

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: Financial aid recipients must notify the financial aid office when changing or adding a degree or certificate 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 appli-
cation, 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 https://app.applyyourself.com/AYApplicantLogin/ApplicantConnectLogin.asp?id=JHU-CAREY.

ADMISSION TO OTHER SCHOOLS OF THE UNIVERSITY
Carey Business School students who wish to transfer to one of the other schools in the university (such as Engineering, Public Health, or Education) 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.

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 their offer of admission letter.

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.

Please Note: Applicants who have been conditionally admitted are not eligible for Financial Aid.

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 adviser. 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.

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 165,000 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 http://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 web.jhu.edu/recreation or 410-516-4434.

**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:

A. Extend each class period so as to make up the total time missed.
B. Plan and schedule an Adobe Connect/Blackboard online session.
C. 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 http://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® help-desk 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 each fall semester in a group order or individually from the Johns Hopkins Printing Services Office any other time of the year. The group order offers a significant discount on the price of cards. All cards have the Johns Hopkins University and Carey Business School name in official typeset. To order during the fall group order, please look for information via email and the student newsletter. To order directly from the Johns Hopkins Printing Services Office without the discount, please see http://carey.jhu.edu/students/career_services/students/carey-student-business-cards/index.html.
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—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 or careerservices@jhu.edu. Appointments can be scheduled for the Columbia; Washington, DC; 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 that are late will not be allowed into the event room unless otherwise noted in the marketing.

Appointment Times: Students who are more than 15 minutes late, without prior notification to the Career Advisor or Career Services front office, will be asked to reschedule their appointment in order to maximize the time a career advisor can spend on your career development.

Appointment No-Shows: 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. 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, flipflops, 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 sportcoats 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 http://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 https://spars.jhu.edu/logon.asp, using your JHED ID and password. Free copies of Norton Anti-Virus are available to JHU students by clicking http://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 http://it.johnshopkins.edu/help.

COURSE SCHEDULE

The course schedule is available online at https://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. Students should contact Rachel Hall in the Disability Services office by phone at 410-234-9243, by fax at 443-529-1552, or email: carey.disability@jhu.edu. For a packet of information on policies and procedures, call Disability Services or visit the Disability Services website at carey.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 https://my.johnshopkins.edu/.

To Create JHED Account
2. Click on “First Time JHED User” in the box on the top left of the page.
3. Enter your JHED LID in the Login ID (LID) box.
4. Follow the prompts to verify your identity using the last 5 digits of your social security number.**
5. Create a password (minimum of 8 characters with at least 2 alpha and 2 numeric characters).

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

**If you do not have a social security number, a temporary replacement number has been issued to you. This number is not a US 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 US Government issued social security number while you are a student, you must submit documentation to the Carey Business School, Office of the Registrar.

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 https://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 US 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 will access this email from the home page of https://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 https://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.
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 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.

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”. 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.

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.

• 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 your Outlook Live account can be found at: http://www.it.johnshopkins.edu/services/email/outlookliveathopkins.

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 http://carey.jhu.edu/Financial_aid_11-12/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 refer to our website at http://carey.jhu.edu/Financial_aid_11-12/types_of_aid/private_aid/index.html.
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 http://carey.jhu.edu/Financial_aid_11-12/forms/. 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 http://carey.jhu.edu/Financial_aid_11-12/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 upperclassman 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 http://carey.jhu.edu/Financial_aid_11-12/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

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 the select few 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):

1. Multiply the number of credits for each course by the quality points (noted on Grading Scale) associated with the grades received in each course.
2. Add quality points.
3. Add credits.
4. Divide quality points by the number of credit.
The quality points used for all official grades for all Carey Business School—graduate, undergraduate, and non-degree—are listed in the table below.

<table>
<thead>
<tr>
<th>Grades</th>
<th>Quality Points</th>
</tr>
</thead>
<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>*D</td>
<td>1.0</td>
</tr>
<tr>
<td>*D-</td>
<td>0.7</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

**Grade Appeals**

A grade appeal must be filed no later than 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 than 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 [https://isis.jhu.edu/sswf/](https://isis.jhu.edu/sswf/). If you have questions about this service, contact the Office of the Registrar at 410-234-9250.

**By Email:** 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**

A student who expects to receive more than one degree or certificate must complete a separate 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 Application for Graduation is available online using ISIS at [https://isis.jhu.edu/sswf/](https://isis.jhu.edu/sswf/). Students in dual degree programs through KSAS-AAP apply for graduation through AAO and receive their degrees from AAP.

**Deadlines for submitting the graduation application form for Academic Year 2011–2012**

- August completion: July 15, 2011
- December completion: November 11, 2011
- May completion: February 24, 2012

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 required regardless of student’s participation in the graduation ceremony.

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 2011–2012 academic year. Late applications for the spring semester may need to wait until the following academic year depending on the time the application is submitted.

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 October; those finishing at the end of the fall semester are reviewed in February; 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 ceremonies or may attend the ceremonies 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 and Real Estate Programs, and 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 and Real Estate Programs, and all F-1 visa status students must purchase the University 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 each subsequent fall semester at specifically designated time periods. All full-time program students enrolled in the Global MBA and Real Estate Programs, and all F-1 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 and Real Estate Programs, and 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.aetnanastudenthealth.com](http://www.aetnanastudenthealth.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.

### 2011–2012 Premium Rates

(All students except first-year GMBA students)

Dates of Coverage: August 15, 2011 through August 14, 2012

<table>
<thead>
<tr>
<th></th>
<th>Student</th>
<th>Spouse</th>
<th>One child</th>
<th>More than one child</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>$1,720</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spouse</td>
<td>$3,127</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One child</td>
<td>$1,951</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than one child</td>
<td>$2,809</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### First-year Global MBA students ONLY

Dates of Coverage: August 8, 2011 through August 14, 2012

<table>
<thead>
<tr>
<th></th>
<th>Student</th>
<th>Spouse</th>
<th>One Child</th>
<th>Two or More Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>$1,748</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spouse</td>
<td>$3,178</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One Child</td>
<td>$1,495</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two or More Children</td>
<td>$1,983</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All full-time students enrolled in the Global MBA and Real Estate Programs, and F-1 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 and Real Estate Programs, and F-1 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, 2011 for students entering in fall 2011. For students entering in spring 2012, the waiver deadline is February 28, 2012.

Students must work directly with Aetna Student Health and be billed separately for spouse and/or dependent children insurance.
premiums. 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 wish to waive coverage in the Aetna Student Health plan should complete the online waiver process through the http://www.aetnastudenthealth.com/ under JHU Carey Business School to show comparable coverage. Navigate under “Medical Plans: Enroll/Waive”. The waiver site will open July 15 and close September 30 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 go to http://www.aetnastudenthealth.com/ or call (800) 558-8845.

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 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 without 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 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, which includes all types of inappropriate sexual advances, verbal or physical, 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, to reporting problems to the building maintenance manager, to maintenance of appropriate level of noise in study areas, and to 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 is forbidden, as is mutilating and pilfering library materials.

**University Policies**

In addition, students are expected to be familiar with and abide by all Johns Hopkins University policies. A copy of University policies is available in the Carey Student Policy Manual. Failure to abide by these rules 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.

**Policies & Procedures**

**Student Disciplinary Rules**

(9/2011)

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 Vice-Dean for Programs 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 faculty and student representatives will be appointed by the Vice Dean for Faculty and Associate Dean for Students or their designee. 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.

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 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 rea-
sonable number.
c. The Chair shall administer the proceed-
ings and conduct of the hearing.
d. At the commencement of the hearing, the
Chair shall read the charge(s) in the pres-
ence 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 for-
mal rules of evidence. Statements or docu-
ments that are considered inadmissible evi-
dence in a judicial proceeding may be
admitted as evidence.
f. The Chair will maintain order during wit-
tness questioning and cross-examination.
The Chair has the right to object to ques-
tions that are irrelevant or considered
asked and answered.
g. Hearing Panel deliberations will begin in
closed session immediately after the con-
clusion of the hearing. The Hearing Panel
will agree on a verdict and recommended
sanction.
h. The Accused is presumed innocent until
proven guilty by standard of beyond a rea-
sonable doubt.
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 vic-
tim of any crime of violence or non-forc-
able 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 appro-
priate. 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.

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.

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.

Housing

Although the Carey Business School does not provide on-campus housing, many resources are available in both Baltimore and Washington, DC, to help you find your next home. For a list of city resources, apartment listings, neighborhood guides and more, visit the Carey Business School Housing Web page at http://carey.jhu.edu/admissions/student_resources/housing.html.

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

Immunization Law

According to Washington, DC, Immunization Law 3-20, students under the age of 26 who attend classes in Washington, DC, 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 DC Center. Students who may have already submitted proof of immunizations for another school/program within JHU are required to resubmit the form to the PSA Registrar’s Office to fulfill the requirement, as these forms are not transferable across schools/programs. A REGISTRATION HOLD will be placed on your account if completed immunization forms are not submitted by the registration period for your second semester at the university. https://portalcontent.johnshopkins.edu/bin/u/v/Immunization%20Form_CBS.pdf. Completed immunization forms can be 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:

A. Extend each class period so as to make up the total time missed.
B. Plan and schedule an Adobe Connect/Blackboard online session.
C. 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.

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

**Inspection of Academic Records**

While enrolled, a Johns Hopkins Carey Business School student can request an inspection of his/her academic record. This request must be submitted to the Office of the Registrar. Faxed requests will not be honored. An appointment will be designated for the student review of 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 21202-1109

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.

**International Services**

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

The International Services Office staff is available to answer questions about immigration status, financial concerns, health matters, housing, 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 Circle
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 https://isis.jhu.edu/ssiw/.  

**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 www.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 Carey students are located at the Columbia Center, Harbor East, Homewood (main campus), Montgomery County Campus, and at the Krieger Arts and Sciences Washington, DC location. Librarians are available for individual help or group information sessions at www.library.jhu.edu/.

<table>
<thead>
<tr>
<th>Library Location</th>
<th>Phone</th>
<th>Librarian</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harbor East</td>
<td>410-234-9234</td>
<td>Alan Zuckerman, Heather Tapager</td>
<td><a href="mailto:businesslib@lists.johnshopkins.edu">businesslib@lists.johnshopkins.edu</a></td>
</tr>
<tr>
<td>Homewood</td>
<td>410-516-8778</td>
<td>Heather Tapager</td>
<td><a href="mailto:businesslib@lists.johnshopkins.edu">businesslib@lists.johnshopkins.edu</a></td>
</tr>
<tr>
<td>Columbia Center</td>
<td>410-516-9709</td>
<td>Mike Houck</td>
<td><a href="mailto:Michael.houck@jhu.edu">Michael.houck@jhu.edu</a></td>
</tr>
<tr>
<td>Montgomery Campus</td>
<td>301-294-7030</td>
<td>Sharon Morris, Kristin Bernet</td>
<td><a href="mailto:smorris@jhu.edu">smorris@jhu.edu</a>, <a href="mailto:kbernet2@jhu.edu">kbernet2@jhu.edu</a></td>
</tr>
<tr>
<td>Washington, DC</td>
<td>202-452-0714</td>
<td>Sharon Morris</td>
<td><a href="mailto:smorris@jhu.edu">smorris@jhu.edu</a> or <a href="mailto:washrocklibraries@jhu.edu">washrocklibraries@jhu.edu</a></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 location. Students interested in a locker should speak with the operations staff on the second floor.

**Parking**

For additional information, please visit http://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. The Carey student parking rate is $5 and is 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. For full-time day students, the discounted monthly rate is $84 (taxes included). Monthly discounted parking is subject to availability as determined by Towne Parke.

**Washington DC**

Colonial Parking—1625 Massachusetts Avenue, Washington, DC 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 until 10:45pm. Parking is a flat rate of $6 after 5:00pm; otherwise, it is $8 per hour or $15 all day.

Colonial Parking—1616 Rhode Island Avenue, Washington, DC 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. Parking is a flat rate of $5 after 5:00pm on weekdays, or $8 for the 1st hour, or $15 for a full day. 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, and parking is a flat rate of $5. 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 [https://isis.jhu.edu/sswf/](https://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 Fax:** Registration and add/drop forms can be obtained from the student portal [https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.up](https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.up), 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 [https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.up](https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.up), in the Registration & Graduation section. The email address is carey.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.

*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 [https://isis.jhu.edu/sswf/](https://isis.jhu.edu/sswf/).
Students placed on a waitlist for any course will be contacted in the order in which they were placed on the list. 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 the online registration system or by submitting an official add/drop form in person or by fax. 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 eight, 10 or 16-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. 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 for alternate format classes, consult the withdrawal/audit calendar, or contact the Office of the Registrar at carey.registration@jhu.edu.

Note: Audited courses do not count toward the credits required for financial aid eligibility.

Dropping a Course
Students may drop a course without financial penalty up to the date of the first class by going to https://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 the online registration system. Notice to the instructor of intent to withdraw is not sufficient, nor are telephone withdrawals accepted. The last dates to withdraw without academic penalty (without receiving the grade of F) are 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
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

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.

### Immunization Law for New and Continuing Students under the age of 26

According to Washington, DC, Immunization Law 3-20, students under the age of 26 who attend classes in Washington, DC, must get vaccinations for Measles, Mumps, Rubella (MMR) and Tetanus/Diphtheria. Students must submit proof of their immunizations when registering for classes at the Washington DC Center. 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. A registration hold will be placed on your account if completed immunization forms are not submitted by the registration period for your second semester at the university. Visit [https://portalcontent.johnshopkins.edu/bin/u/v/Immunization%20Form_CBS.pdf](https://portalcontent.johnshopkins.edu/bin/u/v/Immunization%20Form_CBS.pdf) to download the form. Completed immunization forms can be faxed to the Office of the Registrar at 410-234-9259.

### 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 and Accelerated MS Real Estate)
- Pay online with an electronic check.
- Pay with a check by mail.
- Pay with cash or a check at one of the campus locations.
- Enroll in the monthly payment plan.
- Pay with a sponsor contract.
- Pay by Johns Hopkins University tuition remission if you are a university employee (covers tuition costs 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, check or credit card at one of the campus locations.
- Enroll in the monthly payment plan.
- Pay with an employer contract.
- Pay by Johns Hopkins University tuition remission if you are a university employee (covers 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. Students enrolled in a part-time program should see Schedule A for billing periods and
payment due dates; students enrolled in a full-time program should see Schedule C for their billing periods and payment due dates. A late payment fee of $100 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, B and C 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 https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.uP.

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. Payments from students seeking to register may be kept and applied against prior obligations to the university.

**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 https://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. Payments from students seeking to register may be kept and applied against prior obligations to the university.**

**Pay In Person**

Pay with cash, credit card, or check at these locations:

- Harbor East Center, 100 International Drive, Baltimore, MD, 21201. Payments are accepted at the Student Services walk-up window on Mondays and Tuesdays 10:30am–12:30pm and 1:30pm–5:00pm.
- Columbia Center, 6740 Alexander Bell Drive, Columbia, MD, 21046. Payments are accepted at first floor information desk Monday through Friday between 8:30am–5:00pm.

You may submit all forms of payment at the school locations above. 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, tran-
scripts 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 https://www.afford.com 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 or if there is an outstanding balance. Balances not paid by the due date will be assessed a $100 late payment fee. Paper statements are no longer mailed to students.
In order to ensure receipt of their bills, students should update their email addresses at https://isis.jhu.edu/sswf/.

For our current billing periods and due dates, see Schedule A for part time programs and Schedule C for full time programs online in the Appendix at the end of this catalog, or online at https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.uP?uP_root=u31ln77. For students wishing to view and/or pay their student account or monthly bill online visit https://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 US 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: MANTUS33INT
CHIPS ABA number: 0555
IBAN number: N/A
Account number: 09000522
Transit/routing/ABA number: 022000046

For US Sponsor Payments ONLY
Johns Hopkins University
M&T Bank
One M&T Plaza
Buffalo, NY 14203
SWIFT code: MANTUS33INT
CHIPS ABA number IF remitter requests it: 0555
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: MANTUS33INT
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) provides support to students dealing with pressures and problems they encounter during their academic careers. Services are free and confidential.

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 opportunity 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.

Arts, Media, and Entertainment Club
The AMEC encourages Carey students to explore the connection between business and the arts and entertainment 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. Contact Eliza Huleatt for more information eliza@jhu.edu.

Association of Information Technology Professionals
The mission of the newly established Johns Hopkins University Association of Information Technology Professionals 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 technology education and skill development. Our chapter organized through the National AITP and recognized as a student organization at JHU, began in November 2008. For more information, visit, www.jhuaitp.collectivex.com.
**Black Graduate Student Association**

The purpose of the Johns Hopkins Black Graduate Student Association (BGSA) is to provide a support network whose ultimate aim is to promote the academic success of African, African American, and Afro Caribbean 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. For more information, contact chris.barnhill@jhu.edu.

**Carey Consulting Club**

The Johns Hopkins Carey Business School Consulting Club creates and maintains access to consulting companies and networking industries, creates an open environment to provide tailored job support, and shares knowledge and industry expertise. For more information, contact Shahreen.h.ahmed@jhu.edu.

**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 international 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 professional networks and to provide access to knowledge through corporate presentations, round table discussions, 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. While this club is non-professional in the sense that none of us are likely to start a photo studio, production studio or a recording label, this club will help your skills in capturing photos, videos and audio, teach how to use what you have, and increase your understanding of these art forms. Find out how you can create art! Please contact kyip2@jhu.edu for more details.

**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. For more information, contact tina.yuan@jhu.edu or alice_chan@jhu.edu.

**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. For more information, please contact Allison Kooser at akooser1@jhu.edu or Lauren Drake at laurenmdrake@gmail.com.

**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. For more information, please contact robyn.calmann@gmail.com.
**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/](http://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. For further information, please contact Paulette Fung pfung2@jhu.edu.

**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. For more information, contact annie.chansavang@yahoo.com.

**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. For more information, contact shahd@jhu.edu.

**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 management, sales, and trading. For more information, contact Saliq Khan skhan52@jhu.edu.

**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. The goal of the HBA will be to ratify the image of the Carey Business School as a school with a stronghold in the industry of healthcare and to expand the image of Johns Hopkins as an international leader of healthcare and medicine into the business world. Please contact Benjamin Seo for more information: benjamin.seo@gmail.com.

**LGBTA Alliance**
The Johns Hopkins Carey Business School LGBTA 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. For more information, contact Will Graves ugraves3@jhu.edu.
**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. For further information, please send an email to marketingclub@jhu.edu.

**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. For more information, contact nagatic1@jhu.edu.

**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. For more information, please contact joashwor@jhsph.edu.

**Carey Net Impact 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.

**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 US. For more information, contact npann2@gmail.com.

**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. Contact Robin Kabir for more information kabir@jhu.edu.

**Toastmasters**
Toastmasters International is a non-profit educational organization that teaches public speaking and leadership skills through a worldwide network of meeting locations. For information on Toastmasters at Johns Hopkins Carey Business School, contact tkuchar1@jhu.edu.
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 http://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 courses taken by a student by term along with his/her final grades, grade point average for the term, cumulative 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 domestic educational institutions will not be made available to you.
- These documents are submitted specifically for consideration of admission. You must request transcripts from previously attended colleges and universities directly.
- Your 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:

- **On-line:** Visit https://iwantmytranscript.com/
- **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

  The transcript request form can be found at http://carey.jhu.edu/sebin/u/x/cbs_transcript_request_form.pdf. You may request up to five transcripts in one order.

PROCESSING TIME

Please allow three business days for processing. Transcripts prior to 1990 may 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 DC 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, new to Baltimore City spring 2010, 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.

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 Baltimore County, 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 DC, Baltimore, and Perryville, with stops in between. For more information, a trip planner, schedules, maps, and fares, visit www.mtamaryland.com or call 410-539-5000.

For more information about getting around downtown Baltimore, visit 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 http://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.

<table>
<thead>
<tr>
<th></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>$48,300*</td>
<td>$100</td>
<td>$500</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Weekend MBA</td>
<td>$28,625*</td>
<td>$100</td>
<td>$500</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>Executive MBA</td>
<td>$54,000*</td>
<td>$100</td>
<td>$500</td>
<td>No</td>
<td>No</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>Full-time MS in Real Estate</td>
<td>$51,975</td>
<td>$100</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Certificates</td>
<td>$1,061 per credit</td>
<td>$70</td>
<td>No</td>
<td>$75</td>
<td>$175</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$788 per credit</td>
<td>$70</td>
<td>No</td>
<td>$75</td>
<td>$175</td>
</tr>
</tbody>
</table>

* Tuition amount is for year one of program.
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 $100 late fee in addition to the registration fee of $75.

Late Payment Fee
A late payment fee of $100 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 $175 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 call 410-234-9240 or email carey.student@jhu.edu 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 and include information about which campuses you are willing to travel to. You can also arrange sessions via Skype.

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**

**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.

**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 (for the purposes of this policy, “gender identity or expression” refers to an individual’s having or being perceived as having a gender-related self-identity, self-image, appearance, expression, or behavior, whether or not those gender-related characteristics differ from those associated with the individual’s assigned sex at birth), veteran status, or 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, 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.

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. The University provides a network of confidential consultants by which individuals can discuss concerns related to discriminatory harassment.

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.

The Johns Hopkins University Procedures on Discrimination, Harassment, Sexual Harassment and Sexual Violence Complaints

These University Procedures on Discrimination, Harassment, Sexual Harassment and Sexual Violence Complaints apply to complaints of discrimination and harassment filed under the University’s Non-Discrimination Policy, Anti-Harassment Policy, Policy Against Sexual Harassment and Sexual Violence Policy. 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, these procedures.

I. Discrimination and Harassment Complaints Brought Within the University

The University is prepared to receive and resolve complaints of discrimination and harassment under the policies listed above that are brought to the attention of any University administrative officer by members of the University community. The University encourages any individual who has a complaint of discrimination or harassment where the following protected class categories are implicated: race, color, national origin/ethnicity, age, disability, religion/creed, sex/gender, pregnancy, veteran status, marital status, sexual orientation, gender identity/expression, and/or genetic information, to bring the matter to the immediate attention of the Vice Provost for Institutional Equity (the Vice Provost), or her designee, the Director for Equity Compliance & Education, who also serves as the University’s Title IX Coordinator (the Director/Title IX Coordinator). Supervisors, department heads, directors, deans, or Human Resources personnel or others who receive complaints of discrimination or harassment should refer the matter to the Vice Provost or the Director immediately. Additionally, inqui-
ries regarding procedures on discrimination or harassment complaints may be directed to the Vice Provost or the Director. Questions, concerns, or complaints related to Title IX may be directed to the Director/Title IX Coordinator.

Vice Provost for Institutional Equity
Caroline Laguerre-Brown, JD
The Johns Hopkins University
Garland Hall, Suite 130
3400 North Charles Street
Baltimore, MD 21218
Telephone: 410-516-8075
Electronic Mail: cbrow121@jhu.edu

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, a complainant 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

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.

In addition to filing a complaint internally, with the University, members of the University community may also file a complaint with the appropriate local, state or federal governmental agency (described below) and if applicable, may file a criminal complaint with applicable law enforcement units, as in cases of sexual violence (including sexual assault). Information on local and state law enforcement units and databases maintained by them is available on the website of Homewood Campus Safety and Security.

II. Discrimination Complaints Filed with Government Agencies
Present or former University faculty members, staff members, students, or applicants to University education programs or employment who believe that they have been discriminated against or harassed may file a charge of discrimination or harassment with various local, state and federal U.S. government agencies. Agencies receiving such complaints notify the University that a charge has been filed and commence an
investigation. The most likely agencies from which such complaints may emanate include the Equal Employment Opportunity Commission, the Office of Federal Contract Compliance Programs of the Department of Labor, the Maryland Commission on Human Relations, the Baltimore Community Relations Commission, the D.C. Department of Human Rights, and the Office for Civil Rights of the Department of Education (OCR). OCR is the division of the federal government charged with enforcing compliance with Title IX, and questions, concerns or complaints related to Title IX may be directed to OCR. These complaints may allege that the University has violated laws prohibiting discrimination or harassment on the basis of gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sex, sexual orientation, veteran status or other legally protected characteristics. The prompt investigation of complaints of discrimination must be given priority, as they place the University, its officers, agents, employees and students at considerable legal risk.

Notification of a discrimination complaint may be mailed by a government agency to any University department; accordingly, it is imperative that department heads and directors be aware of their responsibility to contact immediately the Vice Provost for Institutional Equity, or the Director for Equity Compliance & Education, Garland Hall 130, Homewood Campus, 410-516-8075, or the Office of the General Counsel, Garland Hall 113, 410-516-8128 if a discrimination complaint is received.

III. Procedures Applicable to Complaints of Discrimination and Harassment Brought Within the University

Inherent in the University’s Non-Discrimination Policy, Anti-Harassment Policy, Policy Against Sexual Harassment and Sexual Violence Policy is the obligation to make every effort to achieve a prompt, equitable and impartial resolution of complaints brought under these policies using a preponderance of the evidence standard (i.e., it is more likely than not that prohibited discrimination or harassment occurred). Complaint resolution is the shared responsibility of the Office of Institutional Equity, the offices of Human Resources and the department or program within which the charge arose, and in cases of sexual violence (including sexual assault), the campus law enforcement officers. In this effort, cooperation is required of all persons responsible. Importantly, there should be no oral or written response to the complaint or to inquiries from the media without coordination with the Office of the General Counsel and the appropriate office of communications/media relations.

A complaint may be resolved informally or formally. If mediation or other informal mechanisms of resolution are used to resolve complaints of discrimination or harassment, these informal mechanisms may be used only on a voluntary basis, and for complaints of sexual harassment, in the presence of a trained counselor, trained mediator, or other appropriate administrative or staff member. Mediation and other informal mechanisms may not be used to resolve complaints of sexual violence (including sexual assault), regardless of whether participation is voluntary. A complainant may end an informal process at any time for any reason and begin the formal stage of the complaint process.

If formal proceedings other than those conducted by the Office of Institutional Equity are initiated against a respondent (e.g., a conduct board hearing), those proceedings are conducted by the relevant academic or administrative unit; however, the investigation of the complaint is coordinated by the Director/Title IX Coordinator who works with appropriate unit representatives during the investigation. An investigation conducted by the Office of Institutional Equity generally consists of two main phases: (a) a preliminary assessment of the complaint; and (b) the issuance of factual findings and a recommendation. The first phase, which usually takes up to sixty (60) days from the date of filing the complaint, involves extensive interviews with the complainant, respondent, witnesses and other relevant parties, in addition to gathering relevant documentation, if any. After this preliminary assessment phase of the investigation, the Director/Title IX Coordinator or a designee conducts a thorough assessment of the facts and, usually within ninety (90) days of the date of filing the complaint, issues the factual findings and a recommendation for resolution of the complaint to the appropriate administrative official at the school, division or department. If an individual school’s conduct board hearing is involved, then board members will also receive a copy of the factual findings and recommendation(s). While every effort is made to adhere to these general time frames, these may vary depending on the
complexity of the investigation and the severity and extent of the alleged discrimination or harassment.

For complaints of sexual violence (including sexual assault), investigations are generally conducted by the relevant campus security officials in consultation with the Director/Title IX Coordinator, with input from the relevant academic or administrative unit. The Director/Title IX Coordinator remains involved, receives regular updates, and offers guidance throughout the entire investigation, including during the drafting and issuance of the factual findings and recommendations.

Both the complainant and the respondent are afforded equal procedural rights during the investigation and any hearing that may follow, including an equal opportunity to present relevant witnesses and evidence during the investigation (whether conducted by the Office of Institutional Equity or an individual school). In cases where an individual school’s academic or administrative unit holds a hearing, both the complainant and the respondent will be afforded similar and timely access to any information used in connection with that hearing, consistent with the University’s obligations under FERPA (Family Educational Rights and Privacy Act) and other laws protecting privileged and confidential information. If an individual school’s academic or administrative unit’s procedures afford an opportunity to bring parents or other individuals to a hearing to provide personal support, such right shall be afforded equally to both the complainant and the respondent. Similarly, if unit procedures allow an appeal with respect to findings and/or sanctions, such right to appeal shall be available equally to the complainant and the respondent. In cases of sexual harassment (including sexual violence and sexual assault), subject to the University’s obligations under FERPA, both the complainant and the respondent will be notified in writing of the outcome of the complaint and the outcome of the appeal (if one is provided by the relevant unit’s procedures), where “outcome” means whether sexual harassment was found to have occurred; provided, that in cases alleging a sex offense, the final determination with respect to the alleged sex offense and any sanctions imposed against the respondent will be shared with the complainant. This notice will be provided to the complainant and the respondent in the same manner and in the same time frame. 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 student who is the alleged perpetrator of such crime or offense with respect to such crime or offense. If the alleged victim of such crime or offense is deceased as a result of such crime or offense, the next of kin of such victim shall be treated as the alleged victim for purposes of the preceding sentence.

The University will take steps to prevent the recurrence of any discrimination or harassment, including sexual harassment and sexual violence, and to correct its discriminatory effects on the complainant and others, as necessary. Note that local, state, and federal law and University policy prohibit any form of retaliation against a person who files or bears witness to a discrimination or harassment complaint. These procedures apply to complaints and investigations of retaliation. Complainants are urged to contact the Office of Institutional Equity promptly, with any concerns or claims regarding retaliation and the University will take steps to address such retaliation.

September 20, 2011

1. The term “sexual violence” as used in these procedures includes “sex offenses.” A forcible sex offense is any “sexual act directed against another person, forcibly and/or against that person’s will; or not forcibly or against the person’s will where the victim is incapable of giving consent” and includes forcible rape, forcible sodomy, sexual assault with an object, and forcible fondling. A non-forcible sex offense means “unlawful, nonforcible sexual intercourse” and includes incest and statutory rape. 34 CFR Part 668, Subpart D, Appendix A.

2. See footnote 1 for the definition of “sex offenses.”

3. The term “crime of violence” means: “(a) an offense that has as an element the use, attempted use, or threatened use of physical force against the person or property of another, or (b) any other offense that is a felony and that, by its nature, involves a substantial risk that physical force against the person or property of another may be used in the course of committing the offense.” Section 16 of Title 18, United States Code.

4. See footnote 1 for the definition of a non-forcible sex offense.
Campus Violence
The Johns Hopkins University is committed to providing a learning and working environment that is safe for 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. Carey Business School students should report such acts of violence to the Student Services Office at 410-516-9739.

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, and copies of the policy are available online at http://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 (1) (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 one of the three hospitals in Baltimore City designated as rape treatment centers. These are:

Mercy Hospital, 301 St. Paul Place
(410-332-9000)

University of Maryland Hospital
22 S. Greene St. (410-328-8667)

Johns Hopkins Bayview Medical Center
4940 Eastern Avenue (410-550-0100).
These hospitals are 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. (2) The University will, upon written request, disclose to the alleged victim of any crime of violence (3) or a non-forcible sex offense, (4) 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.

(1) The term "sexual violence" as used in this policy includes "sex offenses." A forcible sex offense is any "sexual act directed against another person, forcibly and/or against that person's will; or not forcibly or against the person's will where the victim is incapable of giving consent" and includes forcible rape, forcible sodomy, sexual assault with an object, and forcible fondling. A non-forcible sex offense means "unlawful, non-forcible sexual intercourse" and includes incest and statutory rape. 34 CFR Part 668, Subpart D, Appendix A.

(2) See footnote 1 for the definition of "sex offenses."

(3) The term "crime of violence" means: "(a) an offense that has as an element the use, attempted use, or threatened use of physical force against the person or property of another, or (b) any other offense that is a felony and that, by its nature, involves a substantial risk that physical force against the person or property of another may be used in the course of committing the offense." Section 16 of Title 18, United States Code.

(4) See footnote 1 for the definition of a non-forcible sex offense.

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 registration 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

Involuntary 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 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 after consultation with those charged with oversight of the student’s academic program and the Director of the Student Assistance Program. 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**

A verification of enrollment or degree is a letter or form completed on behalf of the authorized student. This document will be authenticated with the raised-seal appearing with the name Johns Hopkins Carey Business School. JHU is a participating school submitting enrollment 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 three business days for processing. For more information or assistance, contact the Office of the Registrar at 410-234-9250.
Veterans Assistance

Johns Hopkins is approved by the Maryland Higher Education Commission for training veterans and the widows and children of deceased veterans 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 http://vabenefits.vba.va.gov/vonapp/about_vonapp.asp or from the Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD, 21202.

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 the number of dependents and is based on the following:

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

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 a different time status assigned that could affect benefits. Contact the VA Certification Officer in the Office of the Registrar at carey.registration@jhu.edu with any questions about these types of courses.

To obtain reimbursement, a veteran must comply with the following procedures:

Initial Enrollment

1. The veteran must first apply and be admitted to one of the schools of the University.
2. He or she then obtains an Application for Program of Education of Training (VA Form 22-1990) from the Department of Veterans Affairs. Forms are available at http://vabenefits.vba.va.gov/vonapp/instructions.asp. Once logged in you will find links to various veterans’ forms required to apply for Veterans Benefits.
3. After completing the application, the veteran sends it, along with a certified copy of the DD214, Copy 4, to the following address:

   Veteran’s Certification Officer
   Office of the Registrar
   Johns Hopkins Carey Business School
   100 International Drive
   Baltimore, MD 21202

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 and submit the completed form to the Veteran’s Certification Officer.

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 submission of a Request for Change of Program (VA Form 22-1995).

Veterans are required immediately to advise the certifying official in the Office of the Registrar at 410-234-9250 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.
**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.

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 are required to replace the course with another advanced class of their choosing.

**Exam Format & 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 [https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.uP](https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.uP).

**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 additional 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](mailto: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>The Firm and the Macro-Economy (220.610)</td>
<td>Waiver Exam for The Firm and the Macro-Economy (220.001)</td>
</tr>
<tr>
<td>Customer Focused Marketing (410.620)</td>
<td>Waiver Exam for Customer Focused Marketing (410.001)</td>
</tr>
<tr>
<td>Decision Models (520.601)</td>
<td>Waiver Exam for Decision Models (520.001)</td>
</tr>
</tbody>
</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 [http://carey.jhu.edu/writing_center/](http://carey.jhu.edu/writing_center/).
ACADEMIC CATALOG
**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 www.carey.jhu.edu for the most current information about each program.

**GRADUATE PROGRAMS**

<table>
<thead>
<tr>
<th>Program</th>
<th>Credits</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Master of Business Administration</td>
<td>54</td>
<td>59</td>
</tr>
<tr>
<td>Master of Science in Real Estate</td>
<td>36</td>
<td>59</td>
</tr>
<tr>
<td>Part-Time Programs for Professionals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>54</td>
<td>60</td>
</tr>
<tr>
<td>Specialized MBA Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive MBA</td>
<td>54</td>
<td>62</td>
</tr>
<tr>
<td>MBA Fellows</td>
<td>54</td>
<td>63</td>
</tr>
<tr>
<td>MBA in Medical Services Management</td>
<td>54</td>
<td>64</td>
</tr>
<tr>
<td>MBA in Organization Development</td>
<td>54</td>
<td>65</td>
</tr>
<tr>
<td>Weekend MBA</td>
<td>54</td>
<td>65</td>
</tr>
<tr>
<td>Master of Science in Finance</td>
<td>36</td>
<td>67</td>
</tr>
<tr>
<td>Master of Science in Information Systems</td>
<td>36</td>
<td>67</td>
</tr>
<tr>
<td>Master of Science in Marketing</td>
<td>36</td>
<td>68</td>
</tr>
<tr>
<td>Master of Science in Organization Development and Strategic Human Resources</td>
<td>42</td>
<td>69</td>
</tr>
<tr>
<td>Master of Science in Real Estate</td>
<td>36</td>
<td>70</td>
</tr>
<tr>
<td>Dual and Joint Degree Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA/MA in Communication</td>
<td>60</td>
<td>71</td>
</tr>
<tr>
<td>MBA/MA in Government</td>
<td>60</td>
<td>71</td>
</tr>
<tr>
<td>MBA/Master of Public Health</td>
<td>133</td>
<td>71</td>
</tr>
<tr>
<td>MBA/Ms in Biotechnology</td>
<td>77</td>
<td>72</td>
</tr>
<tr>
<td>MBA/Ms in Nursing in Health Systems Management</td>
<td>57</td>
<td>72</td>
</tr>
<tr>
<td>Graduate Certificate Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business of Medicine</td>
<td>12</td>
<td>72</td>
</tr>
<tr>
<td>Business of Nursing</td>
<td>12</td>
<td>73</td>
</tr>
<tr>
<td>Financial Management</td>
<td>16</td>
<td>73</td>
</tr>
<tr>
<td>Financial Management/Investments and MA in Economics</td>
<td>46</td>
<td>74</td>
</tr>
<tr>
<td>Investments</td>
<td>16</td>
<td>74</td>
</tr>
<tr>
<td>Competitive Intelligence</td>
<td>16</td>
<td>74</td>
</tr>
<tr>
<td>Leadership Development Program for Minority Managers</td>
<td>16</td>
<td>75</td>
</tr>
</tbody>
</table>

*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**

<table>
<thead>
<tr>
<th>Program</th>
<th>Credits</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Science in Business</td>
<td>120</td>
<td>76</td>
</tr>
</tbody>
</table>
FULL-TIME PROGRAMS

GLOBAL MBA

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.

PROGRAM REQUIREMENTS

This unique program consists of a first-year curriculum that is module-based, interdisciplinary and team-taught, as well as two experiential learning projects including an international project “Innovation for Humanity”. Second-year courses offer students the opportunity to specialize in an industry vertical, including Health and Energy and Environment; or a concentration including 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)
Managerial Toolbox: Statistics (2 credits)
Business Essentials (3 credits each)
BU.910.610 Financial Resources
BU.911.610 People and Markets
BU.912.610 Business Processes
BU.913.610 Managerial Decision Behavior
Thought and Discourse Seminars (1 credit)
BU.930.610 Communications and Expression
International Project (3 credits)
BU.940.610 Innovation for Humanity Project—conducted during January Intersession

Second semester (13 credits)
Integrated Business Skills (2 credits each)
BU.920.610 Digital Marketplaces
BU.921.610 Networked Organizations
BU.922.610 Strategic Options
BU.924.610 Competitive Intelligence
Thought and Discourse Seminars (2 credits)
BU.931.610 Ethical Leadership
Discovery to Market Project (3 credits)
BU.950.610

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)
BU.932.610 Governance and Accountability
Discovery to Market Project (3 credits)
BU.951.610

Second semester (12 credits)
Professional Specialization and/or Industry Vertical (2 credits each)
• Elective 4
• Elective 5
• Elective 6
• Elective 7
Immersion Electives (2 credits)
• Elective 8
• Elective 9

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

carey.jhu.edu
estate professionals with fewer than three 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 own or have access to a PC laptop computer with the following minimum configuration:*

- Intel Mobile Pentium Processor (1.8GHz)
- Windows XP Professional, SP2
- 512K RAM
- 30GB Hard Drive
- 10/100 Ethernet adapter
- 24X CD-RW/DVD
- Wireless network card supporting 802.11b/g

**Curriculum**

**Full-time, Accelerated Course Schedule**

**Fall Semester**

- 767.700 Real Estate Enterprise
- 767.710 Real Estate Analysis
- 767.715 Real Estate Law
- 767.730 Market and Feasibility Analysis
- 767.746 Building and Site Design
- 767.732 Contemporary Topics in Real Estate (course meets September–May)

**Spring Semester**

- 767.716 Real Estate Regulation
- 767.760 Urban Land Economics
- 767.776 Real Estate Finance
- 767.777 Real Estate Investments
- 767.795 Real Estate Construction

**Summer Semester**

- 767.815 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 600-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.

**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
- 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 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 Finance and Capital Markets
- 310.620 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:
- 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
- 239.710 Financial Issues in Managing a Secure Operation
- 800.610 Corporate Governance

**Information Systems concentration:**
Students choose 7 courses from the following:
- 300.610 Information Systems Financial Management
- 310.790 The Emerging Frontier in Information and Communication Technologies
- 320.701 Health Care Information Systems: Emerging Frontiers in Health Care and Technology
- 239.710 Financial Issues in Managing a Secure Operation
- 330.701 Business Telecommunications
- 330.715 IT Enterprise Architecture
- 330.720 Security Architecture
- 350.710 Strategic Information Systems
- 360.701 Competitive Intelligence
- 360.705 Advanced Competitive Intelligence
- 360.710 Knowledge Management Systems
- 360.715 Data Mining and Discovery Informatics
- 370.701 Information Security and Assurance
- 380.701 Technology, Global Sourcing and Global Markets
- 430.750 High Technology Marketing
- 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
- 430.750 High Technology Marketing
- 450.705 Strategic Brand 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
142.730 Strategic Human Capital
151.620 Global Strategy
151.720 Corporate Strategy
151.770 Facilitating Strategic Change
152.710 Entrepreneurial Ventures
152.720 Social Entrepreneurship
320.620 Project Management
450.710 Market-Driven Strategy
450.720 Creative Business Thinking
620.710 Services Management

Real Estate concentration
Students choose 7 courses from the following:
230.640 Financial Modeling and Real Estate Analysis (required)
241.610 Real Estate Development Process (required)
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)
The final course in the program is the Strategic Management capstone course that is concerned with the formulation and analysis of business strategy.

Specialized MBA Programs

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 two 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. Program starts in the fall semester, September 2011.

Curriculum

Business Essentials (22 credits)

- Financial Resources: Analysis/Interpretation of Financial Statements 1
- Financial Resources: Corporate Finance 1
- Financial Resources: Capital Markets 1
- Managerial Decision Making: Microeconomic Foundations 2
- Managerial Decision Making Statistical Foundations 1
- Managerial Decision Making: Behavioral Foundations 1
- Business Processes: Strategic Vision 2
- Business Processes: Business Operations 1
- Business Processes: Cost Management (online) 1
- People and Markets: Building & Managing the Firm’s Human Capital 1
- People and Markets: Innovation and Creativity 1
- People and Markets: Customers and Competitors 1
- Finance: Advanced Financial Management 2
- Finance: Fixed Income (online) 2
- Finance: Derivatives and Options 2
- Operations: Lean Production 2

Integrated Business Skills (8 credits)

- Digital Marketplaces 2
- Networked Organizations 2
- 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 (online) 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

MBA Fellows Program

The MBA Fellows program 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 MBA Fellows program creates a project-based learning experience by offering a blended format of intensive residencies and collaboration across time and space via an electronic learning community. The project-based, action learning format takes the business chal-
MBA Fellows Format

The study is intensive and focused on professional goals. The MBA Fellows program is organized around nine integrated learning projects that are completed over a span of two years. During three one-week residential experiences and six extended weekend residencies, participants meet and collaborate on team-based projects.

Between residencies, participant teams continue to collaborate via an electronic learning community and also focus on individual projects that achieve personal professional goals.

Members of each cohort learning community begin and end the program together. Each cohort is supported by a team of expert faculty that works collaboratively to incorporate the high standards of the Carey MBA into a program that integrates learning and career. While engaged in project-driven learning experiences, participants and instructors build and maintain relationships that aid them beyond the scope of the program.

Participants earn 54 credits and receive a Master of Business Administration upon completion of the program. The program includes:

- 3 weeklong residential experiences (at the start, middle, and conclusion of the program)
- 6 extended weekend residencies (Thursday afternoon through noon Sunday)
- Team-based projects that engage learners in collaborative endeavors with teammates
- Individual projects designed to achieve personal goals where the context could be job related
- Development of a digital portfolio that incorporates participants’ growth across program and personal learning outcomes

MBA in Medical Services Management

The MBA in Medical Services Management 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-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

Business Core and Concentration
(45 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>757.701</td>
<td>Health Care and Business Practice: Theory and Practice</td>
</tr>
<tr>
<td>757.601</td>
<td>Accounting and Decision Making in Medicine</td>
</tr>
<tr>
<td>757.603</td>
<td>Managerial Finance for Medical Services</td>
</tr>
<tr>
<td>757.604</td>
<td>Leadership and Organizational Behavior Medical Settings</td>
</tr>
<tr>
<td>510.601</td>
<td>Statistical Analysis or 790.616 Statistics for Business</td>
</tr>
<tr>
<td>757.711</td>
<td>Finance for Medical Services II</td>
</tr>
<tr>
<td>757.707</td>
<td>Legal Issues in Medicine</td>
</tr>
<tr>
<td>761.625</td>
<td>Leadership Ethics Pro Seminar</td>
</tr>
<tr>
<td>757.602</td>
<td>Medical Economics I</td>
</tr>
<tr>
<td>757.710</td>
<td>Medical Economics II</td>
</tr>
<tr>
<td>757.702</td>
<td>Clinical Practice Improvement</td>
</tr>
<tr>
<td>757.703</td>
<td>Informatics</td>
</tr>
<tr>
<td>757.704</td>
<td>Strategic Planning in Medical Organizations</td>
</tr>
<tr>
<td>757.605</td>
<td>Marketing in Medical Organization</td>
</tr>
<tr>
<td>757.712</td>
<td>Negotiations</td>
</tr>
</tbody>
</table>

Tuition

The tuition of the two-year MBA Fellows Program is a fixed cost that covers registration and graduation fees, books, materials, and lodging, including breakfasts and lunches. See the Carey Business School website for the current program costs.
Electives (6 Credits)
Choose 3 electives from the general MBA list of electives.

Capstone (3 Credits)
757.801 Integrative Field Experience

MBA in Organization Development
The MBAOD degree prepares students to become business leaders and expert practitioners in the rapidly expanding global market for consulting and development services. In their coursework, students learn diagnostic and intervention skills that they apply in three supervised consulting projects with live clients.

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 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 Finance and Capital Markets
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 and Social Systems: Analysis
143.722 Organizations and Social Systems - Intervention

Practicum Courses (12 credits)
782.863 Practicum I
782.864 Practicum II
782.865 Practicum Capstone

Weekend MBA
The Weekend MBA for Emerging Leaders combines the pace and rigor of the full-time Global MBA with the convenience of a weekend format. The program is designed for busy professionals whose time commitments don’t accommodate a traditional weekday program who are interested in rapid advancement, expanded responsibilities, or career change.

Program Requirements
This unique cohort program consists of a module-based, interdisciplinary and team-taught, as well as an international project and an experiential learning project. The program requires 54 credits and is completed in 28 months. Course waivers are not granted in this program. The curriculum replicates the same rigorous content as the full-time Global MBA degree. Anticipated start is Spring 2012.
## Curriculum

<table>
<thead>
<tr>
<th>Semester</th>
<th>Courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2012</td>
<td>Financial Resources</td>
<td>3 credits</td>
</tr>
<tr>
<td></td>
<td>People and Markets</td>
<td>3 credits</td>
</tr>
<tr>
<td></td>
<td>Managerial Decision Behavior</td>
<td>3 credits</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
<td>0 credits</td>
</tr>
<tr>
<td>Summer 2012</td>
<td>Strategic Options</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Competitive Intelligence</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Thought and Discourse Seminars: Communications</td>
<td>1 credit</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
<td>0 credits</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>Business Processes</td>
<td>3 credits</td>
</tr>
<tr>
<td></td>
<td>Networked Organizations</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Business Negotiations</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Thought and Discourse Seminars: Ethical Leadership</td>
<td>2 credit</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
<td>0 credits</td>
</tr>
<tr>
<td>Spring 2013</td>
<td>Digital Marketplaces</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Innovation for Humanity Project: International Residency</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Discovery to Market Project</td>
<td>4 credits</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
<td>0 credits</td>
</tr>
<tr>
<td>Summer 2013</td>
<td>Advanced Course: Derivatives and Options</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Discovery to Market Project</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Thought and Discourse Seminars: Global Economic Systems</td>
<td>1 credit</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>Advanced Course in Entrepreneurial Finance</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Advanced Course in Mergers and Acquisitions</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Advanced Course in Consumer Behavior Analysis</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Advance course in Project Management</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Thought and Discourse Seminars: Governance and Accountability</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
<td>0 credits</td>
</tr>
<tr>
<td>Spring 2014</td>
<td>Advanced Course in Service Operations Management</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Advanced Course in Human Resource Economics</td>
<td>2 credits</td>
</tr>
<tr>
<td></td>
<td>Strategic Management Capstone</td>
<td>4 credits</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
<td>0 credits</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>54 credits</strong></td>
</tr>
</tbody>
</table>
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.

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)

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 Finance and Capital Markets
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
232.730 Wealth Management
230.710 Quantitative Financial Analysis

Capstone course (4 credits)

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

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
- 330.715 IT Enterprise Architecture
- 300.620 Information Systems Project Management
- 120.601 Business Communication
- 300.601 Systems Development
- 131.601 Leadership Ethics Seminar

**Required Business Core (12 credits)**

- 350.720 Emerging Frontiers in Health Care: Technology and Strategy
- 330.725 Information Security and Assurance
- 330.701 Business Telecommunications
- 350.710 Strategic Information Systems
- 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:

- 360.710 Knowledge Management Systems
- 360.715 Data Mining and Discovery Informatics
- 239.710 Financial Issues in Managing a Secure Operation
- 360.701 Competitive Intelligence
- 300.610 Information Systems Financial Management
- 620.710 Services Management
- 520.601 Decision Models
- 430.750 High Technology Marketing
- 330.720 Security Architecture
- 360.705 Advanced Competitive Intelligence

**Information Systems Capstone (4 credits)**

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

---

**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
430.720 Creative Business Thinking
410.710 Advanced Market Research
141.720 Behavioral Decision Making

**Marketing Capstone (4 credits)**
Using knowledge gained in the program, students complete their program with an applied research project.

---

**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)
MASTER OF SCIENCE IN REAL ESTATE

This program is ideal for mid-career real estate professionals with three to five 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 own or have access to a PC laptop computer with the following minimum configuration:

- Intel Mobile Pentium Processor (i.8GHz)
- Windows XP Professional, SP2
- 512K RAM
- 30GB Hard Drive
- 10/100 Ethernet adapter
- 24X CD-RW/DVD
- Wireless network card supporting 802.11b/g

CURRICULUM

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 Design, Development and Management
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

Real Estate Practicum (4 credits)

Using knowledge gained in the program, students complete their program with a real estate project.
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 http://advanced.jhu.edu/academic/.

MBA/Master of Public Health
This unique 18-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 133 credits.

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 http://www.jhsph.edu/academics/degreeprograms/mph/academic_overview/D_Combined_Degree_Programs.html#MPH_MBA.
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 77 credits. Course scheduling allows for completion of MBA portion of the program in two years. Students must complete the MBA portion within six years. Due to the nature of the curriculum, course waivers are not granted in this program.

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

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. 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 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 and the Carey Business School’s Washington Center (fall start only), one evening 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.

The certificate program includes the following four courses:

757.701 Health Care and Business: Theory and Practice
757.601 Accounting for Decision-Making in Medicine
757.603 Managerial Finance for Medical Services
757.604 Leadership and Organizational Behavior in Medical Settings

**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 Finance and Capital Markets
800.610 Corporate Governance
231.740 Mergers and Acquisitions
232.701 Investments
   Finance Elective 1
   Finance Elective 2
Graduate Certificate in Financial Management/Graduate Certificate in Investments and MA 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 MA Degree in Applied Economics and the Graduate Certificate in Financial Management, and the Graduate Certificate in Investments. This enables students to earn both the MA Degree and a Graduate Certificate for a total of 16 courses, eight through Arts and Sciences and eight through Carey. Applicants should submit an application to the Dual MA Degree in Applied Economics/Graduate Certificate in Financial Management or the Dual MA 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 final course in the certificate provides students with hands-on experience managing funds through a semester-long portfolio management simulation. The certificate program is structured to complement preparation for the Chartered Financial Analyst (CFA) examinations.

Admission
Applicants must meet the general requirements for admission to a Carey Business School graduate degree program, as outlined in the admission section.

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 Finance and Capital Markets
- 232.701 Investments
- 232.710 Derivatives
- 232.720 Fixed Income
- Finance Elective 1
- Finance Elective 2

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
The Competitive Intelligence certificate consists of eight courses (16 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 rapid pace of advancing globalization during these first decades of the 21st century is a time of tremendous opportunity for minority leaders, managers and executives who are competing in an increasingly global and complex marketplace. Moreover, the most innovative, productive and successful organizations will draw globally prepared leaders and managers from the range of sectors of an increasingly diverse workforce. Minority professionals are advancing to leadership roles in many areas. Consequently, capable and effective underrepresented group leaders and managers are essential to the functioning of current and future business, government, and entrepreneurial organizations in the Baltimore-Washington region, the nation, and the world.

To meet this challenge, 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, 18-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.

Unique features

The Carey Business School Leadership Development Program (LDP) is the nation's first graduate-level cohort program specifically designed to enhance leadership capacity, decision-making, management practice, and career management skills for early to mid-career underrepresented professionals with demonstrated potential for advancement. The LDP program is nationally recognized for innovation and excellence among its program graduates. LDP students and graduates have competed for and received National Association of Securities Professionals (NASP) Pension Fund Scholarships, GE internships, QVC, Inc. internships, The Nathan Sanders Scholarship, and other competitive scholarships.

Admissions Criteria

Admission is selective. Each candidate is evaluated on the following general criteria: a bachelor's degree, the equivalent of five or more years of successful professional work experience with demonstrated potential for further advancement, personal vision, two essays, and two professional recommendations.

Program Requirements

Key components of the Leadership Development Program include:
- 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
510.601 Statistical Analysis
121.610 Negotiation
410.620 Customer Focused Marketing
755.736 Minority Manager
755.737 Community and Policy Session for Minority Managers (no credit)
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 seeking professional advancement and 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.

A student in this program may pursue a concentration in Accounting, Finance, Information Systems, Management or Marketing. Students must complete 60 credits of upper-level (.300-level and higher) coursework with the Carey Business School. The first 60 credits of the bachelor’s degree program must be transferred from another regionally-accredited, academic institution.

The program consists of 60 upper-level undergraduate credits of coursework: 18 credits of Business Core courses, 12 credits of Skill, Tools and Methodology courses, 9 credits of required concentration courses, 9 credits of concentration electives, a 3-credit concentration capstone, and a 9-credit Hopkins capstone.

Curriculum

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:
210.350 Financial Ratio Analysis Principles
231.320 Principles of Finance
410.320 Principles of Marketing
100.320 Global Business
680.320 Production and Operations Management

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:
120.301 Managerial Communication
510.301 Statistics for Business Decision Making
131.301 Ethical Leadership
121.310 Negotiations in Business

Electives (21 credits)

Concentration Capstone (3 credits)
800.490 Corporate Governance

Hopkins Capstone (9 credits)
Students are required to complete Strategic Management and the Senior Project. Both 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

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.
COURSE DESCRIPTIONS
**Course Descriptions**

**BU.001.400 Undergraduate Internship Project**
Internship projects are available to students who wish to apply their classroom learning in a professional work environment. The Internship Project course is non-credit and offered at the start of classes in fall, spring and summer only. Students may register on the waitlist for the Internship Project course pending approval of the internship content and learning objectives by the faculty coordinator and the Associate Dean for Professional Programs. Students must submit the Internship Project Proposal form to the faculty member coordinating the Internship Project course. (0 credit)

**BU.001.500 Undergraduate Independent Project**
An independent study provides an opportunity for students to study a particular topic of interest in depth. Students who demonstrated competency in a certain area may elect to pursue an independent study project under the supervision of a faculty sponsor with expertise in the selected area. (3 credits)

**BU.001.600 Graduate Internship Project**
Internship projects are available to students who wish to apply their classroom learning in a professional work environment. The Internship Project course is non-credit and offered at the start of classes in fall, spring and summer only. Students may register on the waitlist for the Internship Project course pending approval of the internship content and learning objectives by the faculty coordinator and the Associate Dean for Professional Programs. Students must submit the Internship Project Proposal form to the faculty member coordinating the Internship Project course. (0 credit)

**BU.001.700 Graduate Independent Project**
An independent study provides an opportunity for students to study a particular topic of interest in depth. Students who demonstrated competency in a certain area may elect to pursue an independent study project under the supervision of a faculty sponsor with expertise in the selected area. (1 credit)

**BU.100.320 Global Business**
Ready for a flatter world? This course examines the reality that business is a major facet in the ever-growing global framework. Students examine the world of the multicultural business within a global environment, and the context within which small businesses, multinational corporations, multilateral institutions and non-governmental organizations (NGO’s) interact. Students learn to apply global business concepts in understanding national political economics, legal systems and socio-cultural environments. Business within the world of humanity. (3 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 students' 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 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 students to analyze situations in order to develop 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.121.330 Entrepreneurship
Catch the spirit of entrepreneurship in this course! Through a study of the underpinnings of prudent fiscal management in the entrepreneurial enterprise, students 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.121.610 Negotiation
This course will provide 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 perspectives 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 lecture to introduce the problem-solving frameworks and diagnostic tools 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.131.301 Ethical Leadership
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.132.430 Employment Policy and the Law
What are the legal rights of employees? What are the legal obligations of employers? Students will examine the statutory, regulatory, and common law requirements that govern employment law. The legal issues underlying the selection, hiring, promotion, and termination of employees will be addressed along with equal opportunity, discrimination issues, affirmative action, contract negotiations, workers’ compensation, occupational health and safety, immigration laws, and major acts such as the Family Medical Leave Act and the Americans with Disabilities Act. (3 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 products 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 Land Use Regulation
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 role in public policy. (2 credits)
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)

BU.132.711 Environmental Law
This course describes the legal interface between individuals and business enterprises on the one hand and the natural environment on the other. It does so from two perspectives: the prevention and remediation of pollution, and the conservation and management of natural resources. It discusses the dual approach to pollution control: regulation and liability. The course focuses on the five major U.S. environmental statutes: the Safe Drinking Water Act, the Clean Water Act, the Clean Air Act, the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). It also briefly discusses other significant statutes such as the Endangered Species Act, the Coastal Zone Management Act and the Occupational Safety and Health Act (OSHA). The course explains the interrelationship between state and federal law, judicial decisions, international treaties, and the common law; and it explains the historical development of environmental law through the common law doctrine of nuisance. (2 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.141.430 Teamwork & Diversity
The diversity of today’s workforce brings both rich opportunities and real dilemmas. This course explores the sources, extent, and contributions of diversity in American business. Students explore the behaviors that block organizational and individual effectiveness in a diverse workplace including stereotyping, prejudices, and generalizations. Practical strategies such as organizational action plans, taskforces, and diversity programs are discussed to learn how managers can effectively attract and retain a diverse workforce. (3 credits)

BU.141.710 Effective Teams
In today’s businesses, teams are a basic organizational building block. ‘Teaming’ is perennially listed as one of the top skills that recruiters look for in graduating MBAs. This course conveys knowledge and practical tools that help students become more productive team members and leaders. Topics discussed include the characteristics of high performing teams, leadership strategies for creating performing teams, strategies for avoiding dysfunctional team dynamics, and best practices for managing diverse and virtual teams. (2 credits)

BU.141.720 Behavioral Decision-Making
Students increase their insight and ability to make effective decisions in managerial situations as they become familiar with innovative and contemporary management approaches applicable in a wide range of areas. Social, psychological, economic, and political aspects of individual and group decision-making are examined. Decision-making under uncertainty, prospect theory, decision regret, decision heuristics, perception, multi-criteria decision-making, judgment, and bias are explored through a mixture of cases, theories, and group exercises. (2 credits)

BU.142.430 Leadership Theory & Practice
The role of the manager in the modern organization is changing. With the flattening of traditional hierarchies, today’s managers are leaders whose power and influence are determined by
their ability to adapt to change, collaborate, network, and work in teams. Course participants develop an understanding of motivation in leadership styles, group dynamics, and interpersonal behavior. Case studies are used to develop skills in building, working with, and leading teams. (3 credits)

**BU.142.620 Leadership in Organizations**

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.142.720 Managing in a Diverse & Global World**

Business operates in both a market and a nonmarket environment. While business is often blamed for social ills, social or environmental challenges also provide opportunities for business. Successful managers align the firm’s capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, and natural factors that shape business’ nonmarket environment. Students learn to analyze the motives for government intervention to better judge when and how political developments may affect business. It explores the rise of “private politics” (activists, civil society networks, and NGOs), which are increasingly complementing conventional “public politics”. This new plurality also opens exciting new nonmarket strategic opportunities for business, providing it with new potential allies. This course stresses collective moral agency and the ethical dimensions of business and management in such a global political economy. Students explore cross-cultural perspectives on economics and business culture, and how to analyze and proactively manage the nonmarket environment through integrated market and nonmarket strategies. (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. Methods used by HRM to enhance the competitive capabilities of an organization are examined. 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.142.620 Leadership in Organizations**

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.142.720 Managing in a Diverse & Global World**

Business operates in both a market and a nonmarket environment. While business is often blamed for social ills, social or environmental challenges also provide opportunities for business. Successful managers align the firm’s capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, and natural factors that shape business’ nonmarket environment. Students learn to analyze the motives for government intervention to better judge when and how political developments may affect business. It explores the rise of “private politics” (activists, civil society networks, and NGOs), which are increasingly complementing conventional “public politics”. This new plurality also opens exciting new nonmarket strategic opportunities for business, providing it with new potential allies. This course stresses collective moral agency and the ethical dimensions of business and management in such a global political economy. Students explore cross-cultural perspectives on economics and business culture, and how to analyze and proactively manage the nonmarket environment through integrated market and nonmarket strategies. (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. Methods used by HRM to enhance the competitive capabilities of an organization are examined. 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.142.620 Leadership in Organizations**

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.142.720 Managing in a Diverse & Global World**

Business operates in both a market and a nonmarket environment. While business is often blamed for social ills, social or environmental challenges also provide opportunities for business. Successful managers align the firm’s capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, and natural factors that shape business’ nonmarket environment. Students learn to analyze the motives for government intervention to better judge when and how political developments may affect business. It explores the rise of “private politics” (activists, civil society networks, and NGOs), which are increasingly complementing conventional “public politics”. This new plurality also opens exciting new nonmarket strategic opportunities for business, providing it with new potential allies. This course stresses collective moral agency and the ethical dimensions of business and management in such a global political economy. Students explore cross-cultural perspectives on economics and business culture, and how to analyze and proactively manage the nonmarket environment through integrated market and nonmarket strategies. (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. Methods used by HRM to enhance the competitive capabilities of an organization are examined. 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.142.620 Leadership in Organizations**

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.142.720 Managing in a Diverse & Global World**

Business operates in both a market and a nonmarket environment. While business is often blamed for social ills, social or environmental challenges also provide opportunities for business. Successful managers align the firm’s capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, and natural factors that shape business’ nonmarket environment. Students learn to analyze the motives for government intervention to better judge when and how political developments may affect business. It explores the rise of “private politics” (activists, civil society networks, and NGOs), which are increasingly complementing conventional “public politics”. This new plurality also opens exciting new nonmarket strategic opportunities for business, providing it with new potential allies. This course stresses collective moral agency and the ethical dimensions of business and management in such a global political economy. Students explore cross-cultural perspectives on economics and business culture, and how to analyze and proactively manage the nonmarket environment through integrated market and nonmarket strategies. (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. Methods used by HRM to enhance the competitive capabilities of an organization are examined. 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)
sions and conflicts, and managing oneself in human relationships and groups. The emphasis in the course is on practical applications, real time engagements with fellow students, and understanding oneself in social and organizational environments.

Requirement: Taken concurrently with course Knowledge of Self.

BU.143.710 Groups & Teams: Overview
This course provides an overview of the organization development theory and practices related to human groups in formal organizations and structured communities as well as those in less formal organizations or virtual communities. As the building block for the advanced Groups & Teams courses, this course exposes students to the basic concepts underlying human behavior in group settings and introduces them to a core set of diagnostic and intervention methods as well as skills for working successfully in various organizational and community settings. (2 credits)

BU.143.711 Groups & Teams: Analysis
Building on knowledge gained in the Overview course, students examine groups as fundamental elements involved in the success or failure of complex organizations in an increasingly interdependent global economy. Groups are also studied as an essential component of human experience across a diverse array of cultures and countries. Students learn how to transition a group into a team by studying the concepts underlying team performance and behavior, with emphasis on the characteristics of effective versus dysfunctional teams. As members of a performance team, students use the setting of the team to explore and grapple with team dynamics, both personally and professionally. (2 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.143.720 Organizations and Social Systems: Overview
Students learn the concepts and methods involved in conducting comprehensive assessments of organizations. In addition, they explore how to utilize the concepts and methods developed for organizations to attack the challenges and problems of larger human systems such as communities and even nation states. (2 credits)

BU.143.721 Organizations: Diagnosis & Intervention
Building on the overview course, students learn how to use survey techniques, commercially available instruments, interviewing processes, needs assessments, benchmarking studies, and market analysis as tools for assessment to diagnose organizational dysfunction. Utilizing the results of these diagnostic techniques, students explore such interventions as product or service design, organizational design, outsourcing, downsizing, rightsizing, off shoring, strategic planning, culture assessment, creating vision, mission, and values statements, organizational learning, open space meetings, job design, and work flow design to address organization development. This course further focuses on the development of the knowledge and skills necessary to design and implement an array of interventions that can help to solve the problems of globally competitive organizations. (2 credits)

Prerequisite(s): BU.143.720

BU.143.722 Large Human Systems: Diagnosis & Intervention
Students apply their knowledge of organizations to large human systems for the purposes of helping neighborhoods and cities redevelop themselves, address social problems such as crime, public health, education, and creatively engage long-standing social conflicts. Students study methodologies such as comprehensive needs assessments, attitude and opinion surveys, focus groups, and, consumer and community interviewing techniques to diagnose social issues. Students further explore intervention methods that have been used effectively by practitioners around the world, including town hall meetings, appreciative inquiry, community organization, public advocacy, proposal writing, lobbying and other advocacy methods of interacting with public officials. (2 credits)

Prerequisite(s): BU.143.720
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. Students will be placed in consulting teams who will work with supervisors to negotiate and deliver organization development services to client organizations. Consulting projects will be 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 on both an individual and group basis 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)

Requirement: Completion of the core courses in the Program and the diagnostic and intervention sequence that focuses on groups and work teams.

BU.149.701 Special Topics in Management
Students explore specific topics in management through different methods such as discussions, case studies, research, projects, and application assignments. Topics and content may vary based on current issues and trends. Methods may vary based on the course content and learning goals of students. (2 credits)

BU.151.430 Global Strategic Management
What impact do various political, economic, and cultural institutions have on the global economy? Students explore the role of governments and international agencies, including the International Monetary Fund and The World Bank, in supporting world trade and commerce. Issues surrounding international trade, protectionism, tariffs, balance of trade, cultural differences, and specific trade agreements, such as GATT and NAFTA, are studied. (3 credits)

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 examines 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 students learn to introduce structure to complex and unstructured problems in corporate strategy to provide a solid foundation for managerial decision making. (2 credits)

BU.151.750 Global Business Perspectives
This course focuses on business in a specific international country or region of the world. Students learn about emerging markets, aspects of doing business, and the culture (economics, political and social) of a specific city, country or region. The focus will be on finance, leadership, strategy, technology and marketing. The series of Global Business Perspectives courses will evolve around Carey Business School’s partner universities. The specific course topic will be determined by the Carey Business School, with guidance from the host university or institution. Various sections of the course will describe the details, including the country of interest in that section. (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 within 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 their 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 addresses two central questions: “What businesses should we participate in?” and “How should we compete?” Students learn analytical techniques for diagnosing the competitive position of a business, evaluating business strategies, and identifying and analyzing specific business options. (4 credits)

Requirement: Completion of 46 credits

BU.152.430 Entrepreneurship
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 examines 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 rigorously analyze 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 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)

BU.200.401 Accounting Organizations & Society
This course examines the theoretical assumptions underlying the Generally Accepted Accounting Principles (GAAP). The early focus of the course is on the AICPA Conceptual Framework Project and the resulting Statements of Financial Accounting Concepts (SFAC), followed by an exploration of the historical roots of modern-day Financial Accounting Standards Board pronouncements. The course ends with discussions of the theoretical issues represented in various accounting applications such as the statement of cash flows, business combinations, international accounting and pension accounting. CPA examination materials are used extensively. (3 credits)

BU.210.001 Accounting and Financial Reporting Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)
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.210.410 Financial Accounting I
Students learn about the accounting cycle as well as accounting procedures for cash, receivable, payables, inventories, equipment, stocks, and bonds. Upon completion of the course, students should be fully capable of producing basic financial statements, including income statements and balance sheets, and conducting the basic account maintenance required to produce these statements. (3 credits)

BU.210.415 Financial Accounting II
This course emphasizes the vocabulary, methods, and processes by which for-profit business transactions are communicated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account revenue, and expense; and internal controls. The course also introduces the analysis of financial results. (3 credits)

BU.210.420 Auditing
This course offers a detailed examination of the AICPA external auditing standards and procedures. Topics include the audit framework, internal control testing, statistical sampling, evidence evaluation, audit ‘cells’, EDP audit applications, audit reporting, auditing ethics, and the legal environment of auditing. The course reviews selected aspects of operational auditing and special external audit reporting issues. CPA review materials are used extensively. (3 credits)

BU.210.440 Federal Taxation
This course covers the federal income tax law applicable to individuals, partnerships, and corporations. Topics include calculation of gross and adjusted gross income, income exclusions, deductions (business and non-business), and tax credits. Taxation of S corporations is introduced. The course is not designed to answer or resolve all tax questions or problems; however, it does provide general guidance regarding the tax consequences of various types of transactions. Students also learn to prepare several different types of federal income tax returns. (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

BU.211.410 Cost and Managerial Accounting
Students study 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.211.430 Accounting Information Systems
Students investigate the impact of information systems in financial decision-making. Topics include design, conceptualization, implementation, and management of both information systems and databases. Course content also emphasizes decision support systems, database marketing, and software for building cost accounting systems, developing spreadsheets, and control systems. Intensive applications in accounting through case discussion, problem analysis, and software practices constitute the methodology for this course. (3 credits)
BU.220.001 The Firm and the Macro-Economy Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.220.610 The Firm and the Macro-Economy
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 relevant to helping them develop an economic perspective for analyzing real-world phenomena. (2 credits)

Prerequisite(s): BU.510.601 or BU.790.616 or BE.790.616 or BU.790.003 or BU.755.616 or BE.790.003

BU.220.620 Economics for Decision-Making
This is a micro-economics 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)

BU.220.625 The Marketing Environment
This course introduces participants to the analysis, modeling, and evaluation of economic decisions. It also trains the student in market structures, conduct, performance assessment, and techniques as well as the analysis of industry and competitive platforms. Topics 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 managers face in today’s competitive environment in order to develop competitive positioning in global markets. (2 credits)

BU.220.640 Urban Economics
A framework for real estate analysis is discussed, considering economic and other factors affecting trends in urban structure and land use. 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)

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.230.401 Financial Institutions & Society
This course explores the management of financial institutions in a highly regulated and competitive environment. Theory and structure of financial institutions are provided through discussions of changes in the institutional environment, asset/liability management, interest rate risk management, capital requirements, and other current topics. (3 credits)

BU.230.620 Financial Modeling
This course is comprised of a Corporate Finance section and an Investment section. The Corporate Finance section discusses how to value 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. By taking a hands-on approach to Corporate Finance and Investment issues, this course should be viewed as complementary to Finance and Capital Markets and Investments. (2 credits)

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)
BU.230.710 Quantitative Financial Analysis
This course is intended to deal with the fundamentals of Monte Carlo simulation techniques and their applications in finance. Using Matlab as the programming platform, this course will expose students to hands-on computer exercises on advanced quantitative topics. This course will train 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.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 extensively assesses 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 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, such as joint ventures and internal development. (2 credits)
Prerequisite(s): BU.231.620

BU.232.410 Corporate Finance
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 also focuses 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.232.430 Money & Banking**
Students explore the relationships between central banks, commercial banks, other primary financial institutions and the operations of financial markets; the creation of debt, money, and interest rates; and the effect of financial institutions on business growth and acquisition. (3 credits)

**BU.232.440 International Finance**
This course introduces students to the financial management problems and opportunities of a multinational firm. This course builds on and extends all the principles provided by domestic corporate finance to account for dimensions unique to international finance. Topics include foreign exchange markets, currency risk management, and multi-national corporate investment and financing decisions. (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. (3 credits)

**BU.232.710 Derivatives**
This course offers a broad overview of forwards, futures, swaps and options. This course will cover both the actual working of derivatives and some of the analytical tools needed to effectively understand derivatives. The 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. The strategies are developed to match specific economic goals, such as portfolio risk reduction or variable cost elimination. (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)

**BU.232.730 Wealth Management**
This course provides strategies for coordinating financial planning for high-net worth individuals. Students learn skills to identify and appropriately address client's goals, needs, and problems in the areas of investment and investment planning. The course examines the importance of taxation, retirement, capital accumulation, and estate planning. (2 credits)

**Prerequisite(s):** BU.231.620

**BU.233.410 Investment Analysis & Capital**
The study of portfolio theory and asset-pricing models introduces students to the analytical skills necessary to conduct valuations of equities, fixed-income securities and alternative investments. This exposure leads to an understanding of the concept of portfolio management and the importance of diversification in controlling portfolio risk. (3 credits)

**BU.233.450 Real Options and Strategic Capital Investments**
This course explores the incentives for using acquisition, divestiture, and alliances as vehicles to achieve corporate strategic objectives. Students are taught analytical techniques often employed in restructuring and alliances, negotiation strategies, and the evolution of these transactions. Also discussed are problems encountered in managing these relationships and alternative modes of market entry, such as joint ventures and internal development. (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 is 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. Discussions include various financing forms and documents as well as equity arrangements. (2 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.239.701 Special Topics in Finance
Students explore specific topics in finance through different methods such as discussions, case studies, research, projects, and application assignments. Topics and content may vary based on current issues and trends. Methods may vary based on the course content and learning goals of students. (2 credits)

BU.239.705 Environmental Finance
Environmental policy is largely 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.239.710 Financial Issues in Managing a Secure Operation
This course addresses the risks (financial, reputation, business, and third party), costs, return on investment, and other business issues in developing a secure operation. Topics include qualitative and quantitative risk analysis, audits, metrics, responses to threats, and developing cost effective solutions given constraints in money, assets, and personnel. (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)

BU.241.620 Managing Construction Projects
This course reviews 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)
BU.241.710 Sustainable Development
This course introduces sustainable development concepts in the context of real estate. It discusses the economic and policy challenges of sustainable development; and the opportunities and limits of the private sector in meeting these challenges. The course explores the roles and techniques used by firms, governments, and non-governmental organizations to advance sustainable development efforts in urban settings. It explores how the “business case” for sustainable real estate development is constructed. The course introduces environmental and social standard-setting bodies, certification and firm-level tools used to implement such strategies. (2 credits)

BU.241.715 Urban Revitalization
This course provides an overview and assessment of the theory and practice of urban revitalization, including a discussion of the nature and role of revitalization in the management of urban change, a review of the core elements of large-scale urban revitalization, and its role in a set of niche real estate products. It examines context, rationale, and principles in a multifaceted process that is simultaneously comprehensive, multidisciplinary, long-term, and integrated. (2 credits)

BU.241.720 International Real Estate Investment
This course covers the expansion and impact of globalization of the U.S. real estate industry and discusses international projects including legal, design, cultural, and finance issues. Foreign investment in the United States and the structure of real estate projects in other countries are analyzed. (2 credits)

BU.241.725 Global Perspectives in Real Estate
Cross-border real estate development, investment and management present 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 course investigates international investment issues and the complex aspects of overseas development. (2 credits)

BU.242.601 Real Estate Market Analysis
Marketability analysis (the measurement of demand for real estate products and for a specific project) is the subject 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)

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 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)

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. Private debt and equity plus public debt (CMBS) and equity (REIT) investment alternatives are covered. (2 credits)

BU.242.715 Appraisal & Valuation
An understanding of the underlying theories, principles, and procedures for real estate appraisal is critical to determine the value of land and residential and commercial property. This course covers the appraisal process, sales, cost, discounted cash flow techniques, and some non-traditional ways of determining value. The specific focus is on the assumptions used in each model. (2 credits)

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)
BU.242.730 U.S. Real Estate Markets – Inbound Investments
Foreign investors can find opportunities in the US real estate market, but they may face legal and regulatory issues. This course explores the criteria different international investors use when they enter the US market, building on the foundation material covered in the Global Perspectives class. (2 credits)
Prerequisite(s): BU.241.725

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 offers exciting potential for growth. This course examines the strategies for investing in both developed and emerging international markets. (2 credits)
Prerequisite(s): BU.241.725

BU.245.720 Contemporary Topics in Real Estate
This year long course is designed to provide the student with the 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, but also the community at large, will be explored. In addition, class activities will begin the process of creating a cohesive student cohort. Speakers will emphasize some of the many 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 Track focus: Development, Institutional Investment Management, Valuation and Analysis, Community Development, or International Real Estate. It 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)

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 to full-time MS in Real Estate candidates only.

BU.300.401 Technology & Society
In order to create effective and functional systems for an organization, the information technology professional must understand the impact technology has on people. This course examines the effects and issues of technology from the personal perspective. Topics include interfaces and their effects, ergonomics, legal issues, social impact, acceptance of systems, politics, ethical issues, and the user role in design, development, testing, and running of systems. (3 credits)

BU.300.601 Systems Development
This course discusses 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. (2 credits)
BU.300.610 Information Systems Financial Management
Investments in new information systems are 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 Information Systems Project Management
This course provides techniques for managing each phase of the project life cycle to include 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)

BU.310.410 System Analysis and Program
The most important skill needed by contemporary system designers is the ability to understand the organization’s needs and translate them into effectively designed systems. This course covers the theory, concepts, and steps involved in analyzing business functions, determining their needs, and translating them into a coherent system design. Topics covered include understanding business needs, dealing with users, needs analysis, documenting and structuring technology requirements, the system development life cycle, group dynamics, logical design, structured walkthroughs, presentation skills, system acquisition, and effective communication. (3 credits)

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.310.620 Information Systems
This course addresses reflects the higher level industry interests of students knowing how technology, brought together with people and processes into systems, contributes to leveraging the creation of business value in this field. (2 credits)

*Note: Open only to MBA students. No credit given to MS/ITS students.*

BU.310.790 The Emerging Frontier in Information & Communication Technologies
This course discusses how the modern enterprise is becoming ever more “digital” in terms of what it is and what it does. This course addresses the digital aspect of the enterprise and covers such topics as virtual business processes, performance measurement, digital business models, (dis)intermediation, automatic business businesses, channel conflict and synergy, creating trust and security, and ethics. (2 credits)

BU.320.425 Information Assurance Principles
Security has become one of the most important aspects of systems development given that it impacts almost every part of the system and has technical, legal, and operational ramifications. This course introduces students to security concepts and provides an overview of the field. Topics include basic security concepts and information system assurance principles; security standards: identifying potential system threats; developing responses; potential personnel issues; an overview of hardware, software and network problems; and concepts in security planning. (3 credits)

BU.320.430 Encryption & Cryptography
Understanding the inner detail of security processes can provide for better security systems design and operations. This course examines details of typical security protection measures. Topics include certificate authorities (CA), public key infrastructure, Rivest-Shamir-Adleman (RSA) architectures, data encryption standard, pretty good privacy, steganography, and security standards. (3 credits)
BU.320.435 E-Commerce Security
Security permeates all facets of information systems today. Each area has some specialized security components and process important to it. This course examines the security principles and practices involved in Web or e-commerce security. Topics include SET, SSL, web server security operations, certificates, authentication, digital signatures, and others needed for developing a secure e-commerce operation. (3 credits)

BU.320.440 Software & OS Security
At the heart of a system’s operations is the operating system (OS). This course examines OS security principles and practices. Topics include OS security architecture, account and password protection mechanisms, assessing OS vulnerabilities, application interaction, module control, memory security, operational logs, protecting the code, viruses and virus protection, and security applications. (2 credits)

Prerequisite(s): BU.300.601

BU.320.701 Emerging Frontiers in Health Care: Technology & Strategy
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.330.445 Network & Intrusion Forensics
This course will introduce the student to the collection, examination, and analysis of data on networks. Topics covered are techniques for collecting, reconstructing and analyzing a network packets, spoofing, port scanning, worms and other network vulnerabilities; identification of forensic data locations on a network; deployment of open-source network tools to collect and analyze network traffic; and development of pre-incident network forensic collection plans, including the appropriate collection tools and their location on the network. (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 enables an in-depth understanding 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.330.720 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)

Prerequisite(s): BU.300.601

Note: Course formerly offered as BU.370.701. Students cannot use credits for both BU.330.725 and BU.330.701 towards any degree or certificate requirements.
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 reflects the higher level industry interests of students knowing how technology, brought together with people and processes into systems, contributes to leveraging the creation of business value in this field. (2 credits)

Note: Open only to MBA students. No credit given to MS Information Systems students. Course formerly offered as BU.310.620. Students cannot use credits for both BU.310.620 and BU.350.620 towards 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 management 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)

BU.350.720 Emerging Frontiers in Health Care: Technology and Strategy
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: Course formerly offered as BU.320.701. Students cannot use credits for both BU.320.701 and BU.320.780 towards 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. (2 credits)

Note: Course formerly offered as BU.380.701. Students cannot use credits for both BU.380.701 and BU.350.780 towards any degree or certificate requirements.

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 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.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)

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.370.701 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)

*Prerequisite(s): BU.300.601*

BU.380.701 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. (2 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.400.401 Marketing & Society
Explore the nature of institutions (legal, cultural, political) affecting marketing decisions in the domestic and international environment. Topics include institutions as they relate to communication, sales, and the implementation of strategy. Students study the impact of various laws and regulations on marketing and business practices. Antitrust laws, food and drug regulations, product safety issues, price discrimination, and laws affecting the environment and consumers are studied. (3 credits)

BU.410.001 Customer Focused Marketing Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

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 dis-
cussed. Topics 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 of Marketing Decisions**

Most issues faced by marketing executives have financial implications involving costs and revenues. Students learn the financial analysis tools to develop a business case for new products and other marketing initiatives. In addition, they learn how to develop a budget that enables them to manage their marketing organization. (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 playing, and applied projects. (2 credits)

**BU.410.710 Advanced Market Research**

This is a continuation of the Market Research course for students who wish to explore further the technical aspects of gathering, analyzing, and managing consumer data that can affect an organization’s marketing plans and operations. Students learn to apply more sophisticated analytical models, and primary data collection methods. Students will use statistical software packages to analyze the data. Knowledge of linear regression models is a requisite. (2 credits)

**BU.420.430 Channels and Sales Force Management**

Marketing channels define an array of exchange relationships that create value in the acquisition, consumption and disposition of products and services. Topics include: the strategic selling planning process; financial analysis techniques in sales; distribution channel design and relationship management; long-run partnerships; strategic fit between sales force and organizational goals; sales planning and forecasting; time and territory management; compensation issues; sales force evaluation and performance; and analysis of sales, costs, and profitability. (3 credits)

**BU.420.440 Marketing Communications**

The transfer of marketing strategies, plans and tactics into a communications and promotional program is key to successful marketing. Students explore the roles of consumer behavior, communications theory, and the media in an integrated marketing effort. They learn about methods for effectively planning and implementing promotional campaigns that integrate print, broadcast, direct marketing, public relations, and internal communication pieces. (3 credits)

**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 gaining 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 methods of improving relations with customers, focusing on the 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 explores collection and evaluation of organizational data in all functional areas of the enterprise, and explores 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 course. 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.430.420 Marketing Intelligence
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. (3 credits)

BU.430.440 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. (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 from which to create consistent communications. An overview of positioning and an examination of what constitutes good marketing copy will be studied 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 and BU.510.601 or BU.790.616 or BE.790.616

BU.430.730 Innovation & New Product Development
This 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)

BU.430.740 Channel & Distribution Strategy
The distribution channel is part 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, their own private labels. This course deals with the question of 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)

BU.430.750 High Technology Marketing
This course focuses on what is required to develop and deliver successful marketing strategies in high-tech markets. It reviews the characteristics of tech-intensive markets and the impact they have on marketing decisions around pricing and distribution. It also examines the impact of
technology on marketing, in particular new media and the resulting phenomena, such as user-created content and technology-enabled word-of-mouth. The course examines the factors contributing to business models, form of pricing, and optimal price points as key decisions.

(2 credits)

**BU.450.705 Strategic Brand 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 learn to use conceptual and analytic tools to develop and implement winning brands. (2 credits)

**BU.450.710 Market-Driven Strategy**

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)

**BU.450.720 Creative Business Thinking**

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)

**BU.460.600 Special Topics in Marketing**

Students explore specific topics in marketing through different methods such as discussions, case studies, research, projects, and application assignments. Topics and content may vary based on current issues and trends. Methods may vary based on the course content and learning goals of students. (2 credits)

**BU.460.790 Marketing Capstone**

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 is offered each fall and spring semester. (4 credits)

**BU.510.001 Statistical Analysis Waiver Exam**

This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

**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 with 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 their use 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.520.001 Decision Models Waiver Exam**

This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

**BU.520.601 Decision Models**

This course will introduce students to some of the decision modeling techniques available for
analyzing business problems. Topics include decision analysis, nonlinear optimization, linear optimization, integer optimization, and simulation. Students will become familiar with identifying problems, formulating models, solving problems in a spreadsheet and then interpreting the results. (2 credits)

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. Participants take 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)

Prerequisite(s): BU.510.601

BU.753.701 Managerial Economics
This is a micro-economics 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, and pricing strategies for multiple products. (3 credits)

Prerequisite(s): (BU.790.614 and BU.790.616) or (BU.790.614 and BU.790.003) or (BU.790.616 and BU.756.003) or (BU.756.003 and BU.790.003) or (BU.790.614 and BU.755.616) or (BU.755.616 and BU.790.003)

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 and 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. The course is graded on a pass/fail basis. (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 the impact on 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, and augment what is covered in The Minority Manager:
Power, Influence, and Change course. The course is graded on a pass/fail basis. (0 credit)

BU.756.001  Financial Accounting Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.756.002  Mathematics for Financial Analysis Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.756.003  Business, Government, and the World Economy Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.756.004  Financial Management Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.756.701  Corporate Finance
The main goal of this course is to analyze corporations' major financial decisions. This is not an introductory course. Students are required to be familiar with the basic concepts of corporate finance. 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. Students develop the fundamental principles of financial valuation and analysis, which provide a solid foundation for all other finance courses. (3 credits)

Note: Recommended as first MBA core course completed

Prerequisite(s): BU.790.609 or BU.756.004 or BE.790.609 or BE.756.004 or (BU.755.613 and BU.790.611 and BU.755.616)

BU.756.715  Financial Risk Management
This course offers an introduction to the evolving and expanding practice of financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. The course addresses how to control for market and credit risks. Liquidity, operational, and legal risks are discussed. Topics include value at risk, Monte Carlo simulation, scenario analysis, stress testing, credit value at risk, and credit derivatives. (3 credits)

Prerequisite(s): BU.756.760 and BU.756.761 and BU.756.701

BU.756.744  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. The course is designed to address the importance of taxation, retirement, capital accumulation, and estate planning. (3 credits)

BU.756.750  Special Topics in Finance
Students explore specific topics in finance through different methods such as discussions, case studies, research, projects, and application assignments. Topics and content may vary based on current issues and trends. Methods may vary based on the course content and learning goals of students. (3 credits)

Prerequisite(s): BU.756.701

BU.756.761  Derivative Securities
The aim of the course is to offer a broad overview of forwards, futures, swaps and options. This course will cover some of the analytical tools needed to effectively understand derivatives and the actual working of derivatives, balancing theory and application. The overall 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. The strategies are developed to match specific economic goals, such as portfolio risk reduction or variable cost elimination. (3 credits)

Prerequisite(s): BU.756.701 or BU.790.609

BU.757.601  Accounting for Decision Making in Medicine
In this course, students develop an understanding of the concepts and methods by which all business
transactions are communicated. Cost accounting concepts, 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 materials and discussions. (3 credits)

Note: This course is open only to MBA in Medical Services Management students.

BU.757.602 Medical Economics
This course introduces the basic analytical tools of economics and applies them to issues in health care. 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 757.601 Accounting for Decision Making in Medicine, theory is applied to all businesses, and then is related specifically to health care using classroom examples, written case problems, and guest speakers. (3 credits)

Note: This course is open only to MBA in Medical Services Management students 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 health care. 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 health care 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 Health Care 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 is designed for health care providers to learn 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 health care organizations. The course provides an understanding of how current business and management knowledge is applied to health care organizations 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 in Medical Services Management students.

BU.757.707 Legal Issues in Medicine
This course provides health care professionals 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), tort law, criminal aspects of health care, patient consent and rights, issues of procreation, AIDS and health care workers, end of life issues, and health care 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 economic theory to the real world of health care. Topics include the theory of the firm as it applies to physicians, hospitals, and systems; the market for labor in health care; the role of health insurance; asymmetric information and the role of agency; the pharmaceutical market; government as payer and regulator; and equity/ethical considerations. (3 credits)
Note: This course is open only to MBA in Medical Services Management and MSN students.
Prerequisite(s): BU.757.703

BU.757.711 Finance for Medical Services II
This course expands upon the concepts presented in 757.601 Accounting for Decision Making in Medicine and 757.603 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 health care 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 effective negotiation of business relationships in health care. The course also explores the ethics of negotiation. (3 credits)
Note: This course is open only to MBA in Medical Services Management students.

BU.757.717 Cost-Effectiveness Analysis in Health Care Management
Health care policy and management often requires decisions that involve a choice between alternative programs or interventions where each initiative involves an investment of scarce resources and the expectation of benefit. Direct comparison of the alternative programs may be difficult due to differences in the types and magnitudes of benefits as well as the amount and timing of investment. Cost-effectiveness analysis (CEA) and cost-benefit analysis (CBA) are economic tools that have been developed to help inform these choices. CEA and CBA are distinct
but related methodologies. CEA measures output in terms of health effects with results expressed as “incremental cost-effectiveness ratio” of cost per unit of outcome. CBA places a monetary value on outcomes with the result of analysis stated as net benefit after subtracting program cost. This course will utilize a case-study approach to investigate the methods, limitations, and contemporary application of CEA and CBA in health care policy and management. Cases will describe use of these tools in both “macro” and “micro” settings ranging from the investment decisions of a large international development agency to the coverage and payment decisions of a health insurance plan. For each case students will first examine the context of the decision: nature of the organization, characteristics of programs or interventions under comparison, final decision. Students will then delve into the methodology: theoretical framework, sources of data, mathematical and statistical techniques. (3 credits)

Note: This course is open only to MPH/MBA students only.

BU.757.720 Special Topics in the Business of Medicine
This course will provide students with the opportunity to focus on a special topic in the business of medicine. The topic varies and is based upon current and relevant issues/trends faced by the health professional in the 21st century. Possible topics include, but are not limited to: patient safety, HIPAA, mergers and acquisitions, and corporate governance. (1 credit)

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 presented from an actual company and chart the future of the company. The major responsibility of the students 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.757.810 Independent Graduate Project
Students with a special interest in a particular topic in the business of medicine may apply to study under the direction of a faculty member. Independent study applicants should submit a request, including an outline of the proposed project and must receive written approval prior to registration. (3 credits)

Note: This course is open only to MBA in Medical Services Management students and MPH/MBA students.

BU.757.820 MBA/MPH Capstone: Integrative Field Experience
This course will focus on applying knowledge gained from previous courses in the MBA/MPH program to real-world situations. The students will 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 decisions and justify their recommendations through oral and written communications. (3 credits)

Note: This course is open only to MPH/MBA students only.

BU.757.601 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 concepts, 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 material and discussions. (3 credits)

Note: This course is open only to MBA/MS Biotech students.

BU.757.602 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 Accounting for Decision Making in Biotechnology, 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 on the concepts presented in Accounting for Decision-Making in Biotechnology and 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 addition, 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. Applications 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 will provide students with the basic skills needed for effective negotiation of business relationships in the biotechnology industry. The first part of the course focuses on understanding and developing a systematic approach for preparing for, structuring, and negotiating key business relationships. The second 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 Biotech students

**BU.759.709 Legal Issues in Biotechnology I**
In this course, students gain a thorough understanding of the legal issues surrounding the protection and marketing of biotechnology innovations. Topics include an overview of intellectual property and patent law; historical and current application of these principles to biotechnology and bioinformatics; and potential developments in the field. (2 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 in the biotechnology industry. 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.759.706

**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 deci-
sions 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. Replaces undergraduate course 457.521. (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 do 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 deliver formal presentations. Replaces undergraduate course 457.522. (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.761.700 Managerial Communication**

This course enables students to communicate orally and in writing as managers both 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, and communicate effectively across various cultures. (3 credits)

**Note:** Completion of all MBA foundation courses required

**BU.761.724 Project and Team Management**

The temporary team, assigned to a finite project, is an increasingly common way of organizing in corporate America. This applied course provides techniques for managing each phase of the project life cycle to include 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. Group process skills receive equal attention. Students learn how the project manager creates task commitment and positive working norms, establishes clear roles, and manages conflict. Students use project management software throughout the semester. (3 credits)

**BU.761.726 Managerial Strategy and Policy**

Students integrate knowledge of business functions to understand the development and implementation of successful strategy. Students explore concepts of mission and goal setting, industry analysis, competitive advantage, and appropriate organizational structure and leadership for successful implementation of strategy. Case analysis is used to examine the unique and universal challenges of domestic and multinational firms. (3 credits)

**Note:** This is a required course in the Management Concentration.

**BU.761.731 Management and Organizational Behavior**

Students examine organizational behavior, management, 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. (3 credits)

**BU.761.740 Entrepreneurship**
This course focuses on the knowledge, skills, and attitudes that enable entrepreneurs to pursue opportunities in business development. Students form entrepreneurial teams and experience each step of the entrepreneurial process by beginning a business of their own choice. The end result is a business plan that could be used in a real entrepreneurial situation. 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. (3 credits)

**BU.761.760 Independent Study in Management**
An independent study format provides an opportunity for students to explore areas of interest that are not covered in the management curriculum. Integrated with research, course work is completed under the supervision of a faculty member. An Independent Study must be formally requested from and approved by the chair of the Department of Management. (3 credits)

**BU.762.703 Marketing Strategy**
This course provides students with a solid foundation in 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. (3 credits)

**Prerequisite(s):** (BU.762.702 and BU.762.709 and BU.762.730 and BU.762.731) or (BU.755.613 and BU.755.615 and BU.755.616 and BU.761.625 and BU.790.611 and BU.790.614)

**BU.762.732 Brand Management**
This course examines the value proposition for creating a strong brand and analyzes the relationship between branding, customer loyalty, pricing, and market leadership. Learning the principles of brand management, students utilize newly acquired knowledge to build a plan to make products brand leaders. (3 credits)

**Prerequisite(s):** (BU.762.702 and BU.762.703 and BU.762.709 and BU.762.730 and BU.762.731) or (BU.753.701 and BU.756.701 and BU.761.700 and BU.761.731 and BU.762.703 and BU.771.732 and BU.771.750)

**BU.762.808 ARP Research and Review**
Students who are ready to begin the Applied Research Project portion of the MSM program and need an additional 1-credit for registration purposes may elect to take this course in place of 762.809 ARP Proposal. All topics will be presented in a seminar style course in order to prepare students for successfully completing the Applied Research Project. Students must attend six sessions, which will be held on various SATURDAYS at a designated campus. The sessions will be offered once per semester at either the Washington or Downtown Baltimore campus. Efforts will be made to offer some sessions back-to-back in order to reduce the number of Saturdays needed. The sessions are as follows:

1) Applied Research Project Guidelines
2) Library Services
3) Strategic Marketing Models
4) APA format
5) SPSS Refresher
6) Effective Presentations

Students will take exams to confirm mastery of each session topic, along with additional assignments to be distributed and/or collected electronically. Students need to complete these requirements the semester prior to enrolling in the Applied Research Project course, 762.810. Students will develop and complete their proposal while taking these sessions at the same time. Students must contact their academic advisor before registering for this course. (1 credit)
**BU.762.809 Applied Research Project Proposal**

Students who are ready to begin the Applied Research Project portion of the MSM program must fulfill the following requirements. These topics will be presented in a seminar style course in order to prepare students for successfully completing the Applied Research Project. Students must attend six sessions, which will be held on various SATURDAYS at a designated campus. The sessions will be offered once per semester at either the Columbia, Washington or Downtown Baltimore campus. Efforts will be made to offer some sessions back-to-back in order to reduce the number of Saturdays needed. The sessions are as follows:

1. Applied Research Project Guidelines
2. Library Services
3. Strategic Marketing Models
4. APA format
5. SPSS Refresher
6. Effective Presentations

Students need to complete these requirements the semester prior to enrolling in the Applied Research Project course, 762.810. Students will develop and complete their proposal while taking these sessions at the same time. Students must contact their academic advisor before registering for this course. (0 credit)

**BU.762.810 Applied Research Project**

Students learn to apply marketing knowledge to marketing issues in a business environment, by designing and conducting a marketing project under the supervision of a Carey Business School faculty adviser. Students must submit an application, including a detailed proposal of the project and must receive written approval prior to registration. Students should contact their advisor for more information about the applied research project. Students should allow sufficient time in the prior semester for project application and proposal approval. (3 credits)

**BU.767.685 Real Estate Valuation**

An understanding of the underlying theories, principles, and procedures for real estate appraisal is critical to determine the value of land and residential and commercial property. This course covers the appraisal process, sales, cost, discounted cash flow techniques, and some non-traditional ways of determining value. The specific focus is on the assumptions used in each model. (3 credits)

**BU.767.715 Real Estate Law**

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. (3 credits)

*Note: This course is open only to MS in Real Estate candidates.*

**BU.767.716 Real Estate Regulation**

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 role in public policy. (3 credits)

*Note: This course is open only to MS in Real Estate candidates. It is offered for part-time studies during the summer session only.*

**BU.767.730 Market and Feasibility Analysis**

The measurement of demand for real estate products, and for a specific project (marketability analysis) are 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. (3 credits)

*Note: This course is open only to MS in Real Estate candidates.*

*Prerequisite(s): BU.767.760 and BU.767.776*

**BU.767.746 Building and Site 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, design, and (3 credits)
Note: This course is open only to MS in Real Estate candidates. It is offered for part-time studies during the summer session only.

**BU.767.777 Real Estate Investments**
This course investigates the factors needed to conduct an investment analysis: market analysis, marketability, feasibility, finance, accounting, and tax regulations and liability. Using ARGUS software, this course explores forecasting project viability and estimating present value as well as analytical techniques of valuation including after-tax cash flow analysis, lease and expense analysis, and sensitivity analysis. (3 credits)

*Note: This course is open only to MS in Real Estate candidates. (With approval from the Department of Real Estate, MS in Finance students may enroll in this course.)*

**Prerequisite(s): BU.767.776**

**BU.767.785 Valuation and Analysis**
Students in this course review the current literature in real estate valuation and investigate issues and problems in theory and practice, including the effects of market constraints, risk analysis, after-tax valuation, and limited market property appraisals. Topics include capitalization, forecasting, inflation/deflation forecasting, and advanced discounted cash flow analysis. (3 credits)

*Note: This course is open only to MS in Real Estate candidates.*

**Prerequisite(s): BU.767.685 and BU.767.776**

**BU.767.786 Real Estate Portfolio Analysis**
Investment analysis, operations analysis, and leasing programs are examined to identify strategies for maximizing property performance. Asset performance forecasting is studied using property management software and Monte Carlo simulation. Multiple assets are then examined using Modern Portfolio Theory (MPT). Issues such as property type, location, and tenant economics are explored. (3 credits)

*Note: This course is open only to MS in Real Estate candidates.*

**Prerequisite(s): BU.767.777**

**BU.767.795 Real Estate Construction**
The course reviews 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. (3 credits)

*Note: This course is open only to MS in Real Estate candidates.*

**BU.767.796 Real Estate Portfolio Management**
Portfolio management is a well-developed science in the institutional investment world for stocks and bonds, but is still developing in real estate markets. While insurance companies have invested in real estate and debt for decades, 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. Private debt and equity plus public debt (CMBS) and equity (REIT) investment alternatives are covered. (3 credits)

*Note: This course is open only to MS in Real Estate candidates.*

**Prerequisite(s): BU.767.776**

**BU.767.797 Real Estate Capital Markets**
This course examines real estate capital markets and their implications for lenders, institutions, and owners. Students examine debt and equity financing from 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. (3 credits)

*Note: This course is open only to MS in Real Estate candidates.*

**Prerequisite(s): BU.767.776**

**BU.767.810 Practicum in Real Estate**
This professional seminar integrates all aspects of the real estate curriculum and serves as the capstone. Emphasis is placed on the student’s Track focus: Development, Institutional Investment Management, Valuation and Analysis, Community Development, or International Real Estate. It combines lectures, readings, fieldwork, and analysis. (4 credits)

*Note: This course is open only to full-time MS in Real Estate candidates.*
BU.767.815 Supervised Internship: 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. (7 credits)

Note: This course is open only to full-time MS in Real Estate candidates.

BU.767.830 Independent Study in Real Estate
A graduate project may be arranged individually between the student and an appropriate real estate faculty member. Project applicants should submit a request, including an outline of the proposed project and must received written approval prior to registration. (3 credits)

Note: This course is open only to MS in Real Estate students.

BU.768.307 Business Statistics
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.768.309 Team Building & Leadership
Students explore the theories and conceptual frameworks surrounding the role a leader plays in encouraging and supporting teams and teamwork. Focusing on the role of the leader in an organization, students examine the differences of people and the impact on team behavior in interpersonal, group and organizational settings. Participants explore and develop strategies to help them build, work with and lead teams. (3 credits)

BU.768.313 Customers & Competition
The motto for many companies is, “The customer is number one,” but how does an organization actually bring that statement to life? How can every facet of an organization from operations to human resources be focused on satisfying customers’ needs? Students in this course examine the organizational strategies of companies such as Pepsi, 3-M, and Land Rover to identify methods for pleasing customers and gaining a competitive advantage using strategic alliances, offensive and defensive pricing, and market niching. (3 credits)

Prerequisite(s): BU.768.306

BU.768.315 Strategic Management
Is there an art to strategic planning? Students in this course learn ways to analyze a business situation and think strategically. They study the steps in a comprehensive analysis of the company, the competition, and the customer. In addition, case studies assist students in identifying the roles of finance, marketing, human resources, and operations in the development and implementation of a strategic plan. Discussions regarding performance measures and evaluation criteria help students gain an understanding of ways to monitor the performance of both strategic and operational plans. (3 credits)

Prerequisite(s): BU.768.302 and BU.768.306 and BU.768.308

BU.768.402 Market Research
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 of sampling issues, questionnaire design, data analyses, and interpretation are emphasized. Students will use statistical software packages to analyze the data. (3 credits)

Prerequisite(s): BU.768.306 and BU.768.307

BU.768.470 Security Management
This course provides students with an overview of the responsibilities of a security manager. Course topics include recruiting, supervision, budgeting, outsourcing, quality, process and operations, selling, plans, policies and procedures. It also examines the need for strategic planning for dealing with the threats of terror-
ism, workplace violence, computer attacks, drugs in the workplace, school violence, and related issues. The types of organizations studied include private companies, banks, shopping centers, military installations, college campuses, airports and seaports, and other types of entities. Students are required to analyze the security management practices of an organization and provide recommendations for enhancing the security management of the organization. (3 credits)

**BU.768.495 Business Development Seminar**
Students complete this seminar as their final course in the Business and Management major. Students develop a comprehensive business proposal focusing on the development and creation of new products, markets, and business in an entrepreneurial or existing corporate environment. In addition to examining innovative approaches to developing new business in a new or existing enterprise, students develop a detailed proposal including environmental analysis, planning, research, forecasting, budgeting, and recommended implementation strategy. (3 credits)

*Prerequisite(s):* BU.768.315 and BU.768.402 and BU.768.454

**BU.768.498 Senior Project**
The senior project is designed to provide an opportunity to synthesize critical thinking, writing, research, and presentation skills developed throughout the undergraduate program. The project allows students to study a business topic of interest at an advanced and in-depth level and produce a polished written document for their professional portfolio. Specifically, students will select a topic, frame a research question, conduct a thorough search of literature, both primary and secondary, using a wide range of resources, analyze and evaluate the information gathered, provide conclusions to the research question based on supporting evidence, write a paper that incorporates thoughtful analysis and is clearly communicated, well-organized, and appropriately referenced, and present their research findings to their colleagues, instructor, and others. (3 credits)

*Prerequisite(s):* BU.768.315 and BU.768.402 and BU.768.454

**BU.769.304 Management Information Systems**
In order to more effectively utilize technology in the business world, managers need to understand how it works and how it affects their operations.

This course will explore technology operations and how to make decisions concerning implementing them. Topics include the role of technology in the organization; historical development of systems concepts of analysis; design, development, and implementation; networking and telecommunications; managing technology; data reliability, acquisition, security, and technology trends. (3 credits)

**BU.769.421 Software & OS Security**
This course examines OS security principles and practices. Topics include OS security architecture, account and password protection mechanisms, assessing OS vulnerabilities, application interaction, module control, memory security, operational logs, protecting the code, viruses and virus protection, and security applications. (3 credits)

*Prerequisite(s):* BU.769.307 and BU.769.330

**BU.769.445 Network Forensics**
This course will introduce the student to the collection, examination, and analysis of data on networks. Topics covered are techniques for collecting, reconstructing and analyzing a network packets, spoofing, port scanning, worms and other network vulnerabilities; identification of forensic data locations on a network; deployment of open-source network tools to collect and analyze network traffic; and development of pre-incident network forensic collection plans, including the appropriate collection tools and their location on the network. (3 credits)

*Prerequisite(s):* BU.769.311 and BU.769.442

**BU.769.492 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. (3 credits)

*Prerequisite(s):* BU.769.307 and BU.769.311 and BU.769.315 and BU.769.320 and BU.769.325 and BU.769.330
BU.769.494 Technology Management
One of the most important ways to understand technology is to view and analyze its use from the organizational perspective. How do technology decisions get made? Who makes them? How are systems really used by the technology customer? This course examines these questions and other topics including the role of automation in the organization, historical development of systems, management issues. (3 credits)
Prerequisite(s): BU.769.307 and BU.769.311 and BU.769.315 and BU.769.320 and BU.769.325 and BU.769.330

BU.769.496 Independent Study in Technology
This independent study course involves research into the field of technology. Students with an interest in a particular area study under the direction of an Information Technology faculty member. Independent study applicants must submit a written request, including a description of the proposed project, an outline of the proposed final results, and a project plan timeline, and must receive written approval prior to registration. (3 credits)
Prerequisite(s): BU.769.307 and BU.769.311 and BU.769.315 and BU.769.320 and BU.769.325 and BU.769.330

BU.770.002 Systems Analysis Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.770.601 Technical Writing and Communication Skills for IT Professionals
Students learn and gain experience in written and oral communication relevant to IT management topics, such as developing proposals, preparing technical papers, delivering technical and management presentations, engaging in critical thinking, conducting product and system evaluations, and providing IT consulting support to an organization. Topics also include effective and ethical methods of IT research and analysis. (3 credits)
Note: This course is not open to MBA students.

BU.770.610 Foundations of Data Communication Systems
The objective of this course is to prepare students to understand 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 enables students to gain an in-depth understanding of telecommunications systems and networks, proposal writing and evaluations, cost vs. performance trade-offs, requirements development, 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. (3 credits)

Note: Formerly Business Telecommunications
Prerequisite(s): BU.770.517

BU.770.618 Project Management for Information Systems
Students learn to plan and manage projects for information systems. Topics include calendar preparation, project outlines, task analysis, resource allocation, risk management, cost analysis, and scheduling. (3 credits)

BU.771.001 Quantitative Decision-Making Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.771.710 Organizational and Legal Issues in Technology
Complex legal issues have developed concerning the planning, management, operation, and support of technology functions. This course provides a background in legal theory in the context of technology’s impact on business operations. Topics include ownership, intellectual property rights, software licensing, liabilities, contracting, and privacy. (3 credits)

BU.771.713 Business Processes and Change Management
Organizations are implementing new technology and applications as integral parts of their operations. This course examines the structure of business processes, effective ways to engineer them, and best practices to restructure them in response to changing strategic direction. Topics include business process re-engineering and continuous process improvement. The course
focuses on the need for integrated planning to maximize the positive impact of new technology on business operations. Students explore the critical element of dealing effectively with change in technology-intensive organizations and managing change as a routine part of the management challenge. (3 credits)

**BU.771.732 Quantitative Decision Making for Business**
This course discusses quantitative methods for decision making for business. The course 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 multicriteria decision making, multiattribute utility theory, operations research and management science techniques, and risk management. (3 credits)

*Note: Requires an understanding of college algebra*

**BU.771.750 Information Technology Integration for Business**
Given the rapid advancements in information systems, businesses are looking to leverage technology to improve the bottom line and to gain insight into the way technology is shaping the business environment. An overview is provided of the issues, strategies, and policies for managing the development and use of technology in today's environment. Students learn about technology, its impact on the organization, and the manager's role in the process. (3 credits)

*Note: Open only to MBA students. No credit given to MS/ITS students.*

**BU.772.810 Graduate Capstone Project in Technology**
The course is based on a semester-long project, which brings students from various IT concentrations together to solve an organization's IT-related business problem. Under close supervision of a Carey Business School faculty instructor and an organizational sponsor, student teams perform required tasks to complete the projects in the semester time frame. Students prepare academic reports and make presentations of solutions to their sponsors. This course is open only to MS/ITS students and should be taken as the last course in the program. Advisor approval is required prior to registering for this course. Due to the nature and intensity of the capstone projects, no other course may be taken with the capstone. (3 credits)

**BU.773.701 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. (3 credits)

**BU.773.721 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. (3 credits)

**BU.774.715 Financial Issues in Managing a Secure Operation**
This course addresses the risks (financial, reputation, business, and third party), costs, return on investment, and other business issues in developing a secure operation. Topics include qualitative and quantitative risk analysis, audits, metrics, responses to threats, and developing cost-effective solutions given constraints in money, assets, and personnel. (3 credits)

*Prerequisite(s)*: BU.773.719

**BU.774.717 Implementing Effective Information Security Programs**
This course focuses on the personnel, legal, regulatory, and privacy issues that constitute many of the basic management areas that must be considered in developing and implementing an effec-
tive information security program. The course also emphasizes the need for reasonable policies and procedures to ensure compliance. The course discusses many domestic and international laws and regulations that affect what can and cannot be done legally to secure systems. Specific topics include HIPAA, GASSP, security best practices, political issues in the organization, implementation of an enterprise-wide security strategy, and finally, the organization, roles, staffing responsibilities, and funding. (3 credits)

**Prerequisite(s):** BU.773.719

**BU.782.623 Knowledge of Self: Assessment Center**

Students in this program will begin their studies by participating in a comprehensive Assessment Center that will use a well defined competency model that incorporates many of the generic learning outcomes. The students will undergo a battery of tests assessing current performance (whenever possible) in their job roles via a 360 multi-rater instrument, measures of cognitive capacity and reasoning, interpersonal skill, and personality. In addition, students will participate in business simulations that will evaluate their performance. Students will receive personalized feedback on their performance and personal characteristics and capacities and are expected to use the results of the assessment center to help establish their personal development goals for their participation in the MBAOD Program. (3 credits)

**Requirement:** Taken concurrently with course Self as Agent of Change

**BU.782.625 Self as Agent of Change**

The course focuses on helping the students understand how to use their personal characteristics, capacities, and competencies in the work of leadership, consulting, and change management and to establish personalized learning plans to enhance their abilities. The course emphasizes the development of fundamental interpersonal and intervention skills including communication, interviewing, addressing interpersonal tensions and conflicts, and managing oneself in human relationships and groups. The emphasis in the course is on practical applications, real time engagements with fellow students, and understanding oneself in social and organizational environments. (3 credits)

**Requirement:** Taken concurrently with course Knowledge of Self: Assessment Center.

**BU.782.698 Effective Negotiation and Conflict Management**

This course examines the sources of conflict in organizations both within and between individuals. Students examine the role of resistance in conflict. Students also prepare for a variety of conflict management and negotiating forums, including defining the needs of the participants, confronting appropriately, understanding each party's objectives and motivations, and utilizing proven strategies and tactics to negotiate effective outcomes. (3 credits)

**Note:** Credit toward a degree is not awarded for both 782.698 Effective Negotiation and Conflict Management and 782.705 Conflict Resolution and Mediation Process

**BU.782.727 Human Groups: Diagnosis and Intervention**

Increasingly, the majority of the work of organizations is conducted in and by groups of individual performers who must orchestrate their efforts in order to multiply their results. The arts of leadership and organization development depend significantly upon the ability of a practitioner to be able to diagnose and intervene effectively in the interpersonal, psychosocial, and task activities of diverse work groups. These abilities in turn depend on the fundamental understanding that practitioners have about the social psychology and emotional and behavioral dynamics of groups that often are comprised of people from a variety of racial, cultural, ethnic, gender, and other types of backgrounds typically found in globally competitive organizations in the 21st Century. Communications, conflict management, problem solving, decision making, politics and influencing processes, boundaries, membership, conformity, deviance, leadership, and followership represent many of the common themes, issues, and challenges of creating and working in groups. This course will use experiential learning methodologies to expose students to these fundamentals and to effective interventions to address problems that arise in these domains of group functioning. Students will also review the broad literature on group dynamics in this course to strengthen the conceptual foundations for their leadership and consulting practices. (3 credits)

**Prerequisite(s):** BU.782.625 and BU.782.636
BU.782.728 Work and Management Teams: Diagnosis and Intervention
This course is the follow on course on group based consulting and leadership practice and focuses on the specific challenges and dynamics of creating, leading, and consulting with work and management teams comprised of members from very diverse backgrounds. The issues involved in participating in and drawing effective performance from highly diverse, multicultural groups are covered in depth. Work group interventions such as process consultation, work process design, work flow analysis, conflict management, team building, action learning, focus groups, brainstorming, barriers analysis, group coaching, and retreat design and implementation are explored. As a result of their participation in the two group assessment and intervention courses, students are expected to develop a reasonable set of professional skills that can be deployed in their first practicum field experience. (3 credits)
Prerequisite(s): BU.782.727

BU.782.733 Organizations: Diagnosis and Intervention
This course focuses on the development of the knowledge and skills necessary to perform comprehensive organization assessments and to design and implement an array of interventions that can help to solve the problems of globally competitive organizations. The use of survey techniques, commercially available instruments, interviewing processes, needs assessments, benchmarking studies, and market analysis as tools for assessment is covered in the course. Interventions such as product or service design, organizational design, outsourcing, downsizing, rightsizing, off shoring, strategic planning, culture assessment, creating vision, mission, and values statements, organizational learning, open space meetings, job design, work flow design, and others are explored. The course is based on experiential learning approaches and students are expected to develop core competencies in organizational assessment and a number of other organizationally oriented intervention methodologies. (3 credits)
Prerequisite(s): BU.782.863

BU.782.734 Large Human Systems: Diagnosis and Intervention
Throughout the history of organization development, many practitioners have utilized the concepts and methods developed in business and other settings to attack the challenges and problems of larger human systems such as communities and even nation states. Assessment methodologies such as comprehensive needs assessments, attitude and opinion surveys, consumer and community interviewing techniques have been used successfully for the purposes of helping neighborhoods and cities redevelop themselves, address social problems such as crime, public health, education, and creatively engage long standing social conflicts. Intervention methods such as open space meetings, appreciative inquiry driven surveys and engagements, community organization, public advocacy, proposal writing, lobbying and other advocacy methods of interacting with public officials have been used effectively by practitioners around the world. This course will review such approaches and methods using experiential learning methodologies. Students will be expected to develop core competencies in social systems assessment and several of the intervention methodologies currently in use in this area of practice. (3 credits)
Prerequisite(s): BU.782.864 and BU.782.733

BU.782.736 Advanced Topics in Organizational Learning
Students engage in an in-depth examination of learning and change issues in organizations. The selection of topics reflects current trends, how organizations respond to changes in the business and economic environment, labor market issues, new technologies, political trends, and consumer demands. (3 credits)
Prerequisite(s): BU.782.620 and BU.782.625 and BU.782.636 and BU.782.638 and BU.782.640 and BU.782.642 and BU.782.644

BU.782.743 Leadership Theory and Practice
This course blends theory and practice to help students develop their leadership skills. A robust theory of leadership effectiveness, woven throughout the semester, includes articulated style and domain traits, personal and positional power bases, social forces, and organizational, group, and individual variables for leadership. Emphasis is placed on case studies of leaders as effective change agents in organizations confronting turbulent times. (3 credits)
Note: Open to MBA management concentration students
Prerequisite(s): BU.782.620 and BU.782.625 and BU.782.636 and BU.782.638 and BU.782.640 and BU.782.642 and BU.782.644
BU.782.863 Practicum Field Experience I
This 3 credit course will provide 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 will be undertaken by students who have completed the core courses in the Program and the diagnostic and intervention sequence that focuses on groups and work teams. Students will be placed in consulting teams who will work with supervisors to negotiate and deliver organization development services to client organizations. Consulting projects will be 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 in organizations or social systems. Student participation will be on both an individual and group basis 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. (3 credits)
Prerequisite(s): BU.782.623 and BU.782.625 and BU.782.628 and BU.782.634 and BU.782.636 and BU.782.637

BU.782.864 Practicum Field Experience II
This 3 credit course will provide students with their second 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 will be undertaken by students who have completed the core courses in the Program, the diagnostic and intervention sequence that focuses on groups and work teams including the first practicum assignment, and the diagnostic and intervention sequence that focuses on organizations and large social systems. Students will be placed in consulting teams who will work with supervisors to negotiate and deliver organization development services to client organizations.
Consulting projects will be 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 in organizations or social systems. Student participation will be on both an individual and group basis 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 FE2 course in order to meet their degree requirements. (3 credits)
Prerequisite(s): BU.782.728 and BU.782.733 and BU.782.755 and BU.782.863

BU.782.865 Capstone Field Experience
Capstone Field Experience allows students to demonstrate consulting skills with real clients prior to their graduation. It will serve as a vehicle to integrate the knowledge they have obtained in their course work under supervision in live organization development projects. CFE components include: working with supervisors to negotiate and deliver organization development services to client organizations, expectation of demonstrating student knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches. Student participation will be on both an individual and group basis 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. Students must successfully complete the CFE course in order to meet their degree requirements. (3 credits)

BU.790.003 Statistics for Business Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area. Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

BU.790.004 Marketing Management Waiver Exam
This exam affords students the opportunity to confirm proficiency in the stated subject area.
Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. (0 credit)

**BU.790.005 Advanced Statistical Analysis**

Students learn statistical techniques for further study in business, economics, and finance. The course covers confidence intervals, hypothesis testing, analysis of variance, regression analysis, Chi square and other non-parametric techniques. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and computer software are used. (2 credits)

**BU.790.006 Capital Budgeting**

This course is designed to prepare students to apply some fundamental analytic tools and financial theories in making corporate financial decisions. The financial concepts and tools reviewed in the course are very useful for investigating why companies and financial institutions/investors behave the way they do. The ability to question and consider the reasons behind each financial decision a business makes helps to distinguish the best managers from the rest. (2 credits)

**BU.790.007 Developing Strategy**

This course focuses on the future. The basic project assignment is to help a company determine what actions to take in the present to maximize the probability of long-term success given rapid change and environmental turbulence. Participants focus on futures analysis, in-depth industry analysis, competitive intelligence, analysis of strategic and financial strength, identification of distinctive competencies, scenario development, etc. Students are required to develop and articulate a vision for a company and develop a strategy to implement that vision. (2 credits)

**BU.790.008 The Firm & the Macro-Economy**

Every organization operates within the context of its economy – local, regional, national, and international. It is imperative that the leaders of these organizations understand the workings of this macro-economy, to enhance the ability of their organizations to achieve their goals. This course explores the workings of the macro-economy, and the role of the firm within the economy. The analysis focuses primarily on the United States economy, but most of the concepts and tools apply to economies of other countries. Major topics include: tools for measuring the economy; the role of money and inflation; the opportunities and challenges of an open economy; the causes and nature of the business cycle; the Keynesian model of the economy; and macro-economic policy. (2 credits)

**BU.790.009 Managerial Economics**

This is a micro-economics 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, and pricing strategies for multiple products. Students will evaluate alternatives to accomplish specific business objectives, considering resource constraints, and the likely reactions of competitors. They will use economic concepts to make sense of complex business situations and arrive at optimal decisions that are just for all parties involved. The quantitative techniques discussed in the course will help managers to select strategic directions and respond to tactical issues to succeed in today's competitive global economy. (2 credits)

**BU.790.010 Micro-Economics Essentials**

Micro-economics is based on principles of market performance, industry structure, and company behavior. Those principles derive from essential microeconomics concepts and models, such as demand curves, price elasticity, marginal revenue, and marginal costs. This course covers the foundations of business strategy—the primary, high-level issues and decisions that ultimately determine the success and/or failure of the business. This course examines basic microeconomic principles by using on-line self-teaching learning modules and supplementary readings. (1 credit)

**BU.790.011 Corporate Finance**

This course, intended for non-finance majors, provides a rigorous introduction to the foundational principles of corporate finance that are relevant to entrepreneurial start-ups, and for-profit or non-profit enterprises. The organization will center around two themes: accounting skills and financial analysis; and corporate finance techniques. The material will complement the Capital Budgeting residency workshops. (1 credit)

**BU.790.012 Global Business**

Ready for a flatter world? This course examines the reality that business is a major facet in the ever growing global framework. Students examine the world of the multicultural business within a
global environment and the context within which small businesses, multinational corporations, multilateral institutions and Non-governmental agencies (NGO’s) interact. Students learn to apply global business concepts in understanding of national political economics, legal systems and socio-cultural environments. Business within the world of humanity. (2 credits)

BU.790.013 Cross Cultural Communications
This course examines global culture and how it affects organizations in the process of doing business in cross-cultural or multicultural settings. Specifically, students will identify the critical elements of similarity and differences of culture that govern the perceptions and thinking process of managers in the business environment both domestically and globally. This will enable students to learn appropriate cross-cultural skills and understanding to be effective as a manager. Students will investigate how a lack of cultural understanding can impact business relationships and organizational effectiveness. (2 credits)

BU.790.014 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.790.015 International Project: Innovation for Humanity
This international experience is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within the complex systems of developing communities around the world. The Fellows will spend one week in Brazil engaging with business leaders, entrepreneurs, and NGOs in order to develop an understanding of the challenging systems that prevail in emerging economies, identify the communities' salient needs, and assess the sustainable business opportunities to address those needs. (2 credits)

BU.790.016 Decision Models
This course introduces students to the principles of management science and several of the analytic tools of that discipline often used in business and government to support decision making. These techniques and their appropriate application are useful in addressing a wide range of management problems. The course is tailored for students of business seeking to augment their decision-making skills. Students will learn key terms and explore a variety of quantitative and qualitative techniques. Techniques covered include linear programming, decision trees, networks, and project management.

Students are not expected to become expert in any of the several management science techniques and approaches that are introduced throughout the course. They are expected to learn what each technique is, how and when it should be applied, and its underlying assumptions. They are also expected to be able to use these techniques to solve simple problems and to explain their solutions. Sample problems will be thoroughly discussed in class to give the student an appreciation of what can be accomplished with management science models. By the end of the course, students should be able to translate from problems described by statements in English to problems expressed in standard mathematical notation. They should be able to explain the mathematical or computer solution to a problem in terms of the original problem description. Finally, they should recognize that management science techniques help to make decisions, but do not make decisions, and that management science techniques can be used to solve problems only after they are understood and defined. (2 credits)

BU.790.017 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 products 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)
Leadership
To compete in today's business environment, it is vital that all employees are working to their potential. Motivating an employee is a complex process. It requires an understanding of the needs, wants and expectations of that employee. This course offers a comprehensive introduction to leadership and the steps one must take to become an effective leader. In addition students will receive a solid grounding in leadership approaches, theories and motivation concepts. The course also discusses the importance of rewards & recognition and grievances & discipline procedures. (1 credit)

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)

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. (2 credits)

Individual Project
In this course/project, students will have the opportunity to look closely at various issues and aspects of an organization (such as finance, human resource, marketing, IT). They will be required to work on specific deliverables, which might include a marketing plan, a pricing strategy, business plan, financial projections for a new project, etc. The faculty team will define the specific assignments and deliverables as well as several paths for the projects. (2 credits)

Innovation and New Product Development
Students investigate the implications of new product development and deployment with respect to the firm's core competencies and as a source of innovation, differentiation, and competitiveness. Topics include the design and management of new product development life cycles including processes, outsourcing, distributed design, as well as the software and services needed for product/service introduction. The course focuses on the management of new product development processes in dynamic markets and explores cross-departmental interactions in maintaining company and product competitiveness. (2 credits)

Ethics & Humanity
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)

Capstone/Corporate Project
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 non-profit 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. (3 credits)

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.790.026 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)

**Note:** This course is open only to students in the Executive MBA program.

**BU.790.027 Capstone 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 non-profit 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. (0 credit)

**Note:** This course is open only to students in the Executive MBA program.

**BU.790.028 Financial Resources: Analysis/ Interpretation of Financial Statements and 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 is discussed. It provides tools 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)

**Note:** This course is open only to students in the Executive MBA program.

**BU.790.029 Financial Resources II: Corporate Finance**
This three-module sequence 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 is discussed. It provides tools 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. (1 credit)

**Note:** This course is open only to students in the Executive MBA program.

**BU.790.030 The Firm and the Global Macroeconomic Environment I**
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 relevant to helping them develop an economic perspective for analyzing real-world phenomena. (2 credits)

**Note:** This course is open only to students in the Executive MBA program.

**BU.790.031 Business Processes I: Strategic Perspectives**
Taken in a three-module sequence, 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 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 Queuing Theory. (2 credits)

Note: This course is open only to students in the Executive MBA program.

BU.790.032 Managerial Decision Making I: Macroeconomic Foundations
This three-module sequence 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 may 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. We show how these influences may be managed to enhance the quality and effectiveness of managerial decisions. (2 credits)

Note: This course is open only to students in the Executive MBA program.

BU.790.033 People and Markets: Building & Managing the Firms Human Capital; Innovation and Creativity
This three-module sequence 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. The combination of highly motivated employees and a culture for innovation to consistently deliver a competitive value proposition that 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)

Note: This course is open only to students in the Executive MBA program.
BU.790.035 Managerial Decision Making: Statistical and Behavioral Foundations
This three-module sequence 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 may 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. We show how these influences may be managed to enhance the quality and effectiveness of managerial decisions. (2 credits)

Note: This course is open only to students in the Executive MBA program.

BU.790.036 Managerial Decision Making III: Behavioral Foundations
This three-module sequence 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 may 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. We show how these influences may be managed to enhance the quality and effectiveness of managerial decisions. (1 credit)

Note: This course is open only to students in the Executive MBA program.

BU.790.037 Business Processes: Strategic Operations
Taken in a three-module sequence, 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 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 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.038 Business Processes III: Cost Management
Taken in a three-module sequence, 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 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 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. (1 credit)

*Note: This course is open only to students in the Executive MBA program.*

**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)

*Note: This course is open only to students in the Executive MBA program.*

**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 will cover 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. (2 credits)

*Note: This course is open only to students in the Executive MBA program.*

**BU.790.041 Financial Resources: 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)

*Note: This course is open only to students in the Executive MBA program.*

**BU.790.042 Global Economic Systems**

This course investigates 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)

*Note: This course is open only to students in the Executive MBA program.*

**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 will address 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)

*Note: This course is open only to students in the Executive MBA program.*
BU.790.044 People and Markets: Customers and Competitors
This three-module sequence 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. The combination of highly motivated employees and a culture for innovation to consistently deliver a competitive value proposition that 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.045 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)

Note: This course is open only to students in the Executive MBA program.

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 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)

Note: This course is open only to students in the Executive MBA program.

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)

Note: This course is open only to students in the Executive MBA program.

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 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.049 Advanced Financial Management

The purpose of this course enables students to have 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.050 Capstone Project: Proposals Phase 1

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, Sodexo, 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)

Note: This course is open only to students in the Executive MBA program.

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)

Note: This course is open only to students in the Executive MBA program.

BU.790.052 International Finance

This course will cover 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.053 Marketing Strategy

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 playing, and applied projects. (2 credits)

Note: This course is open only to students in the Executive MBA program.
BU.790.054 Organizational Behavior
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 playing, and applied projects. (2 credits)

Note: This course is open only to students in the Executive MBA program.

BU.790.055 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. The 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.056 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 will learn through the use of readings, case studies, and rigorous analysis. (2 credits)

Note: This course is open only to students in the Executive MBA program.

BU.790.057 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. We will take 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.058 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.059 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)

Note: This course is open only to students in the Executive MBA program.

BU.790.060 Risk and 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)

Note: This course is open only to students in the Executive MBA program.
**BU.790.061 Profiles in Leadership**
The aim of this course is to examine the nature of leadership and in particular its role in the development of sustainable business and business practices. Among other activities, students will 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)

*Note: This course is open only to students in the Executive MBA program.*

**BU.790.062 Capstone Project: 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, Sodexo, 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)

*Note: This course is open only to students in the Executive MBA program.*

**BU.790.609 Financial Management**
This course is designed to introduce students to the basic, yet fundamental, issues of modern finance. This is an introductory course. The goal of the course is to provide students with the basic tools needed to successfully complete more advanced finance courses. Topics covered include time value of money, risk and return, bond and stock valuation, financial statement analysis, working capital management, and cost of capital. (3 credits)

*Prerequisite(s): (BU.790.611 and BU.790.616) or (BU.790.611 and BU.790.003) or (BU.790.616 and BU.756.001) or (BU.756.001 and BU.790.003) or (BU.790.611 and BU.755.616) or (BU.755.616 and BU.756.001)*

**BU.790.611 Financial Accounting**
This course emphasizes the vocabulary, methods, and processes by which for-profit business transactions are communicated. 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. (3 credits)

**BU.790.615 Marketing Management**
This course covers principles of market-driven managerial decision making: consumer, competitor, and company analysis; market segmentation; definition of target markets; and product positioning. The management of the marketing function, including product and pricing decisions, channels of distribution, and marketing communications, is also covered. (3 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.790.703 Developing Strategy**
This course focuses on the future. The basic project assignment is to help a company determine what actions to take in the present to maximize the probability of long-term success given rapid change and environmental turbulence. Participants focus on futures analysis, in-depth industry analysis, competitive intelligence, analysis of strategic and financial strength, identification of distinctive competencies, scenario development, etc. Students are required to develop and articulate a vision for a company and develop a strategy to implement that vision. (6 credits)

**BU.790.704 Global Competition and International Trade**
In this project, participants develop an understanding of international trade and global business. They learn how to perform country analysis, including issues of continuous change and country risk; how to understand and incor-
porate consideration of cultural differences, laws and rules, international monetary issues, etc. This is often an excellent project to do with a live company. (6 credits)

**BU.790.706 Entrepreneurial Activity-Commercializing an Invention**

This project helps participants understand the product (service) development and introduction process. They are confronted with the problem of determining the market for a product that does not exist and finding financing for an “idea.” As part of the project, they develop a business plan to present to venture capitalists or upper management. This is often an excellent project to do with a live company (incubation center or innovation center). (6 credits)

**BU.790.708 Business, Public Policy, and the Broader Environment**

This project focuses on the interrelationships between business and government. The consideration can range from government regulations to business lobbying efforts. Obviously, the issue of corporate social responsibility is also a part of the participants’ consideration. Participants also focus on the interrelationships among business and its environmental context. The social, political, technological, and economic environments are all potential targets. While any particular project may emphasize the interaction of business and a single environmental element, the total environmental system is the major target for learning in this project. (6 credits)

**BU.790.709 Focus on Self I**

This individual project targets areas of emphasis important to the individual participants. Each participant is encouraged to engage in a project that relates in some way to current or anticipated work responsibilities. Participants also complete and defend an “end-of-first-year” activity on their Individual Learning Plan and their professional portfolio during this project. (6 credits)

**BU.790.710 Focus on Self II**

This individual project targets areas of emphasis important to the individual participants. Each participant is encouraged to engage in a project that relates in some way to current or anticipated work responsibilities. Participants also complete activity on their Individual Learning Plan and their professional portfolio during this project. (6 credits)

**BU.790.711 Corporate Finance and Entrepreneurship**

Entrepreneurship seeks to provide students with an in-depth examination of the challenges involved in identifying and assessing an opportunity for an entrepreneurial venture, whether in business-to-business or business-to-consumer settings. Entrepreneurial ventures are opportunity focused, whether their setting is a start-up, a small early-stage firm, a social enterprise, or a larger well-established company. This course also applies the tools and frameworks introduced in other core courses. This course, intended for non-finance majors, provides a rigorous introduction to the foundational principles of corporate finance that are relevant to entrepreneurial start-ups, and for-profit or non-profit enterprises. The organization will center around three themes: accounting skills and financial analysis, corporate finance tools & techniques, and financial modeling and asset valuation. The material will have immediate application with the two comprehensive cases assigned and will serve as a complement towards your Focus on Self project efforts. (6 credits)

**BU.790.801 Competitive Strategy**

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)

*Note: Open only to MBA students*

**Prerequisite(s): BU.753.701 and BU.756.701 and BU.761.700 and BU.761.731 and BU.762.703 and BU.771.732 and BU.771.750**

**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 of 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

This course examines business and corporate strategies and requires students to assume the role of a general manager. General managers have to cope with tremendous complexity, uncertainty, and inadequate information. The focus throughout is on strategic management - the process of choosing and defining purposes and objectives, formulating and implementing a viable strategy, and monitoring strategic performance. The course is predicated on the thesis that the role of the policy course in the business school curriculum is to develop an ability to see the enterprise as a whole and to understand how and why the various functions of the business are interdependent and need to be coordinated. Hence, the thrust of the course is the organization in its totality - the environment in which it operates, and its internal administrative activities. The emphasis is on the kinds of problems and issues that affect the success of the entire organization. A serious attempt is made to elaborate on the general applicability of the strategy-policy disciplines to all sizes and types of organizations. An important requirement of a general manager’s job is the ability to think in a cross-functional and holistic manner. Very often, decisions that are optimal for an individual business unit or department are not in the best interests of the whole firm. 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. By use of the case method and the consulting project, students are placed in managerial roles where they can apply the concepts of strategic thinking in applied settings. (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 that students take the 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 health care. 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)

Note: This course is open only to students in the Global MBA program.

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 eco-
nomic 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)

Note: This course is open only to students in the Global MBA program.

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)

Note: This course is open only to students in the Global MBA program.

BU.813.610 Emerging Frontiers in Healthcare: Technology and Strategy
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: This course is open only to students in the Global MBA program.

BU.814.610 Pricing (with applications in Healthcare, Energy and Financial Service)
Pricing is one of the most important and least-understood marketing decisions. This course aims to equip students with proven concepts, techniques, and frameworks for assessing and formulating pricing strategies. The objective is to prepare students for addressing strategic and tactical pricing issues and identifying profit-boosting changes in pricing practices across a range of professional contexts—as health care 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. The rest of the course (if time permits) will (a) introduce advanced pricing techniques that aim to create additional value, including dynamic pricing, segmented pricing, pricing structures, and promotions and (b) highlight practical applications of these approaches within a variety of specific industry contexts such as Health Care, Energy and Financial Service. (2 credits)

Note: This course is open only to students in the Global MBA program.

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 health care, patient consent and rights, and health care reform. (2 credits)

Note: This course is open only to students in the Global MBA program.

BU.820.610 Energy and 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)

Note: This course is open only to students in the Global MBA program.

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)

*Note: This course is open only to students in the Global MBA program.*

**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)

*Note: This course is open only to students in the Global MBA program.*

**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)

*Note: This course is open only to students in the Global MBA program.*

**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)

*Note: This course is open only to students in the Global MBA program.*

**BU.832.610 Derivatives**

This course provides a broad overview of forwards, futures, swaps and options. Students learn both the actual workings of derivatives and the analytical tools needed to understand derivatives' pricing with an emphasis on using derivatives to reduce/control risk. Students develop skills in derivative pricing, the use of pricing models, as well as trading and hedging strategies. (2 credits)

*Note: This course is open only to students in the Global MBA program.*

**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)

*Note: This course is open only to students in the Global MBA program.*

**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)

*Note: This course is open only to students in the Global MBA program.*

**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)

*Note: This course is open only to students in the Global MBA program.*
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)

Note: This course is open only to students in the Global MBA program.

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)

Note: This course is open only to students in the Global MBA program.

BU.842.610  Integrated Marketing Communications

Issues involved in managing a firm’s promotional operations, including advertising, sales promotion, personal selling, public relations, institutional promotion, and publicity are discussed individually and as part of an integrated marketing communications program. Promotional strategy, objective setting, communication models and customer response, environmental and psychological influences on customer targets, competitive positioning, legal issues, media strategy, planning and design, and measurement of promotion effectiveness are also studied. (2 credits)

Note: This course is open only to students in the Global MBA program.

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)

Note: This course is open only to students in the Global MBA program.

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)

Note: This course is open only to students in the Global MBA program.

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)

**Note:** This course is open only to students in the Global MBA program.

**BU.846.610 Green Marketing**

This course provides students with an advanced and in-depth understanding of customer and competitor behavior in discovering new product and marketing opportunities in the environmental sustainability domain. Particular areas of emphasis include competitive advantages and sustainability analyses, competitive strategy models, industry competition and value chain design and evaluation, business portfolio matrices, growth-share strategies, product portfolio, new product market models, technology life cycles, and resource allocation. Strategic thinking and decision making are developed through applications of well-tested methods and advanced models. Vision, scenario creation, and sensitivity analytical skills are developed through case analyses, class discussions, role playing, and applied projects. (2 credits)

**Note:** This course is open only to students in the Global MBA program.

**BU.850.610 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 (when available) 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)

**Note:** This course is open only to students in the Global MBA program.

**BU.851.610 Innovation and 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)

**Note:** This course is open only to students in the Global MBA program.

**BU.852.610 Innovation and New Product Development**

The 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 starts 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. The course covers pricing, channel marketing strategies, along with customer service policy. The course relies heavily on case studies as well as guest speakers with some optional readings available. (2 credits)

**Note:** This course is open only to students in the Global MBA program.

**BU.852.610 Innovation and 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)

**Note:** This course is open only to students in the Global MBA program.

**BU.910.610 Financial Resources**

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. (3 credits)

**Note:** This course is open only to students in the Global MBA program.

**BU.911.610 People & Markets**

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. The combination of highly motivated employees and
a culture for innovation to consistently deliver a competitive value proposition that builds a firm's customer equity. (3 credits)

Note: This course is open only to students in the Global MBA program.

**BU.912.610 Business Processes**

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, News Vendor Problem, Value Chain Analysis, Activity Base Accounting, and Queuing Theory. (3 credits)

Note: This course is open only to students in the Global MBA program.

**BU.913.610 Managerial Decision Behavior**

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 us to think critically about how we interpret data and make decisions and then to learn how to avoid and 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 presents the relevant principles. (3 credits)

Note: This course is open only to students in the Global MBA program.

**BU.914.610 Managerial Toolbox**

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. Students will need a Windows-based laptop computer in every class session. Microsoft Excel will be used extensively throughout the course. (2 credits)

Note: We will be using an Excel add-in called MegaStat. Each student should have MegaStat installed and running prior to the first class. The software can be accessed from http://highered.mcgraw-hill.com/sites/0077425995/information_center_view0/.

Note: This course is open only to students in the Global MBA program.

**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 will address 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)

Note: This course is open only to students in the Global MBA program.

**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)

Note: This course is open only to students in the Global MBA program.

**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)

Note: This course is open only to students in the Global MBA program.

**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 sociotechnical 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)

Note: This course is open only to students in the Global MBA program.

**BU.930.610 Thought and Discourse Seminar: Communications and Expression**

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. (1 credit)

Note: This course is open only to students in the Global MBA program.

**BU.931.610 Thought and Discourse Seminar: Ethical Leadership**

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. (2 credits)

Note: This course is open only to students in the Global MBA program.

**BU.932.610 Thought and Discourse Seminar: Governance and Accountability**

Thought and Discourse Seminars are 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, per-
suasive communication, and creative expression. The course encourages and motivates students to identify and evaluate alternative solutions and their implications in the real business environment. (2 credits)

**Note:** This course is open only to students in the Global MBA program.

**BU.940.610 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 an understanding of the needs of developing communities around the world. The students will spend three weeks 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 students in the Global MBA program.

**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 will cover 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. (3 credits)

**Note:** This course is open only to students in the Global MBA program.

**BU.951.610 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 will cover 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. (3 credits)

**Note:** This course is open only to students in the Global MBA program.
BOARDS, FACULTY, AND ADMINISTRATION
BOARD OF OVERSEERS

Morris W. Offit, Chair ** *
Chairman
Offit Capital Advisors LLC

C. Michael Armstrong **
Senior Advisor
SV Investment Partners
Former Chairman and CEO
AT&T

Norman R. Augustine **
Retired Chairman and CEO
Lockheed Martin Corporation

H. Furlong Baldwin **
Chairman of the Board and Director
NASDAQ OMX Group, Inc.

Alfred R. Berkeley III
Chairman and CEO
Pipeline Financial Group
Former President and Vice Chairman
NASDAQ Stock Market, Inc.

David H. Bernstein **
Retired President
Carisam-Samuel Meisel, Inc.

Francis B. Burch, Jr. *
Chairman of the Global Board
DLA Piper US

Wm. Polk Carey ** ˚
Chairman
W. P. Carey & Co. LLC

Harvey P. Eisen*
Chairman and Managing Partner
Bedford Oak Advisors, LLC

John C. Erickson
Founder
Erickson Retirement Communities

Mark R. Fetting
Chairman and CEO
Legg Mason, Inc.

Benjamin H. Griswold IV **
Senior Partner and Chairman
Brown Advisory
Former Sr. Chairman
Deutsche Bank Securities, Inc.

Russell E. Palmer
Chairman and CEO
The Palmer Group

Brian C. Rogers *
Chairman
T. Rowe Price Group, Inc.

James E. Rogers
Chairman
Sunbelt Communications Company

CORPORATE ADVISORY BOARD

Michael D. Hankin, Chair
President and CEO
Brown Advisory

Tilak Agerwala, PhD
Vice President, Systems
IBM

Peter L. Bain
President and CEO
Old Mutual Asset Management

Robert B. Barnhill, Jr.
Founder, Chairman, President and CEO
TESSCO Technologies Inc.

Major General John Batiste, U.S. Army (Ret.)
President
Klein Steel Service

Kevin Bittner
Vice President, Contracts, Electronic Systems
Northrop Grumman

Martin Brunk
Office Managing Partner – Baltimore
McGladrey

Glenn C. Campbell
Managing Partner
Hogan Lovells LLP

George Chavel
President and CEO
Sodexo Inc.

Neil D. Cohen
President and CEO
District Photo Inc.

Jeffrey Grossman
National Managing Director of Specialty Finance/ Legal Specialty
Wells Fargo Wealth Management

* University Trustee
** University Trustee Emeritus
˚ Board of Overseers Chairman
˚˚ Board of Overseers Honorary Chairman
Henry G. Hagan  
Former President and CEO  
Monumental Life Insurance Company

Gerry Hartung  
Co-CEO  
Med-IQ

John A. Hunter  
Executive Vice President of Customer Fulfillment  
QVC Inc.

Mark L. Joseph  
CEO and Vice Chairman  
Veolia Transportation

Anastasia D. Kelly  
Partner  
DLA Piper

Anthony A. Lewis LDP ’96, MBA ’99  
Vice President Wholesale Development and Operations  
Verizon Wireless

Thomas Lewis  
CEO  
Green Exchange Holdings LLC

John McLaughlin  
CEO  
DAP Products Inc.

Roger Meltzer  
Partner and Global Chair  
Corporate and Finance Practice  
DLA Piper

Anil Menon  
President, Globalisation & Intelligent Urbanisation  
Cisco Systems

Surya N. Mohapatra, PhD  
Chairman and CEO  
Quest Diagnostics Inc.

Robert A. Mosbacher, Jr.  
Chairman  
Mosbacher Energy

Mark E. Nance  
General Counsel, Medical Diagnostics  
GE Healthcare

Patricia Nazemetz  
Former Chief Ethics Officer  
Xerox Corp.

Edward E. Nusbaum  
CEO and Executive Partner  
Grant Thornton International

Steven Pann  
Executive Vice President  
Blackbird Technologies Inc.

Karen B. Peetz MS ’81  
Vice Chairman and CEO for  
Financial Markets and Treasury Services  
BNY Mellon

Carol Ann Petren  
Executive Vice President and General Counsel  
MacAndrews & Forbes Holdings Inc.

Roger J. Pomerantz, MD FACP  
Global Head for Infectious Diseases  
Senior Vice President  
Merck & Co.

Michael S. Poulos  
Partner and Regional Chair  
US Litigation Practice Group  
DLA Piper

Adrian Rawcliffe  
SVP, Finance  
North America Pharmaceuticals  
GlaxoSmithKline

Ajit Shetty, PhD  
Corporate Vice President, Enterprise Supply Chain  
Johnson & Johnson

Alan Siegel  
Founder, Chairman and CEO  
Siegel + Gale

Susan Silbermann  
Regional President  
Latin America Emerging Markets Business Unit  
Pfizer Inc.

William P. Sullivan  
President and CEO  
Agilent Technologies

Rajat Taneja  
Corporate Vice President  
Worldwide Commercial Search  
Microsoft Corporation

Fuat Tosyali  
President and Chairman  
Tosyali Holding Group

Brian Trelstad  
Chief Investment Officer  
Acumen Fund

William J. Wolfe  
President and CEO  
First Washington Realty Inc.


**Dean’s Alumni Advisory Board**

Rizwan Ahmed  
BS 2000, MBA 2002  
Deloitte  
Senior Consultant  

Auburn Bell  
MS 1990  
Assistant Vice President  
Legg Mason  

Jonathan E. Bradley  
MBA 2009  
Founder and Portfolio Manager  
Cristata Wealth Solutions, LLC  

Todd Breighner  
MBA 2000  
COO  
Streamlined Solutions, Inc.  

LouAnn Conner MBA 2008  
Founder  
Sagacious Consulting  

David Crouch, Jr.  
Senior Business Service Analyst  
The Johns Hopkins University, HITS  

William Enright  
MS 1996  
Director, President and CEO  
Vaxin  

Jeri A. Fellerman  
MS 1999  
Senior Vice President, Senior Relationship Manager, Commercial Banking  
Wells Fargo Bank, NA  

Yasmina (Mina) Ghantous  
MA/MBA 2008  
Law Student  
West Virginia University College of Law  

Anita Holloway, MD  
Certificate Business of Medicine 1999, MBA 2002  
Manager, Health Strategy and Clinical Programs  
Navistar, Inc.  

Samuel Huleatt  
MBA 2008  
Founder  
Workstreamer  

Jesse D. Jacoby  
MBA 2002  
Managing Principal  
Emergent  

Zenora Khan  
MBA 2006  
Business Management  
Northrop Grumman  

Andrew Klein, MD  
Certificate Business of Medicine 1999, MBA 2002  
Director  
Cedars-Sinai Comprehensive Transplant Center  

Chunrong (CJ) Li  
MBA 2009  
Director  
Merkle, Inc.  

Seth McDonnell  
MS 2007  
Founder  
Waverly Management  

Bryan M. McMillan  
BS 2000, MBA 2002  
Divisional Manager-Business Operations; Government Systems Division  
Northrop Grumman Corporation  

Heather J. Reichardt  
MS 2008  
Director, Lodging Property Tax  
Marriott, International  

**The Edward St. John Real Estate Advisory Board**

F. Patrick Hughes (Chair)  
Hughes & Associates, LLC  

William J. Armstrong  
Mackintosh Inc.  

John P. Blumer  
CoStar Group, Inc.  

M. J. (Jay) Brodie  
Baltimore Development Corporation  

Priscilla Carroll  
Bowie & Jensen, LLC  

J. Joseph Casey  
The Casey Company  

David M. Cohen, Esq.  
Linowes and Blocher, LLP  

E. Lenka Dewa  
GlobAf Development Solutions, LLC  

Terry R. Dunkin  
Grubb & Ellis
R. Clayton Emory  
Emory Properties

Crispin H. Etherington  
Ashbourne Developments LLC

James A. Fettgatter  
AFIRE

Julian A. Josephs  
Julian Josephs Company

Daniel B. Kohlhepp  
Granite Road LLC

John P. Kyle  
CresaPartners

Patrick L. Phillips  
Urban Land Institute

Claudia F. Pleasants  
Suburban Properties, Inc.

John M. Prugh  
Alex Brown Realty, Inc.

Robert A. Rajewski  
Continental Realty Corporation

Coleman G. Rector  
Weber Rector, Inc

Robert J. Robidoux  
Maryland Appraisal Institute

H. Michael Schwartzman  
Grubb & Ellis

David A. Sislen  
Bristol Capital Corporation

Edward St. John  
St. John Properties Inc.

Raymond G. Truitt  
Ballard Spahr Andrews & Ingersoll, LLP

Elizabeth Watson  
NGP Capital, LLC

David Winstead  
Ballard Spahr Andrews & Ingersoll, LLP

---

LEADERSHIP DEVELOPMENT PROGRAM
ADVISORY BOARD

John Hunter, Chair  
Executive Vice President  
Customer Fulfillment Services  
QVC, Inc.

Mr. Kenneth Bethea  
President and CEO  
Southeast Fuels, Inc.

James R. Calvin  
Associate Professor and Director  
Leadership Development Program  
The Johns Hopkins Carey Business School

Hilda Crespo  
Vice President Public Policy  
ASPIRA Association, Inc.

Jerry Dawson  
Duke Realty Corporation

A.E. Edwards  
General Manager  
AT&T Government Markets

Anna M. Flores  
Vice President, Consumer & Community Affairs  
American Express Company

Edward Fujimoto  
Management Consultant

Blair Johnson  
Independent Consultant, Lecturer and LDP core faculty  
The Johns Hopkins Carey Business School

Oral Muir  
Senior Director, Global e-Commerce Channels  
Marriott International

Alfred R. Ramirez  
Consultant & Senior Advisor  
Institute for Educational Leadership

David M. Simpkins  
Vice President, Planning, Marketing & Business Development  
St. Agnes Hospital

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

William Agresti, PhD
Professor

Michael A. Anikeeff, PhD
Professor and Chair, the Edward St. John Department of Real Estate

Ravi Aron, PhD
Assistant 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

H. Susie Coddington, PhD
Senior Professional Faculty

Joseph Colantuoni, PhD
Senior Professional Faculty

Thomas A. Crain, AM
Lecturer

Maqbool Dada, PhD
Professor

Richard “Chip” Davis, PhD, EdM
Senior Professional Faculty

Reza G. Djavanshir, DSc
Associate Professor

Ray Dorsey, MD, MBA
Associate Professor

Mark Fowler, CPA, MBA
Senior Professional Faculty
Arefaine Ghebre-Yohannes, PhD
Senior Professional Faculty

Maryann F. Fralic, DrPH, RN, FAAN
Professor

Arefaine Ghebre-Yohannes, PhD
Senior Professional Faculty

Richard Gil, PhD
Assistant Professor

Toby Gordon, ScD
Associate Professor

Brian Gunia, PhD
Assistant Professor

Griff Hall, MSB
Senior Professional Faculty

David O. Harper, EdD
Senior Professional Faculty

Douglas E. Hough, PhD
Associate Professor

Blair Johnson, MS
Lecturer

Fred Katz, MBA
Senior Professional Faculty

Hyeong Min (Christian) Kim, PhD
Assistant Professor

Sharon Kim, PhD
Assistant Professor

Daniel Kohlhepp, PhD
Lecturer

Ralph Kray, PhD
Executive-in-Residence

Kevin Lanagan, MBA
Senior Professional Faculty

Michael Lavine
Senior Professional Faculty

Stacey Lee, JD
Assistant Professor

Paul G. Leiman, JD
Senior Professional Faculty

Adam Seth Litwin, PhD
Assistant Professor

Mario Macis, PhD
Assistant Professor

Kieren Marr, MD, PhD
Professor

Eileen Mauskopf, PhD
Associate Professor

Don McDaniel, MBA
Senior Professional Faculty
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
Thomas Naugler, MBA, MS
Senior Professional Faculty
Jian Ni, PhD
Assistant Professor
Mitsukuni Nishida, PhD
Assistant Professor
Roger Orsini, MD, MBA
Senior Professional Faculty
Shrikant Panwalker, PhD
Assistant Professor
Phillip Phan, PhD
Professor and Interim Dean
Robert Rajewski, MS
Senior Professional Faculty
J.R. Reagan, CISSP, CISM, CRISC
Senior Professional Faculty
Bonnie Robeson, PhD
Lecturer
Ozge Sahin, PhD
Assistant Professor
Louise Schiavone, MS
Lecturer
Xian Sun, PhD
Assistant Professor
Lindsay J. Thompson, PhD
Associate Professor
Dalton Tong, CPA, MBA
Senior Professional Faculty
Michael S. Tumarello, MBA
Senior Professional Faculty
Amity Willenborg, MDSE, MBA
Senior Professional Faculty
Dean Wong, MD, PhD
Professor
Youseph Yazdi, PhD, MBA
Assistant Professor
Ken Yook, PhD
Associate Professor
Meng Zhu, PhD
Assistant Professor

CAREY BUSINESS SCHOOL
ADMINISTRATION

Phillip Phan
Professor and Interim Dean
Pamela Cranston
Vice Dean
William Agresti
Professor and Associate Dean for Professional Programs
Kelly Brown
Associate Dean for Development and External Affairs
William Kooser
Associate Dean for Students
UNIVERSITY ADMINISTRATION

TRUSTEES

Pamela P. Flaherty, Chair
Francis B. Burch Jr., ex officio

Richard S. Frary
Walter D. Pinkard Jr.
Vice Chairs
Jeffrey H. Aronson
Janie E. Bailey
Lenox D. Baker Jr.
Abhiram R. Bhashyam
Paula E. Boggs
Michelle A. Brown
Charles I. Clarvit
N. Anthony Coles
Ronald J. Daniels, ex officio
Anthony W. Deering
Ina R. Drew
Harvey P. Eisen
Roger C. Faxon
Maria T. Fazio
Marjorie M. Fisher
Louis J. Forster
Taylor A. Hanex
Michael D. Hankin
Lee Meyerhoff Hendler
David C. Hodgson
R. Christopher Hoehn-Saric
Frank L. Hurley
Stuart S. Janney III
Jeong H. Kim
Donald A. Kurz
Ethan D. Leder
Christopher H. Lee
Joanne Leedom-Ackerman
Alexander H. Levi
Sam Lichtenstein
Roger C. Lipitz
Diana C. Liu
Christopher E. Louie
Howard C. Mandel
Christina L. Mattin
Terri L. McBride, ex officio
Gail J. McGovern
Westley W. O. Moore
David P. Nolan
Ronald M. Nordmann
Joseph R. Reynolds Jr.

Brian C. Rogers
David M. Rubenstein
Marshal L. Salant
Charles W. Scharf
Rajendra Singh
Raymond W. Snow, ex officio
Selwyn M. Vickers
William F. Ward Jr.
James L. Winter
Shirley S. L. Yang

TRUSTEES EMERITI

Robert J. Abernethy
Leonard Abramson
Peter G. Angelos
C. Michael Armstrong
Norman R. Augustine
H. Furlong Baldwin
Jeremiah A. Barondess
Ernest A. Bates
David H. Bernstein
Aurelia G. Bolton
Randolph W. Bromery
George L. Bunting Jr.
Constance R. Caplan
Wm. Polk Carey
A. James Clark
Victor J. Dankis
Manuel Dupkin II
James A. Flick Jr.
Sanford D. Greenberg
Benjamin H. Griswold IV
Robert D. H. Harvey
Rafael Hernandez-Colon
David H. Koch
Kwok Leung-Li
F. Pierce Linaweaver
Raymond A. Mason
Harvey M. Meyerhoff
Charles D. Miller
Naneen H. Neubohn
Ralph S. O’Connor
Morris W. Offit
George G. Radcliffe
Mark E. Rubenstein
John E. Ruffle
Arthur Sarnoff
Frank Savage
Wayne N. Schelle
Hershel L. Seder
Huntington Sheldon
R. Champlin Sheridan Jr.
Wendell A. Smith
Helmut Sonnenfeldt
Shale D. Stiller
Morris Tanenbaum
Adena W. Testa
Calman J. Zamoiski Jr.

Principal Administrative Officers and Deans

Ronald J. Daniels
President

Lloyd B. Minor
Provost and Senior Vice President for Academic Affairs

Daniel G. Ennis
Senior Vice President for Finance and Administration

Clarence D. Armbrister
Senior Vice President and Chief of Staff

Michael C. Eicher
Senior Vice President for External Affairs and Development

Edward D. Miller
CEO of Johns Hopkins Medicine and Vice President for Medicine

Frederic W. Schroder
Vice President for Development and Alumni Relations

Stephen S. Dunham
Vice President and General Counsel

Thomas S. Lewis
Vice President for Government and Community Affairs

Glenn M. Bieler
Vice President for Communications and Public Affairs

Charlene Moore Hayes
Vice President for Human Resources

Jerome D. Schnyдman
Secretary of the Board of Trustees

Sarah S. Steinberg
Vice Provost for Student Affairs

Barbara Landau
Vice Provost for Faculty Affairs

Edgar E. Roulhac
Vice Provost for Academic Services

Jonathan Bagger
Vice Provost for Graduate and Postdoctoral Programs and Special Projects

Stephanie L. Reel
Vice Provost for Information Technology and Chief Information Officer

Caroline Laguerre-Brown
Vice Provost for Institutional Equity

Pamela Cranston
Vice Provost for International Programs

Scott L. Zeger
Vice Provost for Research

Kathryn J. Crecelius
Chief Investment Officer

Jessica P. Einhorn
Dean of the Nitze School of Advanced International Studies

Katherine S. Newman
Dean of the Krieger School of Arts and Sciences

Phillip Phan
Interim 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 2011 through May 2012
### JHU Carey Business School Professional Programs

<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>March 10, 2011 -- April 13, 2011</td>
<td>April 14, 2011</td>
<td>May 1, 2011</td>
</tr>
<tr>
<td>May 12, 2011 - June 8, 2011</td>
<td>June 9, 2011</td>
<td>July 1, 2011</td>
</tr>
<tr>
<td>January 12, 2012 - February 8, 2012</td>
<td>February 9, 2012</td>
<td>March 1, 2012</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>
</tr>
</tbody>
</table>

## Schedule B: 2011/2012 Monthly Payment Plan
### JHU Carey Business School

<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>
<tbody>
<tr>
<td>Summer 2011</td>
<td>April 18, 2011</td>
<td>June 1, 2011</td>
<td>June 1, 2011</td>
<td>TWO installments due the 1st of each month. First payment due June 1; remaining balance due on July 1.</td>
</tr>
<tr>
<td>Annual Plan for Full-time Programs</td>
<td>April 18, 2011</td>
<td>July 1, 2011</td>
<td>July 1, 2011</td>
<td>TEN installments due the 1st of each month. First payment due July 1; remaining balance due on the 1st of Aug, Sept, Oct, Nov, Dec, Jan, Feb, Mar, and April.</td>
</tr>
</tbody>
</table>
### JHU Carey Business School

#### Course Withdrawal/Audit Schedule Policy

<table>
<thead>
<tr>
<th>No notation if course is dropped</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>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>from the 3rd to the 5th class meeting</td>
<td>from the 2nd to the 3rd class meeting</td>
<td>from the 3rd to the 6th class meeting</td>
<td>from the 4th to the 8th class meeting</td>
</tr>
<tr>
<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>

### Schedule C: Billing Cycles—March 2011 through May 2012

<table>
<thead>
<tr>
<th>JHU Carey Business School Full-Time Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Bill Covers Charges and Payments Applied to Your Student Account Between the Following Dates</td>
</tr>
<tr>
<td>March 10, 2011 - April 13, 2011</td>
</tr>
<tr>
<td>August 11, 2011 - September 14, 2011</td>
</tr>
<tr>
<td>September 15, 2011 - October 12, 2011</td>
</tr>
<tr>
<td>January 12, 2012 - February 8, 2012</td>
</tr>
<tr>
<td>February 9, 2012 - March 14, 2012</td>
</tr>
<tr>
<td>March 15, 2012 - April 11, 2012</td>
</tr>
<tr>
<td>April 12, 2012 - May 9, 2012</td>
</tr>
<tr>
<td>Refund</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>100%</td>
</tr>
<tr>
<td>80%</td>
</tr>
<tr>
<td>70%</td>
</tr>
<tr>
<td>50%</td>
</tr>
<tr>
<td>0%</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 [https://portalcontent.johnshopkins.edu/bin/u/a/Petition_Form.pdf](https://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 carey.registration@jhu.edu/
APPENDIX B
DOWNTOWN BALTIMORE SHOPPING, DINING, ETC.

HARBOR EAST DINING

BAGBY PIZZA COMPANY
1006 Fleet St, 21202
410-605-0444
\http://bagbypizza.com/\nReviews 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
410-332-7373
\www.charlestonrestaurant.com\nPerennially 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!

CHIUS SUSHI
608 South Exeter Street, 21202
410-752-9666
\www.chiussushi.com\nBetter 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.

CINGHALE
822 Lancaster Street, 21202
410-547-8282
\www.cgeno.com\nBaltimore'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
410-332-1666
\www.flemingssteakhouse.com/locations/md/baltimore\nA 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 crabcakes (yes, for a steak place, the crabcakes are excellent).

JAMES JOYCE
616 President Street, 21202
410-727-5107
\www.thejamesjoycepub.com\nEvery 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
410-244-5533
\www.lebanesetaverna.com/restaurants/baltimore/\nThis 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
443-872-0000
\www.theoceanaire.com/locations/baltimore/\nAnother 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  
410-534-7296  
[www.pazorestaurant.com](http://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  
410-522-3200  
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  
410-659-0099  
Just opened for lunch. 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  
410-234-3782  
[www.tacofiesta.com/](http://www.tacofiesta.com/)  
Fast-food Mexican food and a step above most national chains. Cheap and filling.

**Talara**  
615 President Street, 21202  
410-528-9883  
[www.talarabaltimore.com](http://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  
410-522-1907  
[www.teavolve.com](http://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  
410-528-8600  
[www.vinorosina.com](http://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  
410-727-0700  
[www.aldositaly.com](http://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  
410-528-1096  
[www.amiccis.com](http://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.
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  
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.

**Germanos**  
300 South High Street, 21202  
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  
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  
410-685-1859  
www.latavola.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  
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  
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  
410-522-6900  
www.piedigrottabakery.com/  
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-freddo.

**Sabatino’s**  
901 Fawn Street, 21202  
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  
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
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
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
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
410-327-5795
www.berthas.com
“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
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
410-522-3940
You may have to get here at 6am to avoid waiting for a table, but it would be worth it. In prime time 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
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  
410-276-9866  
www.catseyepub.com  
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.

Daily Grind Coffee House  
1720 Thames Street, 21231  
www.dailygrindbrb.com/  
and  
The Firehouse Coffee Company  
1030 South Linwood Avenue, 21224  
410-522-5046  
www.firehousecoffee.com  
A couple of quirky neighborhood coffee houses that draw in a variety of clientele.

Gecko’s  
2318 Fleet Street, 21224  
410-732-1961  
www.geckosonline.com  
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  
410-342-4222  
www.greenenurtle.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  
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  
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  
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  
410-327-5561  
www.johnstevenltd.com  
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  
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. A place to celebrate graduation perhaps?

Kooper’s  
1702 Thames Street, 21231  
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!)
Another place for local music. Some may call it a dive bar, but it is in Fells Point so it is not quite divey 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  
410-276-6606  
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  
410-675-6297  
[www.maxs.com](http://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  
410-563-7600  
[www.kalismezze.com](http://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  
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  
410-732-6399  
[www.obryckis.com](http://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  
410-327-0445  
[www.oneeyedmikes.com/](http://www.oneeyedmikes.com/)  
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  
410-675-7313  
[www.petersinn.com](http://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  
410-702-5828  
[www.pitangogelato.com](http://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  
410-675-0212  
[www.redstarbar.us](http://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
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
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
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
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
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
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
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
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
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.
CANTON DINING

ANNABEL LEE
601 South Clinton Street, 21224
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
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
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.

BIRCHES
641 South Montford Avenue, 21224
410-732-3000
www.birchesrestaurant.com
A Red Sox bar with specials when they are playing. Better known for its solid food and low key atmosphere. Great weekday specials and friendly service (which if you haven’t noticed, is a theme in Baltimore!)

BLUE HILL TAVERN
938 South Conkling Street, 21224
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
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
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
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
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 Rosas
1501 South Clinton Street, 21224
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
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. Also turns into a dance club late night on Friday and Saturday.

Fins on the Square
2903 O’Donnell Street, 21224
410-675-1880
www.finsonthesquare.com
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.

Gin Mill
2300 Boston Street, 21224
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
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
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
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 11pm—1am. Also a daily happy hour (even on weekends which is rare for Baltimore) from 5–7pm.

JD’s Smokehouse
3000 O’Donnell Street, 21224
410-675-4029
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  
410-327-5477  
www.baltimoresbestwings.com  
Basic food at this basic rowhouse bar. Upstairs there are pool tables and dart boards, while booths line the downstairs section. A favorite after the sporting events in the park, there are often beer specials on weekends.

Langermann’s  
2400 Boston Street, 21221  
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.

Looney’s  
2900 O’Donnell Street, 21224  
410-675-9235  
www.looneyspubmd.com  
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  
410-276-3160  
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  
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  
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  
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  
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 the Ravens on Sunday).
Portside
2821 O'Donnell Street, 21224
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
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
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
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
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.

Vaccaro’s
2919 O’Donnell Street, 21224
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
410-342-0280
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

Abbey Burger Bistro
1041 Marshall Street, 21230
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
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
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.

Corks
1026 South Charles Street, 21230
410-752-3810
www.corkrestaurant.com
Corks recently changed to a “cheese” bar, though it still serves amazing meals, and of course, wine. There’s just more cheese on the menu both in the form of cheese plates and extra dishes, many of which have different cheeses in them. The main courses are still excellent (and expensive—though worth it for a splurge), and the sandwiches and salads are very reasonably priced and substantial.

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
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
410-539-0231
www.dontknowtavern.com
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
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
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
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
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
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
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
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
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 underrated food, so try it on a not as crowded night and really enjoy.

Mum’s
1132 South Hanover Street, 21230
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
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
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
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
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.
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
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
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
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.

**Taverna Corvino**
1117 South Charles Street, 21230
410-727-1212
www.tavernacorvino.com

Results are mixed on this Federal Hill hot spot. This one has lasted longer than most restaurants in this space and its solid food and small plates do usually bring us back for more.

**Thai Arroy**
1019 Light Street, 21230
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,
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://showtimetrivia.com/

**Frazier’s**
919 W. 36th Street, 21211

**Otto Bar**
2549 N. Howard Street, 21218

**Hull Street Blues**
1222 Hull Street, MD 21230

**Ropewalk Tavern**
1209 S. Charles Street, 21230
http://www.charmcitytrivia.com/index.php

**Field House**
2400 Boston Street, 21224

**Row House**
1400 S. Light Street, 21230

**Nick’s Fish House**
2600 Insulator Drive, 21230

**JD’s Smokehouse**
3000 O’Donnell Street, 21224

**Mad River**
1325 Key Highway, 21230
Greene Turtle - Fells Point
718-722 South Broadway, 21231

Mother’s
1113 South Charles Street, 21230

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
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  
410-962-6520  
Open: 24 hours  
Pharmacy: contact store

**CVS (Fed Hill)**  
1000 South Charles Street  
Baltimore, Md 21230  
410-752-9087  
Open: 24 hours  
Pharmacy: contact store

**Rite Aid (Canton)**  
2801 Foster Avenue  
Baltimore, MD 21224  
410-732-0523  
Daily: 8 a.m.–10 p.m.  
Pharmacy: contact store

**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.

**Phones**

**AT&T**  
1001 Fleet St.  
Baltimore, MD 21202  
Phone: 410-782-7680  
Fax: 410-837-1613  
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.

**Banking**

Johns Hopkins Federal Credit Union is a full-service financial institution open to the public. For more information, please visit www.jhfcu.org.

There are also many other regional and national banking institutions 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
APPENDIX C
WASHINGTON DC CENTER AREA SHOPPING, DINING, ETC.

DUPONT CIRCLE DINING

Agora Restaurant
1527 17th St NW
(between N Church St & N Q St)
Washington, DC 20036
(202) 332-6767
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
(between N 21st St & N Hopkins St)
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
(between N Swann St & N T St)
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
(between N Jefferson Pl & N N St)
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 fairly large 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
(between N Q St & N Hillyer Pl)
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
(at N N St)
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
(between N S St & N Swann St)
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
(between N 16th St & N 17th St)
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 and 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
(between N 20th St & N Hillyer Pl)
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
(between N 18th St & N Jefferson Pl)
Washington, DC 20036
(202) 861-8828
www.juliasempanadas.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
(at N N St)
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
(between N 20th St & N Hopkins St)
Washington, DC 20036
(202) 466-3474
www.pescedc.com/

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
(between N 20th St & N Hopkins St)
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
(between N 20th St & N Hillyer Pl)
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
(between N T St & N Willard St)
Washington, DC 20009
(202) 232-1782
www.regentthai.com
This dark 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
(between N 21st St & N Twining Ct)
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
(between N M St & N Connecticut Ave)
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.starnoldsdc.com
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 sometimes be long, but there are plenty of drink options to make it seem short.

Teaism
2009 R St NW
(between N Connecticut Ave & N 21st St)
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.

Urbana
2121 P St NW
(between N 21st St & N Twining Ct)
Washington, DC 20037
(202) 956-6650
www.urbanadc.com
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 lot 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](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.

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 through 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

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: Noon–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.

**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. For more information, please visit 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/

---

**Banking**

**Johns Hopkins Federal Credit Union**
1030 Connecticut Avenue NW
Washington, DC 20036
(202) 822-1350
Monday through Friday: 9 a.m.–7 p.m.
Saturday: 10 a.m.–7 p.m.

**Sprint**
1208 18th St NW
Washington, DC 20036
(202) 496-9400
Monday through Saturday: 9 a.m.–7 p.m.
Sunday: Noon–6 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.
The Johns Hopkins Carey Business School
100 International Drive
Baltimore, Maryland 21202

JOHNS HOPKINS UNIVERSITY