

Handbook and Academic Catalog

2014–2015



JOHNS HOPKINS
CAREY BUSINESS SCHOOL

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Our Mission

As the business school of the Johns Hopkins University, we create and disseminate knowledge that will shape business practices, and we educate business leaders who will grow economies and better their communities. We measure our success by the way a Carey graduate stands out, as an innovative business leader and exemplary citizens.

Introduction

The Johns Hopkins University

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

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

Nimble, engaging, forward-thinking, and responsive, Carey School graduates are not just business leaders but global citizens who understand and respect the interconnectedness of business and society and the potential of innovative thinking and sustainable strategies to change lives, communities—the world—for the better.

Carey Business School students gain a sound education in business functions and fundamentals, and a deep understanding in one or more key sectors critical to economic growth and job creation: health care management, financial businesses, real estate and infrastructure, and enterprise risk management.

Through programs that combine extensive theory with a wealth of work-world experience, Carey students learn from nationally recognized researchers and leaders in their fields. Faculty are a dynamic blend of academic experts and practitioners drawn from leading corporate, government, and nonprofit institutions, such as Bank of America, Deloitte & Touche LLP, Fannie Mae, NASDAQ, Northrop Grumman,

the U.S. Treasury, Wells Fargo, and the World Wildlife Fund. Carey students represent a diverse mix of prominent national and international employers, including Black & Decker, the U.S. State Department, Ernst & Young, IBM, and NASA.

By linking this focused business education to urgent social issues—health, security, infrastructure, education, environmental sustainability, population, poverty—the Johns Hopkins Carey Business School endeavors to improve lives on a global scale, by producing leaders to tackle not only today’s most difficult challenges, but those of tomorrow as well.

Curriculum

Current academic programs include the Johns Hopkins Global MBA (full-time), Executive MBA (for experienced leaders advancing in their professions), and the Flexible MBA, designed to accommodate the needs of working professionals. Also offered are a wide range of additional MBA programs (in collaboration with other Johns Hopkins schools) in areas such as government, biotechnology, design leadership, and public health. Specialized Master of Science degree programs are offered in enterprise risk management, finance, health care management, information systems, marketing, and real estate and infrastructure. Additionally, a bachelor’s degree completion program in business and a variety of graduate certificate programs are offered.

Advancing Business Education at Johns Hopkins

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

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

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

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 2014–2015

Summer Semester 2014

March 1, 2014

Deadline for 2014-15 Maryland State Scholarships

March 15, 2014

Financial aid priority filing date for 2014-15 academic year for full-time program students and Executive MBA program students

March 31–April 27, 2014

Registration period for all summer semester classes
Full-time students will be billed for summer tuition on April 14th
Part-time students will be billed for summer tuition as they register for classes

April 7, 2014

Application for graduation available for academic year 2014-15

April 14, 2014

Full-time and Part-time students will be billed for summer 2014 tuition/registrations

April 15, 2014

Financial aid priority filing date for 2014-15 academic year all undergraduate students and part-time program students

May 5, 2014

Late registration and add/drop period for summer semester opens

May 30, 2014

Graduate 8-week summer session begins

June 20, 2014

Last day to submit a graduation application for summer 2014 semester

July 4–5, 2014

Fourth of July holiday – no classes held

July 11– August 1, 2014

Summer Intensive Programs for some newly admitted International students

July 28, 2014

Make-up day for summer session (if needed)

July 29, 2014

Graduate 8-week summer session ends

August 7, 2014

Carey Graduation Ceremony

Fall Semester 2014

March 1, 2014

Deadline for 2014–15 Maryland State Scholarships

March 15, 2014

Financial aid priority filing date for 2014–15 academic year for full-time program students and Executive MBA students

April 7, 2014

Application for graduation available for academic year 2014–15

April 15, 2014

Financial aid priority filing date for 2014–15 academic year all undergraduate students and part-time program students
Application deadline for 2014–15 academic year campus-based scholarships for all students

April 28–July 6, 2014

Registration period for students in all part-time and continuing full-time academic programs

July 1, 2014

Full-time and Part-time students will be billed for fall 2014 tuition/registrations

July 11–August 1, 2014

Summer Intensive Programs for some newly admitted International students

July 21, 2014

Late registration and add/drop period for fall semester opens

August 4–15, 2014

Orientation for new Global MBA students

August 9, 2014

Orientation for all new students in part-time programs

August 11–15, 2014

Orientation for full-time Master of Science students in Real Estate, Finance, Marketing, Health Care Management, Enterprise Risk Management and full-time undergraduate students

August 18, 2014

Graduate: 8-week Fall I session and
16-week classes begin
Full-time undergraduate:
15-week classes begin
Part-time undergraduate: 10-week Fall I
session classes begin

September 1, 2014

Labor Day holiday - no classes held

October 14, 2014

Make-up day for Fall I (if needed)

October 14, 2014

8-week Fall I session classes end

October 13–17, 2014

Full-time undergraduate Fall Break

October 15, 2014

8-week Fall II session classes begin

October 28, 2014

Make-up day for part-time undergraduate
10-week Fall I session (if needed)
Part-time undergraduate 10-week Fall I
session classes end

October 29, 2014

Part-time undergraduate 10-week Fall II
session classes begin

November 7, 2014

Last day to submit an application for
graduation for fall 2014

November 26–November 29, 2014

Thanksgiving holiday – no classes held

December 15–16, 2014

Make-up days for Fall II graduate session,
16 week graduate session, and full-time
undergraduate classes (if needed)

December 16, 2014

Fall II graduate session, 16 week graduate
session, and full-time undergraduate
semester classes end

December 22–31, 2014

Winter Break–no classes

January 1, 2015

New Year's holiday– no classes held

January 19, 2015

Martin Luther King Jr. holiday–no classes held

January 23–24, 2015

Make-up days for part-time undergraduate
Fall II session classes (if needed)

January 26, 2015

Part-time Undergraduate 10-week Fall II
session classes end

Intersession 2015

Please note that the only class currently scheduled during the
2015 Intersession is BU.003.903/Global Immersion: Ecuador.
Please visit <https://isis.jhu.edu/classes/> for any updates

January 3, 2015

Intersession classes begin

January 14, 2015

Make-up day for Intersession (if needed)

January 17, 2015

Intersession classes end

Spring Semester 2015**April 7, 2014**

Application for graduation available for
academic year 2014–15

October 27, 2014–November 30, 2014

Registration period for all spring
semester classes
Full-time students will be billed for summer
tuition on November 17th
Part-time students will be billed for summer
tuition as they register for classes

November 1, 2014

Financial aid priority filing date for
spring 2015 only

December 15, 2014

Late registration and add/drop period for
spring semester opens

January 10, 2015

Orientation for all new students in
part-time programs

January 19, 2015

Martin Luther King Jr. holiday –
no classes held

January 20, 2015

Graduate: 8-week Spring I session and
16-week classes begin
Full-time undergraduate: 15-week classes begin

March 6, 2015

Last day to submit an application for
graduation for spring 2015 semester

March 17–18, 2015

Make-up days for Spring I (if needed)

March 18, 2015

Graduate 8-week Spring I session classes end

March 23–27, 2015

Full-time undergraduate Spring Break

March 19, 2015

Graduate 8-week Spring II
session classes begin

May 12–13, 2015

Make-up days for full-time undergraduate
classes (if needed)
Make-up days for 16 week graduate session
classes (if needed)

May 14, 2015

Make-up day for Spring II graduate
session (if needed)

May 15, 2015

Spring II graduate session, 16 week graduate
session, and full-time undergraduate
semester classes end

May 20, 2015

Carey Graduation Ceremony

May 21, 2015

University-wide Commencement

Academic Advising

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

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

When to seek advising:

- New students are expected to seek advising prior to registering for their first class.

- To plan courses in their concentration, students should schedule appointments with advisers prior to registering for advanced-level graduate coursework.
- Undergraduate or graduate students on academic probation or suspension are required to meet with an adviser prior to re-registration.

All students who are absent for more than one calendar year and who did not obtain an approved Leave of Absence will be required to apply for readmission through the Office of Admissions before being permitted to re-enroll.

Academic Progress

Undergraduate Students

Undergraduate students at the Carey Business School must have a minimum 2.00 grade point average to graduate and must maintain at least a C average (2.00 on a 4.00 scale) to remain in good academic standing. Students receive credit for courses in which they receive grades lower than a C; however, students must repeat any required course in which they receive an F (please refer to repeat policy for further details).

Undergraduate students will be placed on academic probation if their cumulative grade point average falls below 2.00. Grades will be reviewed for academic progress at the end of each semester. Students whose cumulative GPA falls below 2.00 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. A Probation Hold will be placed on the student record for any undergraduate student with a cumulative GPA below 2.00. Students will be removed from academic probation when their cumulative grade point average reaches 2.00.

Students on academic probation who do not raise their cumulative grade point average above 2.00 by the completion of the following semester of enrollment may be suspended. After a period of one semester, academically suspended students are required to meet with their academic advisers and may then submit a written petition for reinstatement on a probationary basis.

A student will be dismissed when a) it is not possible for a student to attain the required 2.00 GPA, within the school's academic policies, and/or b) when a student fails the same course a second time.

Graduate Students

Graduate students at the Carey Business School must have a minimum 3.00 grade point average to graduate and must maintain at least a B average (3.00 on a 4.00 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. (please refer to repeat policy for further details).

Graduate students will be placed on academic probation if their cumulative grade point average falls below 3.00. Grades will be reviewed for academic progress at the end of each semester or for one-year programs at the end of each term. Students whose cumulative GPA falls below 3.00 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. A Probation Hold will be placed on the student record for any student with a cumulative GPA below 3.00. Students will be removed from academic probation when their cumulative grade point average reaches 3.00.

Students on academic probation who do not raise their cumulative grade point average to 3.00 by the completion of the following semester or term, for one-year programs, of enrollment may be suspended. After a period of one semester, academically suspended students are required to meet with their academic advisers and may then submit a written petition for reinstatement on a probationary basis.

A student will be dismissed when a) it is not possible for a student to attain the required 3.00 GPA, within the school's academic policies, and/or b) when a student fails the same course a second time.

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 to receive or continue to receive financial assistance.

Academic Standards

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

student applications for graduation and makes recommendations for degree/certificate conferral to the president of the University.

The university does not guarantee the awarding 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.

Admission

The Carey Business School requests that applicants adhere to a paperless admissions process. Students seeking admission to a degree or certificate program must submit an online application and all required application documents outlined on the Carey Admissions website at <http://carey.jhu.edu/admissions/>, as well as the application fee. Admission requirements (e.g., standardized test scores) vary by program. 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 misleading information by omitting relevant details during the admission process, or falsifying information will face disciplinary action to include withdrawal of the application or dismissal.

The Carey Business School has priority and standard application dates and participates in a rolling admission practice in which applications are accepted and processed throughout the year. Application review times vary and are

dependent upon the date and time an applicant completes the application file with all required documents. To expedite the process, applicants should utilize an E-transcript service to have official copies of undergraduate and/or graduate transcripts (and/or course-by-course evaluations for international students) sent before or at the time of submission of their application. E-transcript options include <http://www.scrip-safe.com/> and <http://exchange.parchment.com>. Applicants are encouraged to visit <http://carey.jhu.edu/admissions/> for more details. A paper transcript will only be accepted for applicants coming from institutions that do not offer an e-transcript option. This is part of the Office of Admissions' green initiative. 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). Applicants who earned credits at a non-U.S. institution without earning a degree should submit an official English translation of the transcript from the institution where those credits were earned in lieu of a course-by-course

evaluation. See the International Credential Evaluation section of this catalog.

All applications to the Carey Business School should be submitted using the online application system at http://carey.jhu.edu/admissions/application_process.html. Paper applications are no longer accepted. Electronic documents are preferred and will expedite the process. If hard copy documents must be sent, mail them 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 60 semester hours or 90 quarter hours completed transfer-eligible, college-level credits from a regionally accredited institution.

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

For more information about admission to undergraduate programs, please contact the undergraduate Admissions Officer at carey.ug@jhu.edu

Master's Programs

Master's degree program applicants must hold a bachelor's degree from a regionally accredited college or university. Application requirements can vary by program, and may include other supporting documentation such as letters of recommendation, a current professional resume, an essay, and standardized test scores. For information regarding specific admission requirements for each degree program, please refer to the Carey Business School website at www.carey.jhu.edu. 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 3.00 on a 4.00 scale. Additional application requirements vary by certificate program, so please refer to the Carey Business School website for details.

Graduate Degree Requirements

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

Verification of Credentials

Accuracy is expected in all documents provided by all applicants. Applicants must not make inaccurate statements, fabricated, or material omissions on their applications, during the interview nor submit any false materials related to or in connection with seeking admission. Violation of this requirement will result in

the application being rejected or withdrawn from consideration.

It is, therefore, the policy of the Carey Business School to verify all documents and credentials in support of an application. Carey Business School staff and university officials reserve the right to verify the authenticity of any information submitted or provided during the course of the admission process. Essays and letters of recommendation may be traced back to their origin in order to establish authenticity. Documents uploaded into the online application are verified through TurnItIn for Admissions <https://www.turnitinadmissions.com/>.

If a violation is discovered during the application process an applicant will be withdrawn from admission consideration. If a violation is discovered after an applicant has been admitted the offer will be rescinded and the student is no longer eligible for enrollment—even if the student has already enrolled and is currently making progress in an academic degree or certificate program. A degree or certificate conferred by the Johns Hopkins Carey Business School may also be rescinded if admission to the School was previously offered based upon falsified or inaccurate information. The application fee is nonrefundable.

Transfer of Undergraduate Credits

A maximum of 60 semester hours (90 quarter hours) will be applied to the undergraduate degree program in the Carey Business School, including credits by examination. Quarter-hour courses will be converted to semester hours. The undergraduate programs at the Carey Business School do not award life experience credits.

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

Transfer of Graduate Credit or Waive With Replacement

- The maximum number of credits earned at another regionally accredited college or university that may be transferred with replacement into a graduate degree program in the Carey Business School in no case can exceed four credits or two classes. Any request for transfer or waiver of courses must be submitted within the first two semesters from the date of admission. Full-time degree programs at the Carey Business School do not allow transfer credits or waivers.
- The maximum number of credits earned at another school within Johns Hopkins University that may be transferred into a graduate degree program in the Carey Business School in no case can exceed four credits or two classes as long as each course transferred counts toward one two credit course.
- Only six credits earned as a non-degree student may be counted toward an MBA, MS or Graduate Certificate from the Carey Business School.
- Students in full-time academic programs at other Johns Hopkins University divisions may take classes at the Carey Business School as a graduate level, non-degree seeking student. These interdivisional requests for enrollment will be processed the week before the semester starts to allow degree-seeking students ample time to register for classes.

International Student Admission Policy

Demonstration of English Language Proficiency by Non-native-speaking Applicants

As one measure of potential for academic success while a student in the Carey Business School, international applicants must demonstrate proficiency in both written and spoken English.

To demonstrate proficiency, applicants to both undergraduate and graduate programs must submit either official TOEFL (Test of English as a Foreign Language) scores or official IELTS (International English Language Testing System) scores if English is not their native language. The preferred minimum TOEFL requirement is 600 (paper-based), 250 (computer-based), or

100 (internet-based). The TOEFL code for the Johns Hopkins Carey Business School is 0834. The preferred IELTS score is 7.0. Applicants to certain graduate programs may also be required to provide additional evidence of English proficiency, including:

- A telephone, Skype, 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/>. Students who do not meet the preferred minimum, but are admitted to the school will be required to take ESL classes until proficiency is met.

F-1 Visa Applicants

An international applicant requiring a student (F-1) visa to attend school must obtain admission to a degree program well in advance of the start of the semester. The Carey Business School does not issue certificates of eligibility (Form I-20) for provisional acceptance to a degree program, nor does it issue an I-20 for any certificate programs. The application and other required admission deadlines for international students who require a student (F-1) visa and who plan to attend the Carey Business School are April 1st for the fall semester and October 15th for the spring semester. If applications and other required documents are not received on or before these deadlines, the application will be

considered at the start of the next semester. For program application deadline dates, visit <http://carey.jhu.edu/admissions/deadlines>.

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. Scanned and emailed documents are preferred. Send documents to carey.intl@jhu.edu. I-20s will not be issued until all documents have been received, the student has accepted the offer of admission, and the enrollment fee has been paid.

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

Note: Financial aid is not available for international students.

International Credential Evaluation

Applicants who hold degrees from non-U.S. institutions (with the exception of Canada) 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. Final official course-by-course credential evaluations must be the equivalency of a U.S. degree and from a regionally-accredited university or college in the United States. Please do not send official foreign transcripts. Credential evaluations are used to assess a student's coursework against the U.S. grading system and to evaluate courses for possible transfer credit. In addition to submitting official academic records to the Carey Business School, applicants should make arrangements with an authorized credential evaluation agency

for an evaluation of the degree, an assessment of the overall grade point average, and a course-by-course evaluation.

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

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

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

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

AACRAO International Education Services
One DuPont Circle, NW
Suite 520
Washington, D.C. 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 should contact the Office of International Services (OIS) 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 an affidavit of support to the OIS. Scanned and emailed documents are preferred. Send documents to carey.intl@jhu.edu. I-20s will not be issued until all documents have been received, the student has accepted the offer of admission, and the enrollment fee has been paid.

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

Johns Hopkins Carey Business School
Office of 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://ois.jhu.edu/Carey-Newly-Admitted-Student>.

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

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

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

In order to comply with DHS regulations, all F-1 students are required to register for the full course load at the beginning of each fall and each spring semester. Other regulations are outlined in the letter the international student receives with the Form I-20 and are available on the SEVIS website at: <http://www.ice.gov/sevis/>.

F-1 Employment

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

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

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

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

Changing 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 must submit a written request to the Office of Admissions carey.admissions@jhu.edu.

Students are not automatically admitted to the new programs; their requests must be approved by the Office of Admissions.

Note: Financial aid recipients must notify the Financial Aid office when changing or adding a degree or certificate program. Students in F-1 status must notify the International Services office for a new I-20 to reflect the change in program. Students using VA benefits must notify the VA Certifying Official in the Registrar's Office when changing or adding a degree or certificate.

Second Degree Option

Current Carey Business School Students may pursue a second degree in a number of academic programs. Current Master of Science (MS) students at Carey who wish to obtain a second MS degree at Carey must complete a minimum of 24 credits in as few as two semesters. Current MS students, who wish to obtain an MBA degree as the Second Degree Option, must complete a minimum of 36 credits in as few as three semesters. Current MBA students who wish to obtain a second graduate degree complete a minimum of 18 credits in as few as two semesters.

Admissions requirements for the second degree:

- Completion of Second Degree Option application (no application fee)
- New personal essay (maximum 500 words)
- Updated resume
- Carey Business School transcript
- Admissions interview requirement is waived for current Carey students

Students cannot begin work on their second degree credits until they have graduated with their first degree.

Note: Any current student who was conditionally admitted to Carey must complete their conditional requirements as noted in their admission letter (such as submission of final transcripts with degree conferred) or credential evaluation showing equivalency of a U.S. bachelor's degree.

Adding a Certificate

Graduate Students

Students who are currently enrolled in a degree program at the Carey Business School and wish to add a certificate must submit a written request to Office of Admissions. Please view the Graduate Programs section to determine specific requirements. Applications to add a certificate must be submitted during the first semester of enrollment in the Carey Business School degree program.

Note: Financial aid recipients must notify the Financial Aid office when changing or adding a degree or certificate program. Those in F-1 status must notify the International Services office for a new I-20 to reflect the change in program. Students using VA benefits must notify the VA Certifying Official in the Registrar's Office when changing or adding a degree or certificate.

Inactive/Deactivated Certificate or Degree Applications

If it has been longer than one year since a student was admitted and the student did not enroll at the Carey Business School during that time, a new application and all supporting documents must be submitted.

Admission to other Schools of the University

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

Alumni

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

Deferring Admission

Admitted students must accept the offer of admission and pay the enrollment deposit prior to requesting deferral. Once the offer of admission has been accepted and the enrollment fee has been paid, students must submit a written deferral request to carey.admissions@jhu.edu and a deferral request form will be sent back to the student. Once the completed form has been received and processed, the deferral approval will be emailed back to the student. The offer of admission is only valid for a maximum of one year. Scholarships are not deferrable - all scholarship recipients will be reconsidered for a scholarship for the next year.

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: official transcripts with degree conferred, official credential evaluation with degree conferred, the completion of MBA Math or other requirements.

To successfully complete the condition, the applicant must fulfill the required condition within the time frame stated in the offer of admission.

Upon successfully meeting all of the conditions, students are notified by email that they are fully admitted to the program to which they have applied. Applicants who do not successfully meet all of the specified conditions within the stated time frame are notified in writing and cannot register for additional courses until all conditions have been met.

Note: Applicants who have been conditionally admitted are not eligible for financial aid.

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. Other students join various cohorts in full-time programs for 1–2

years. These shared experiences create a powerful bond that connects alumni to the school and over time to each other. The Office of Alumni Relations further strengthens 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. Please contact carey.alumni@jhu.edu with any questions, comments or ideas.

Athletic Facilities

Below are some of the options available.

The Maryland Athletic Club – Baltimore and surrounding areas

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 <http://www.macwellness.com/> or 410-625-5000.

Ralph S. O'Connor Athletic Facility – 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 and spouses (with affiliate) are eligible to join. Services include climbing wall, swimming

pool, basketball courts, squash courts, personal training, and much more. More information is available at 410-516-4434 or <http://web.jhu.edu/recreation>.

YMCA of Central Maryland

Please visit <http://ymaryland.org/> for more information

Washington Sports Clubs – Washington DC

WSC has 18 locations in the D.C., MD, and VA area. Unique to the region is their hamam spa at WSC Dupont Circle. It's a sleek update of an ancient classic, the Turkish spa. More information is available at <http://www.mysportsclubs.com/regions/WSC>

YMCA of Metropolitan Washington

Please visit <http://ymcadc.org/index.cfm> for more information.

Attendance Policy

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

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

- Extend each class period so as to make up the total time missed.
- Plan and schedule an Adobe Connect/Blackboard online session.
- Re-schedule the class period to a designated make-up day. Designated make-up days are scheduled at the end of each 8-week term or semester.

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 Education about which option will be used to make up the class period.

This policy is designed to address 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

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.

Examinations

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

Blackboard®

The Carey Business School uses Blackboard® as its course management system, which provides the opportunity to integrate technology into the teaching and learning process. Faculty members manage their own course content within their Blackboard course websites. Enrolled students can access course documents, assignments,

and can communicate with instructors and students through the Blackboard course site. The Blackboard® helpdesk can be reached at 866-669-6138 or online at: <http://bbcrm.edusupportcenter.com/ics/support/default.asp?deptID=685>

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 Student Services. All business cards have the Johns Hopkins University and Carey Business School name in official typeset. Ordering business cards

from another vendor using the Johns Hopkins University or Carey Business School name and/or logo is not permitted. Please contact Student Services at carey.student@jhu.edu to request more information.

Career Development Office

The Career Development Office (CDO) believes that your career should advance as a result of your time at Carey, and we want to work with you one-on-one to help you successfully create and navigate your own individual career path. In addition to one-on-one coaching, the CDO also offers workshops, webinars, and resources in the following areas:

- Self-Discovery
- Industry Insights
- Professional Branding

- Document Creation
- Networking
- Job Search Strategy
- Interviewing
- Career Management

In addition to our staff-led programs, we have numerous online resources available for all Carey students. For handouts, videos, and PowerPoints please check out the Carey Career Navigator at: <http://carey.jhu.edu/career-development/career-career-navigator>.

To book an appointment with a CDO team member or browse job postings, please log onto Carey Compass:

- Visit <https://carey-jhu-csm.symplicity.com/students>
- Click “Register” (Username: your JHU email address; Password: bluejays)
- Create profile and upload resume

By filling out a robust profile in Carey Compass, you will ensure that you receive information geared toward students in your program, with your particular background, and with your career search interests. Once you have created your account in Carey Compass you can also access tools exclusively available to Carey students, including The Vault Guides, MBA Exchange, CQ Interactive, and Goinglobal. Through the events calendar you may also register for employer and professional development events hosted by the CDO.

When attending CDO events, please adhere to our technology, etiquette, dress code,

and lateness/cancellation policies. We ask that all students remember to shut off their cell phones and to refrain from using laptops and other mobile devices during CDO programs. Dress for all events is, at a minimum, business casual; please check the dress code for each event as you RSVP. Once you have RSVP'd, we enforce a 48-hour advance cancellation policy. Students who do not observe this policy, and students who do not show up without any prior notice, may be prohibited from attending future CDO programs pending a conversation with a CDO team member. Similarly, the doors to events will close at the start of the session, and will not reopen until the event has concluded. Please arrive on time for all programs to avoid missing any events.

If you have any questions, please call our office at 410-234-9270 or email us at CareerDevelopment@jhu.edu. We also invite you to follow us on Twitter (<https://www.twitter.com/JHUCareyCareer>) and Facebook (<https://www.facebook.com/jhucarey.careerdevelopment>).

Computing Services

Johns Hopkins students have access to Office 365 for free. Software from Adobe, Microsoft and others are available at a discounted price. To take advantage of this and other offers, you need to go to <http://jhu.onthehub.com/> (JHED ID and credentials will be necessary to complete the order).

Johns Hopkins also offers free Anti-Virus protection to its faculty, staff and students. You can download the latest version of Microsoft System Center Endpoint Protection (for Windows, Mac or Linux) at <http://www.it.johnshopkins.edu/antivirus/> (JHED ID and credentials required).

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. (Please note that this program is offered through Homewood Student services and support is located on the Homewood campus)

Limited computer support is available at each center and through the main Help Desk phone number 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/>.

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 at least four weeks prior to the beginning of the first class meeting each

semester for approved accommodations to be implemented. For information on policies and procedures, students should contact the Disability Services office by email at carey.disability@jhu.edu, by phone at 410-234-9243, or visit <http://carey.jhu.edu/students/student-resources/disability-services/>.

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.jh.edu>.

To Create JHED Account

- Click on “First Time JHED User” in the box on the top left of the page.
- Enter your JHED LID in the Login ID (LID) box.
- Follow the prompts to verify your identity using the last 5 digits of your social security number.*
- 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 U.S. Government issued social security number, should not be used as such, and is only active within Johns Hopkins University. To locate your temporary replacement number, please log in to your online application. Go to the Personal Information Section and find the field labeled social security number. You will need the last 5 digits of this number to authenticate the JHED LID. If you obtain a U.S. Government issued

social security number while you are a student, you must submit documentation to the Carey Business School, Office of the Registrar.

Johns Hopkins has teamed up with Microsoft to provide Office 365 email for Carey students. All students must activate a JHU email account in order to register for classes. The University sends correspondences such as billing statements and universal announcements to your Office 365 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 an Office 365 Account

- The first time you access your Johns Hopkins Office 365 email account you must go through the University enterprise portal at <https://my.jh.edu>.
- The first time you log in to the portal, you will need to agree to the Johns Hopkins Office 365 Terms of Service in order to set up the account for use.
- The initial password for your Office 365 email account is MMDD99999, where MMDD are the month and day of your birthday and 99999 is the last five digits of your U.S. social security number (or your assigned temporary replacement number if you are an international student)

Your email should now be established. It may take an hour for your “Email Alert” to be removed from your record. You can access email at <https://my.jh.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 Office 365 account or any non-Hopkins email service such as Hotmail, Gmail or Yahoo. To create an alias, simply follow these steps:

- Log into the Johns Hopkins Portal website at <https://my.jh.edu>
- Click on the “myJHED” tab at the top of the page.
- 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.

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

- 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 Information:

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

More information can be found at: <http://www.it.johnshopkins.edu/services/email/Office365/>

English as a Second Language (ESL)

English as a Second Language (ESL) classes at the Carey Business School are offered by the Business English Excellence program (BEX). The mission of the Business English Excellence (BEX) program is to further the mission of the Johns Hopkins Carey Business School through promoting excellence in communication in the English language. Students develop their English communication skills and understanding of American business settings, so that they can

better utilize their talents across business contexts in the United States and globally.

Classes focus on using spoken and written English for both business and academic purposes. Emphasis is on understanding the genre of the communicative message, focusing on accuracy in vocabulary, expression, grammar, and pronunciation in order to effectively deliver clear messages at work and in the academic environment.

Graduate Classes

Classes are available for graduate students at both the Baltimore and Washington DC locations. English Language Writing and Speaking for Graduate Business Students I, II
Communicating Clearly for Graduate Business Students I, II

Undergraduate Classes

Writing and speaking classes are offered for undergraduate students at our Washington DC location.
Business English for Undergraduates I, II, III, IV

Tuition and Fees

BEX course fees are included in tuition paid by full-time students each semester. Part-time students pay a per course fee.

Financial Aid

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

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

Deferment of student loan repayment is available for students enrolled at least half-time. The Office of the Registrar certifies loan deferment forms. Students who only need one or two courses to graduate and will enroll less than

half-time will go into their grace period as of the date they cease attending at least half-time.

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

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

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

International students are encouraged to investigate the possibility of aid through their government or outside agencies. For additional information on scholarships for international students, please visit <http://carey.jhu.edu/admissions/financial-aid/types-of-assistance/private-loans/>.

To be considered for financial aid, a student must file the Free Application for

Federal Student Aid (FAFSA) using school code E02145. Please also complete the Application for Financial Aid. Both forms are available online at <http://carey.jhu.edu/admissions/financial-aid/forms-and-helpful-info/>. Students need to 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 any time 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 transcripts 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/admissions/financial-aid/types-of-assistance/>.

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 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/admissions/financial-aid/financial-aid-policies/title-iv-funds/>. 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
6740 Alexander Bell Drive, Suite 230
Columbia, MD 21046

410-516-5950
carey.finaid@jhu.edu

For information on your bill, making payment, credit balance refunds, or payment plans, please contact the Student Accounts Office directly at:

Student Accounts Office
Johns Hopkins Carey Business School

6740 Alexander Bell Drive, Suite 150
Columbia, MD 21046
410-516-9722
carey.studentaccounts@jhu.edu

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

Grading Policy

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

- **'A+**' is not awarded at any level.
- **'A'** is awarded to those who demonstrate extraordinarily excellent performance.
- **'A-**' is awarded for excellent performance.
- **'B+**' and **'B'** are awarded for good performance in a course.
- **'C+**', **'C'**, and **'C-**' are awarded at the graduate and undergraduate levels.
- **'D+**', **'D'**, and **'D-**' are awarded at the undergraduate level only.
- **'AU'** (Auditor) indicates no credit received for course and no grade assigned by instructor. (Beginning with the summer 2013 semester, Carey no longer allows courses to be audited).
- **'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 end of the

semester, a grade of **'F'** replaces the **'I'** on the student's transcript.

- **'P'** indicates successful completion of course work. No quality points assigned.
- **'R'** indicates that a course has been repeated. When a course is repeated, both the original and repeated course grades appear on the academic record; however, only the repeated course grade is used in calculating the grade point average. Course credit may be applied toward degree requirements only once, even if a course is repeated. The repeated course is indicated with an **'R'** on the academic record.
- **'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 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 a student's academic record. To calculate grade point average (GPA), multiply the number of credits for each course by the quality points associated with the grades received in each course; add up quality points; then add up credits and divide quality points

by the number of credits. The quality points used for all official grades for all Carey Business School are listed in the table below.

Grade	Quality Points
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
*D+	1.3
*D	1.0
*D-	0.7
F	0.0
*‘D+’, ‘D’, and ‘D-’ are awarded at the undergraduate level only.	

Grade Appeals

Students wishing to appeal a grade must contact their academic adviser within two weeks of the grade having been assigned by the instructor. The student’s academic adviser will guide the student through the appeal process. After consulting with the academic adviser, and receiving a grade appeal form, students will have two weeks to file the grade appeal with the adviser. Appeals must be submitted no later than four weeks from the date the grade was assigned by the instructor. To be successful a student must show that 1) there was a clerical error; or 2) that criteria different from those in the syllabus were used to award grades; or 3) the instructor used an arbitrary or inconsistent standard. Examples of arbitrary standards could include differences in political or ethical positions of the instructor and student(s). 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.

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 Vice Dean for Education, who will inform all parties of the decision.

A student may appeal the decision of GAC to 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/>. If you have questions, please contact the Office of the Registrar at 410-234-9250.
- By Mail: Once you have verified that your grade(s) has been submitted by the instructor and you wish to receive an official grade report, please submit your request via email to carey.registration@jhu.edu. This report is not available by telephone or personal inquiry.

Repeating a Course

Undergraduate Students

An undergraduate student may improve his or her cumulative GPA by repeating a maximum of three courses (not to exceed 9 credits) in which the student received a grade of C-, D+, D, D- or F. Although both courses will remain on the student’s permanent record, the last grade received will be the grade used to determine credit toward a degree and GPA. The first and second attempt will be recorded with both the grade earned and the symbol R to denote it has been repeated. The repeat must be in the same course and must be taken at the Johns Hopkins Carey Business School. Repeat of a course grade will not change notations regarding academic standing or academic discipline in the student’s official record for the semester containing the first or second attempt. No course can be repeated more than one time.

Graduate Students

A graduate student may improve his or her cumulative GPA by repeating a maximum of three courses (not to exceed 6 credits) in which the student received a grade of C, C- or F. Although both courses will remain on the student’s permanent record, the last grade received will be the grade used to determine

credit toward a degree and GPA. The first and second attempt will be recorded with both the grade earned and the symbol R to denote it has been repeated. The repeat must be in the same course and must be taken at the Johns Hopkins Carey Business School. The repeat will not change notations regarding academic standing

or academic discipline in the student's official record for the semester containing the first or second attempt. No course can be repeated more than one time.

Note: For federal financial aid recipients, students may only receive federal aid for repeating a course in which an F grade was received.

Graduation

The Johns Hopkins University confers degrees at the end of the summer, fall, and spring semesters. The graduation ceremonies are held in May. The May graduation brochure will include the names of those students who applied to graduate by the deadlines for the 2014–2015 academic year.

A student who expects to receive more than one degree or certificate must complete a separate graduation application for each degree and/or certificate. Applicants are required to apply by the deadline and within the academic year of the program completion. The Graduation Application is available online using ISIS at <https://isis.jhu.edu/sswf/>. Students in dual and joint degree/certificate programs must apply for graduation from both degree/certificate programs.

Deadlines for submitting the graduation application form for Academic Year 2014–2015

August completion:	June 20, 2014
December completion:	November 4, 2014
May completion:	March 6, 2015

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

Students who have submitted the Application for Graduation receive a

confirmation email from the graduation coordinator. Applicant names are placed on the tentative graduation list for the semester in which they anticipate completing their degree requirements.

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

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

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

Health Insurance for Students

All students enrolled in full-time programs (MBA, MS, BS, BBA, and MICA MA/MBA), and all F-1 visa status students are required to maintain adequate health insurance coverage to provide protection against unexpected

accidents and illnesses. Full-time program and F-1 students are automatically enrolled in the University's student health insurance plan, and are billed for the premium on their ISIS Student Account each fall semester. Coverage for new

students begins on the first day of orientation and ends the following summer. Coverage for returning students begins on August 15, 2014 and ends the following summer. NO REFUNDS are issued once enrolled in the Student Health Insurance Plan, except in the case of an insured person entering the armed forces of any country.

Other Carey students are eligible to enroll in the University's student health insurance plan, but are not automatically enrolled. Students must work directly with the health insurance vendor and are billed separately for spouse and/or dependent insurance coverage.

If you are a currently enrolled student whose existing health insurance coverage will end, and you would like to enroll in the University's student health insurance plan before the published enrollment date, submit a copy of your insurance carrier's letter stating your coverage termination date and send it to Student Services at carey.student@jhu.edu. Please include your phone number and email address. Student Services will contact the University's insurance company to receive your pro-rated cost and will send you a paper application to complete and return to Student Services. The

new coverage will begin on your termination date and extend through the next regular enrollment date.

For a link to the University's student health insurance plan, please visit <http://carey.jhu.edu/students/student-resources/health-insurance-for-students>.

Insurance Waiver Process

Only students who are already enrolled in a US-based insurance plan through their employer or family, or have sponsor-paid health insurance coverage comparable to the University's plan may request a waiver of the University's health plan coverage. If you do qualify for a waiver, please log in to https://jhu.consolidatedhealthplan.com/student_health/johns_hopkins_university/initial_login.html CHP and complete a waiver request, or submit a copy of your current insurance card and schedule of benefits to carey.student@jhu.edu for review by Student Services. The deadline to waive coverage is September 30, 2014 for the fall semester. Students will not be permitted to waive coverage after this deadline.

Honor Code

The Carey Business School measures success by the way a Carey graduate stands out as an innovative business leader and exemplary citizen. The Carey community believes that honesty, integrity, and community responsibility are qualities inherent in an exemplary citizen. The objective of the Carey Business School Honor Code is to create an environment of trust among all members of the academic community while the qualities associated with success are developed in students.

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

Upon witnessing a violation of the Honor Code, a student is expected to inform either the responsible faculty member or the Honor Council of both the violation and the name of the student accused of committing the violation. Each member of the Carey community, as a person of integrity, has a personal obligation

to adhere to this requirement. It is only by upholding the Honor Code that members of the entire Carey community can contribute to the School's ability to maintain its high standards and its reputation.

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 composed of a fair representation of part-time and full-time MBA, MS, BS and BBA students and faculty members.

Academic Honesty

Violations of Academic Honesty 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 refers to any activity that gives a student an unfair academic advantage. It 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; falsifying one's identity by having another person take an exam; unauthorized providing of materials or information to others during assignments or examinations. 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.
- Plagiarism – Plagiarism includes, but is not limited to, use of ideas, data, direct quotations, paraphrasing, or any other incorporation of the work of others not clearly referenced. Students are required to submit their own work.
- Dual Submission – Dual submission includes submitting 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 all-inclusive, and is included for illustrative purposes.

Code of Conduct

Students are expected in all of their actions to exhibit 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 specifically, 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 community and 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, color, disability, marital or parental status, national origin, sex or sexual orientation, race, or religion. Conduct that interferes with the rights of another or creates an atmosphere of intimidation or disrespect is inconsistent with the environment of learning and cooperation that the School requires. Sexual harassment, whether between people of different sexes or the same sex, includes, but is not limited to, unwelcome sexual advances, requests for sexual favors, sexual violence and other behavior of a sexual nature as set forth in the University's Sexual Harassment Policy and Sexual Violence Policy (available at <http://web.jhu.edu/administration/jhuoie/index.html>) and will not be tolerated.

Academic Facilities

Students have a responsibility to preserve the quality of classrooms and public space. This responsibility extends, for example, to such things as disposal of one's food and trash, 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 the policies set

forth here <http://www.it.jhu.edu/policies/itpolicies.html#UseofIT>.

Library

Stealing or vandalizing library materials are forbidden, as are mutilating and pilfering library materials.

University Policies

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

Complaints of Discrimination and Harassment, Including Sexual Harassment and Sexual Violence

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

with the Office of Institutional Equity. Both the Complainant and the Accused are afforded equal procedural rights during the investigation and resolution of complaints of discrimination and harassment.

Policies and Procedures

Student Disciplinary Rules

1. Authority

Student discipline is the responsibility of the faculty of the Carey Business School (hereinafter the School). The Carey Business School Honor Council has been created to administer this responsibility. Nothing herein prescribed, however, shall prevent the Dean of the School, or in the absence of the Dean, the Vice Dean for Education 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 Carey Business School Honor Council (hereinafter 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 Academic Honesty and Code of Conduct of the Carey Business School
- Violations of University Policies and Procedures
- Violations of federal, state or local laws

Disciplinary violations may include, but are 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
 - ii. Promoting the values of the Honor Code 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
 - iv. Conducting investigations of suspected Honor Code violations
- b. The Honor Council will include a Chair, Vice-Chair, five student representatives, seven faculty representatives, and the Assistant Dean for Education, or designee. The Assistant Dean for Education or designee will be a non-voting member of the council. Student representation should include full-time and part-time programs. The student and faculty representatives will be appointed by the Vice Dean for Faculty and Research and the Vice Dean for Education or their designee. The Chair and Vice-Chair will be students. The council will elect the chairs for a one-year term.
- c. If the Vice Dean for Education 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 Vice Dean for Education, 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 who has reason to believe a violation of the Honor Code has occurred is expected to notify the Honor Council. For a first offense, a faculty member may, but is not required to, work directly with the student for consequences up to but not exceeding a zero on the assignment/assessment. Notification to the Honor Council prior to working directly with the student is required to ensure it is a first Honor Code offense. A report of the offense and outcome will be kept on record. All other suspected violations will be filed as a complaint with the Council against a student (hereinafter Accused) alleging a violation in accordance with section 2. A student may also report an alleged violation to the responsible faculty member. The Complaint must be in writing and signed by the 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 Honor Council via the Assistant Dean for Education. 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 Vice Dean or his/her designee. If however, a mutually acceptable agreement is not reached and the school is on break or summer session, the hearing may be delayed until the start of the next term. Complaints of discrimination and harassment, including sexual harassment and sexual violence, may be brought to the attention of the Assistant Dean for Education at the Carey Business School, or the Director for Equity Compliance & Education/Title IX Coordinator in the Office of Institutional Equity <http://web.jhu.edu/>

administration/jhuoie/compliance.html.

Please direct them to:

Director, Equity Compliance and Education/
Title IX Coordinator

Allison J. Boyle, JD, MPH

The Johns Hopkins University

Wyman Park Building, Suite 515

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 cases of sexual violence,
an accuser may also file a complaint with
campus security. Contact information for the
following campuses is available at:

Homewood Campus Safety and Security
Shriver Hall

3400 N. Charles Street

Baltimore, MD 21218

Telephone: 410-516-4600

or 410-516-7777

Johns Hopkins Medicine

Corporate Security

550 N. Broadway

Suite 503

Baltimore, MD 21205

Telephone: 410-614-3473

For security contacts at other University
locations, please call Lt. Mark E. Long
Investigations Section, Homewood Campus
Safety and Security, at: 410.516.6629.

- b. Upon receipt of a Complaint to be heard by the Honor Council, the Chair shall select an Investigative Committee comprising 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 Assistant Dean for Education. 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 has occurred, 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 comprising a fair representation of the Chair or Vice Chair, at least three faculty Council members and at least two additional student Council members. The Chair will notify the chosen Hearing Panel members and will instruct them as to how to proceed.
- f. The Chair shall instruct the Hearing Panel of the confidentiality of such proceedings.
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.
- g. To constitute a valid disciplinary hearing, the Hearing Panel must contain a quorum of at least three faculty members, the presiding Chair or Vice Chair, at least two additional student members, and the Assistant Dean for Education, 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.

- h. The Chair will prepare the Case for presentation to the Hearing Panel and invite all requested witnesses to attend the hearing. Where the Accused requests that witnesses be summoned on his or her behalf, the student must furnish the Chair with the names of the witnesses in sufficient time for the Chair to request the presence of such witnesses. It is within the Hearing Panel's discretion to limit the number of witnesses appearing at the hearing to a reasonable number.
 - i. The Chair shall administer the proceedings and conduct of the hearing.
 - j. At the commencement of the hearing, the Chair shall read the charge(s) in the presence of the Accused and the Hearing Panel, and ask the Accused for a plea of violation or no violation.
 - k. The hearing shall not be governed by formal rules of evidence. Statements or documents that are considered inadmissible evidence in a judicial proceeding may be admitted as evidence.
 - l. The Chair will maintain order during witness questioning and cross-examination. The Chair has the right to object to questions that are irrelevant or considered asked and answered.
 - m. Hearing Panel deliberations will begin in closed session immediately after the conclusion of the hearing. The Hearing Panel will agree on a verdict and recommended sanction, if applicable.
 - n. The Accused is presumed innocent until proven in violation by a preponderance of the evidence.
 - o. 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.
 - p. A formal record of all official hearings shall be made.
 - q. 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, if applicable
 - r. The Chair shall promptly inform the Vice Dean for Education of the Hearing Panel's verdict and recommended sanction.
 - s. The Vice Dean for Education shall inform the Accused, and if applicable the responsible faculty member, of the decision in writing and all appropriate notations will be included in the Accused student's record. This includes final grades and transcript notations.
- Upon written request from the alleged victim of any crime of violence or non-forcible sex offense, the school will report to the alleged victim on the results of this disciplinary hearing against a student who is the alleged perpetrator.
- 5. Rights and Obligations of the Accused**
- a. The Accused is presumed innocent until proven in violation according to these Student Disciplinary Rules.
 - b. The Accused has the right to be informed in writing of the charges against him or her and the identity of the Complainant.
 - c. The Accused will receive a copy of the Investigative Council's written report prior to the hearing.
 - d. The Accused has the right to be present during all witness testimony and the right to challenge witness testimony as appropriate. The Accused may directly question a witness, or request specific questioning by the Hearing Panel of a witness, as to any testimony or evidence brought forth in the hearing of the Case.
 - e. The Accused has the right to have the Chair request the presence of a reasonable number of witnesses on his or her behalf. A witness' failure to comply with the Hearing Panel's request for attendance to provide testimony during the hearing may constitute a violation of the Carey Business School Honor Code.
 - f. 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's decision not to testify will not presume guilt upon the Accused.

6. Appeals

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

7. 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 to be wrongful, or participation in similar conduct, within a period of time stated in the warning, shall be a cause for disciplinary action

- ii. Censure – Written reprimand for violation of a specified regulation, including the possibility of a more severe disciplinary sanction in the event of conviction for another violation within a period of time stated in the reprimand.
 - iii. Academic – Grade adjustment, including failure, on any work or course. This may include or may not include permanent student record notation. If the grade adjustment results in an F grade, "F due to Academic Dishonesty" will be noted on the official Carey transcript.
 - iv. Disciplinary Probation- Exclusion from participation in privileges or extracurricular activities as set forth in the notice of disciplinary probation for a specified period of time. Notification that a more severe disciplinary sanction may be imposed if the student commits a second disciplinary offense while on disciplinary probation.
 - v. Monetary Fines – For any Offenses as determined by the Council.
 - vi. Suspension – Exclusion from classes and other privileges or extracurricular activities as set forth in the notice of suspension for a definite period of time. "Suspension for Academic Dishonesty" will be noted on the official Carey transcript.
 - vii. Dismissal – Permanent termination of a student's status. "Dismissal for Academic Dishonesty" will be noted on the official Carey transcript.
- a. For students found in violation of a second offense, sanction options i, ii, or iii are not available.
 - 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 and all transcript notes will be removed.

8. 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 Assistant Dean for Education office until such required retention time expires, as recommended by Legal Counsel of the University. A list of all Honor Code cases, type of violation and outcomes without names will be provided to the faculty annually for the specific academic year.

9. 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 Vice Dean for Education 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 most recent faculty adoption.

Updated 3/30/2014

Housing

Baltimore Housing Options

The Carey Business School has joined other Johns Hopkins University schools in partnering with Off Campus Partners to create a new Off-Campus Housing Listing Service & Website to better serve the needs of our Baltimore students. The website allows students, staff and faculty to view listings on a user name/password protected site. The site provides tools to filter properties by neighborhoods, pricing, and much more. There is also a roommate section and message board to post requests for roommates as well as a section for furniture for sale. The service also includes educational components designed to help students become good citizens of the Baltimore community. To start your housing search, please visit <https://offcampushousing.carey.jhu.edu/>. If you have any questions for Off Campus Partners, please feel free to email info@offcampuspartners.com or call 877-895-1234.

Washington D.C. Housing Options

Although the Carey Business School does not provide on-campus housing, many resources are available in Washington, D.C. to help you find suitable accommodations. There are many distinct neighborhoods for those interested in living near the Carey Business School's Washington D.C. Center. Neighborhoods within a 20 minute walking distance from the Carey Business School include Dupont Circle, Thomas Circle, Logan Circle, Adams Morgan, Foggy Bottom, and West End. The link to the Carey Business School DC Student Housing Guide can be found at <http://carey.jhu.edu/students/student-resources/housing-resources>

Please note: We strongly recommend that you do not sign a lease before visiting the property. We also strongly recommend that you purchase renters insurance.

If you have other questions about housing, please contact Student Services at carey.student@jhu.edu or 410-234-9240.

Immunization Law

According to Washington, D.C. Immunization Law 3-20, students under the age of 26 who attend classes in Washington, D.C. must get vaccinations for Measles, Mumps, Rubella (MMR) and Tetanus/Diphtheria. Students must submit proof of immunizations once they register for classes at the Washington D.C. Center. The immunization form is provided to

all students when admitted to the JHU, Carey Business School.

Students who may have already submitted proof of immunizations for another school/program within JHU are required to resubmit the form to the Carey Business School, Office of the Registrar to fulfill the requirement,

as these forms are not transferable across schools/programs.

An immunization hold will be placed on your account, preventing registration if the completed immunization form is not submitted to the Registrar's Office by the registration period for your second semester at the Carey Business School. The immunization form can

be found in the Carey Business School student portal or using this link: http://carey.jhu.edu/uploads/global/JHU_CareyImmunization_form_Aug13.pdf.

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

Inclement Weather Policy

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

- Extend each class period so as to make up the total time missed.
- Plan and schedule an Adobe Connect/Blackboard online session.
- Re-schedule the class period to a designated make-up day. Designated make-up days are scheduled at the end of each 8-week term or semester.

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 both the Program

Office and the Registrar's Office about which option will be used to make up the class period.

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

Religious observances are valid reasons for students to be excused from 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.

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 appointment to inspect his/her academic record. An appointment will be arranged for the student to review the academic record. A written request with an original signature must be submitted to the Office of the Registrar in writing. Faxed requests will not be honored. Mail the request to:

Johns Hopkins Carey Business School
Office of the Registrar
100 International Drive

Baltimore, MD 21202

Requests to inspect and/or receive copies of documents (other than transcripts from previous institutions and confidential letters of recommendation) maintained in your academic record may be submitted under the provisions of the Family Educational Rights and Privacy Act of 1974 (commonly known as FERPA), as amended. Each October, the University publishes its policy on family educational rights and privacy in the *Gazette*. Additional information and copies of this policy can be

obtained by calling the Office of the Registrar at 410-234-9250 or by reviewing <http://web.jhu.edu/registrar/FERPA>.

Each October, the University publishes its policy on family educational rights and privacy

in the Gazette. Additional information and copies of this policy can be obtained by calling the Office of the Registrar at 410-234-9350 or by reviewing http://pages.jh.edu/~news_info/policy/ferpa.html.

International Services

The Office of International Services, or OIS at Carey, serves international students (specifically those in F-1 status, but also those in other non-immigrant status) at Carey regarding immigration regulations and related issues. We issue documents required for students to obtain the visa, and help them to maintain their status once they have arrived. We also assist with travel, employment authorizations, change of status, and cross-cultural awareness as well as financial concerns, health matters, housing, and other issues that may arise during a student's stay.

OIS at Carey is part of a larger organization under the umbrella of the Provost's Office at the Homewood campus that incorporates all five International Services offices across the entire Johns Hopkins University. This enables us to share resources, knowledge and services. Students are not restricted to working with the office at their home campus – for instance, Carey students can visit the Homewood or Washington DC office for travel signatures or advice if this

is more convenient for them than visiting the Harbor East office.

For more information, please refer to the OIS website at <http://ois.jhu.edu> or to the OIS area of the Carey website at <http://carey.jhu.edu/students/international-services/>

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

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

ISIS (Integrated Student Information System)

The Integrated Student Information System (ISIS) is Johns Hopkins' 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, 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/sswf/>.

J-Card

The J-CARD is the official identification and access card for students, faculty, and staff of the Homewood divisions of the Johns Hopkins

University, including the Johns Hopkins Carey Business School. For more information, please visit <http://web.jhu.edu/idcs/>.

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. Students may request a Leave of Absence for up to one calendar year. In rare instances, a Leave of Absence of up to 2 years may be granted.

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, spring or summer) 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 admission through the Office of Admissions. The Johns Hopkins Carey Business School reserves the right to place a student on a Leave of Absence if circumstances require it. In such cases, the return from the LOA may be contingent upon academic, medical, or psychological evidence that the student is ready to return to study.

All students who are absent for more than one calendar year and who did not obtain an approved Leave of Absence will be required to apply for readmission through the Office of Admissions before being permitted to re-enroll.

Library Resources and Services

- **Business Research Guide** – From the Sheridan Libraries’ website (<http://library.jhu.edu>), select Business under the Guides by Topic menu or go to <http://guides.library.jhu.edu/business> for a handy guide to locating key business information resources that are available through the Sheridan Libraries for academic research.
- **Library Orientation For Business** – These self-paced, multi-media presentations will acquaint you with your librarians, business resources and library services. For best results, explore each tab. View the presentations at <http://guides.library.jhu.edu/libraryorientation> or choose the Library Orientation tab of the Business Research Guide. Highly recommended for new business students.
- **Databases** – Access designated links to 70+ valuable databases in business and finance under the Databases sections of the library’s homepage (<http://library.jhu.edu>) or through the Business Research Guide. Additional software is available at the campus libraries.
- **Bloomberg Financial Services Terminals** – Designated terminals at the JHU campuses provide access to Bloomberg’s interactive financial information service for real-time and historical business and economic data and news. For more information, go to <http://guides.library.jhu.edu/bloomberg>
- **Access from Off-Campus** – Click on the “Connecting from Off-Campus” link on the library’s homepage to learn more. Access secured resources via the library’s links with your JHED ID and password.
- **Citing Sources & RefWorks** – Create a database to manage and annotate your references, easily make bibliographies in your desired citation style, and properly footnote your paper. View the link to the

RefWorks guide on the library’s homepage before you begin.

- **JCard & Books** – Use your JCard to enter JHU libraries and check out books. Renew JHU library books from the library website through the “My Library Account” link. To find library books on your topic, search within the catalog portion of Catalyst <https://catalyst.library.jhu.edu/advanced>). Retrieve the book yourself or use the request link in the book’s record for delivery to a JHU library during weekdays. E-mail is sent upon the book’s arrival.
- **Reserves** – Retrieve electronic readings 24/7 via a designated link in your course in Blackboard, unless instructed otherwise. See your campus librarians for print reserves.

- **Document Delivery** – Need books or journal articles that are unavailable through JHU resources? Get articles delivered to you electronically or books sent to you at your nearest JHU library. Delivery time varies; you will be notified upon arrival. Select the Interlibrary Loan link from the library’s homepage. Use your JHED ID and password to access your account and submit requests.
- **Individual or classroom-based instruction, help with the above, and more**

Library Centers are located at the Columbia Center, Harbor East, Homewood (main campus), Montgomery County Campus, and the Krieger Arts and Sciences Washington, D.C. location. Librarians are available for individual help or group information sessions.

Library Locations	Phone	Email
Harbor East	410-234-9286	businesslib@lists.johnshopkins.edu
Homewood	410-516-8778	businesslib@lists.johnshopkins.edu
Columbia Center	410-516-9709	http://askdc.library.jhu.edu
Montgomery Campus	301-294-7030	http://askdc.library.jhu.edu
Washington, D.C. (1717 Mass Ave.)	202-452-0714	http://askdc.library.jhu.edu

Lockers

A limited number of lockers are available for use at the Baltimore Harbor East and Washington D.C. locations. Lockers are available on a first come first served basis. Please visit the front desk to complete an application if you would like to use a locker for the academic year. You may share with a fellow student if you choose, please follow the instructions on the application. You

will be notified via email once your application has been processed and instructed to visit the front desk for your assignment. You must use the combination lock supplied by the Carey Business School any unidentified locks will be removed. Please note that all lockers are subject to be searched by Carey Business School administration at any time.

Parking

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. Please pull into the garage and take a ticket. Park on level P5 and take the elevator up to the rear Lobby and exit to the street and then enter the Carey Business School’s entrance. To re-enter the garage after class, leave the front entrance of the school and enter the parking facility

lobby by using your purchased chaser ticket. When leaving the garage, submit your original ticket and then the chaser ticket. For part-time students, discounted parking tickets are available on the 2nd floor at the main reception desk Monday-Thursday from 5:00pm-8:30pm and on Saturday from 10:00am-2:00pm. Discounted parking vouchers are valid Monday through Thursday after 5:00pm and Saturday from 8:00am-6:00pm. Students can only purchase discounted parking tickets by credit card; there are no refunds and, tickets do not expire. For

full-time day students, a discounted monthly parking pass is available directly from the garage for \$84. Monthly discounted parking is subject to availability as determined by Towne Parke <https://towneparkpermit.com/parkers/ParisWeb-Welcome.php>.

Washington D.C.

The center is conveniently located near two Metro stops: DuPont Circle (south exit) on the red line (two blocks away) and Farragut North also on the red line (five blocks away). Please visit <http://www.wmata.com/> for more information.

Parking is available at two convenient locations during the week:

- Colonial Parking garage located underneath 1625 Massachusetts Ave, NW (site #540). The hours are Monday-Thursday 7:00am–8:00pm and Friday 7:00am–7:00pm; after 7:00pm you may still exit the garage until 9:45 pm. The cost is \$19 for all day access and \$7 for access after 4:30pm. There is also an all-day early bird special for those arriving before 8:30am for \$12. Daily parking fees are cash only. Monthly parking passes are available to students at this garage for \$260/month or you may pay \$279.80/month for 24-hour access. To receive monthly parking, order online at <http://>

www.ecolonial.com/ or call 202-295-8100 (pay by credit card only). Please note that if you park in front of another vehicle, you should retrieve your key by 7:00pm.

- Colonial Parking garage located at 1730 Rhode Island Ave. The hours are Monday–Friday 7:00am–11:00 pm, when you must exit. The cost is \$18 for all day access and \$7 for access after 4:00pm. There is also an all-day early bird special for those arriving before 9:00 am for \$14.

Saturdays-Parking is available at the Penn parking garage located at 1717 Rhode Island Ave (under St. Matthews Cathedral). The garage entrance is on the right after the 1717 building if you are driving towards M street NW. The garage is open from 7:00am–7:00pm and parking is \$5 all day. It is also \$5 after 4:00pm on weekdays. Street parking is also available—please read all street signs to ensure that parking is indeed permitted and if there is a cost involved.

Columbia

Ample free parking is available.

Montgomery County

Ample free parking is available.

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

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 for the following semester.

Students may not sit in on a class without being officially registered for that class. Attending a class for which the student has not been registered is considered a Code of Conduct violation.

Students may only register for classes during terms in which they have been formally admitted.

Registration Options

The Office of the Registrar is available Monday through Friday, 8:30 am–5:00 pm.

Students may register using one of several convenient methods:

- Online via ISIS: Online registration is available at <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 Mail: Registration and add/drop forms can be obtained from the student portal <https://my.jh.edu/> in the Registration & Graduation section. The mailing address is Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202.
- By Fax: Registration and add/drop forms can be obtained from the student portal <https://my.jh.edu/> in the Registration

& Graduation section. The fax number is 410-234-9259.

- By Email: Registration and add/drop forms can be obtained from the student portal <https://my.jh.edu/>, in the Registration & Graduation section. The email address is carey.registration@jh.edu.
- In Person: Registration and add/drop forms can be obtained and completed at the student service counter located 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 of the fall semester.

Waitlists

Students 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/>. Please note that students may be placed on the waitlist for only one section of a particular course. Students will be contacted via their 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 the course. 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 any time before the first class meeting, provided the course is not closed. Students may not add courses after the first class meeting.

Students may add courses by using one of the registration options mentioned above. Payment options for adding a course are the same as for initial registration. (Johns Hopkins employees must submit a tuition remission application, to Student Accounts, 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 second class meeting the appropriate refund may be applied (see [refund schedule](#)).

Dropping a Course

Students may drop a course without financial penalty up to the date of the first class by going to isis.jhu.edu/sswf/. Once classes begin, students who drop a course receive a pro-rated tuition refund. Tuition refunds are calculated from the date of receipt of the add/drop form in the Office of the Registrar (see [refund schedule](#)). Students dropping a course after the first class meeting should notify the instructor of their decision.

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

Withdrawing from a Course

To withdraw from a course, students must submit an official add/drop form. Students may not withdraw from courses using ISIS. Notice to the instructor of intent to withdraw is not sufficient, nor are telephone withdrawals accepted. The last date to withdraw from a class without academic penalty (without receiving the grade of F) is listed in the withdrawal Schedule Policy.

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. International students on an F-1 visa are advised to contact International Services at 410-234-9280 before withdrawing from 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 from the Office of Financial Aid. Aid recipients who withdraw from some courses in the semester but not all their courses may have their aid awards adjusted to the reduced cost of attendance. Students who drop to less than half-time prior to beginning the class may have their federal aid canceled, even if some portions have already been refunded to them for living expenses. Students will receive a bill from the school for the balance due. Withdrawing from classes may also impact future aid eligibility. Financial Aid recipients are advised to consult with both their academic adviser and the financial aid staff prior to withdrawing from classes.

2014 – 2015 Course Withdrawal Schedule Policy
JHU Carey Business School

	January intersession	Courses that meet 8 class sessions	Courses that meet 10–14 class sessions	Courses that meet 15 or more class sessions
No notation on transcript if course is dropped	prior to the 2nd class meeting	prior to the 2nd class meeting	prior to the 3rd class meeting	prior to the 4th class meeting
Withdrawn (“W”) on transcript if course is dropped	from the 2nd to the 3rd class meeting	from the 2nd to the 3rd class meeting	from the 3rd to the 6th class meeting	from the 4th to the 8th class meeting
May not withdraw from a course	once the 4th class begins	once the 4th class begins	once the 7th class begins	once the 9th class begins

Incomplete Grades

An ‘I’ (Incomplete) grade is used when 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, as specified in the contract between the instructor and the student. Both the instructor and the student complete the contract and submit it to the Registrar’s office within 5 business days of the last scheduled class meeting. 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.

Course Load (No student may enroll in more than 18 credits total per semester):

For Graduate level students (not summer)

- Not registered – 0 credits
- Less than ½-time – 1 to 4 credits
- Half-time – 5 to 6 credits
- ¾-time – 7 to 8 credits
- Full-time – 9 or more credits

For Graduate level students (summer only)

- Not registered – 0 credits
- Less than ½-time – 1 to 2 credits
- Half-time – 3 to 4 credits
- ¾-time – 5 credits
- Full-time – 6 or more credits

For Undergraduate level students

- Not registered – 0 credits
- Less than ½-time – 1 to 5 credits
- Half-time – 6 to 8 credits

¾-time – 9 to 11 credits

Full-time – 12 or more credits

Independent Study Requests

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

Interdivisional Registration

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

Conversely, students from other divisions in the university (except the Schools of Arts and Sciences, and Engineering) may request to enroll in courses offered by the Carey Business School by submitting their registration request to their registrar for processing. Students in full-time Arts and Sciences and Engineering programs should use the Supplemental Registration Form, available from the Homewood Office of the Registrar, which requires permission of their academic adviser and the appropriate school program director or adviser. This form needs to be submitted to their own school’s registrar. Note that Carey Business School students have

priority in registering for Carey Business School courses. All interdivisional students must abide by these policies, procedures, and deadlines. All published prerequisites for the course must be met prior to enrollment. During the summer session, students do not follow the interdivisional registration procedures noted above. Students from other Johns Hopkins divisions who want to enroll in Carey Business School summer courses should follow the registration procedures outlined in the Registration section. For more information, contact the Office of the Registrar at carey.registration@jhu.edu.

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

Refunds

Students who officially withdraw during an academic term will receive tuition refunds based on the [refund schedule](#) found in the Appendix at the end of this catalog. Refunds apply only to the tuition portion of a student's

charges and are calculated from the date that the school receives an official add/drop form. 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 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. All other refunds approved in the Office of the Registrar will be 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.

State-specific Information for Online Programs

Arkansas – The student should be aware that these degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

Iowa – Johns Hopkins University is registered by the Iowa College Student Aid Commission on behalf of the State of Iowa. Iowan residents who wish to inquire about Johns Hopkins University or file a complaint may contact the ICSAC at 430 E. Grand Avenue, Third Floor, Des Moines, Iowa 50309 or 515-725-3400.

Minnesota – Johns Hopkins University is registered as a Private Institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

Wisconsin – Wisconsin Refund Policy: The student will receive a full refund of all money paid if the student:

1. Cancels within the three-business-day cancellation period under EAB 6.04;
2. Accepted was unqualified and the school did not secure a disclaimer under EAB 9.04;
3. Enrollment was procured as the result of any misrepresentation in the written materials used by the school or in oral representations made by or on behalf of the school.

Refunds will be made within ten business days of cancellation.

A student who withdraws or is dismissed after attending at least one class, but before completing 60% of the instruction in the current enrollment period, is entitled to a pro rata refund as follows:

at least	but less than	refund of tuition
1 unit/class	10%	90%
10%	20%	80%
20%	30%	70%
30%	40%	60%
40%	50%	50%
50%	60%	40%
60%	no	no refund

As part of this policy, the school may retain a one-time application fee of no more than \$100. The school will make every effort to refund prepaid amounts for books, supplies and other charges. A student will receive the refund within 40 days of termination date. If a

student withdraws after completing 60% of the instruction, and withdrawal is due to mitigating circumstances beyond the student's control, the school may refund a pro rata amount. A written notice of withdrawal is not required.

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 students in full-time programs:

- Pay online with an electronic check
- Pay with a check by mail
- Pay with cash or a check at our Columbia location
- Enroll in the monthly annual payment plan
- Pay with a sponsor contract
- Pay via wire transfer

For students in part-time programs:

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

Students with approved financial aid should elect to be electronically billed and will be responsible for any charges not covered by their award. All students should refer to [Schedule A](#) for billing periods and payment due dates. A late payment fee of \$250 will be assessed if payment is not received by the due date. Students who choose the monthly payment plan option may use [Schedule B](#) as a payment guide. Schedules A and B can be found in the Appendix at the end of this catalog, or online at <http://carey.jhu.edu/students/financial-aid-billing>

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

Pay Your Account Online

The fastest way to have your tuition payment credited to your JHU student account is to pay via ISIS Self Service. To make payments online or view your student account, go to <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.

Pay With a Check by Mail

Checks for tuition and fees should be made payable to Johns Hopkins University and include your Hopkins ID number. Payments can be mailed to the lock box address:

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

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

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

Pay In Person

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

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

The university accepts four major cards from part-time students ONLY: MasterCard, Visa, Discover, or American Express. Credit card

payments are not processed immediately. When you pay with a credit card, a staff member will verify that the credit card information on the payment form is complete and forward payment to the Student Accounts Office in Columbia to be processed at a later date.

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

Monthly Payment Plan

You have the option of deferring your tuition payment by enrolling in the monthly payment plan. To enroll, contact Tuition Management Systems (TMS) by phone at 1-888-713-7238 or visit their website at <https://carey.jhu.afford.com/> and identify yourself as a Johns Hopkins University Carey Business School student. Students in part-time programs should choose the semester 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. 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).

- 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.
- Students in full-time programs 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, and include all out of pocket expenses for the entire academic year.

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 additional costs for tuition and associated fees not covered by your employer/sponsor.
- 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 JHU employee participating in the tuition remission benefit plan, please note the following:

- Tuition remission covers tuition costs for part-time courses 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.

- Go to <http://benefits.jhu.edu/tuition/remission.cfm> for your remission application and other important remission information.

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

Electronic Billing

You are required to have a current Johns Hopkins University email address and a valid Johns Hopkins Enterprise Directory (JHED). Notification of outstanding tuition balances will be sent electronically to your Johns Hopkins University email account. Billing statements are emailed the second Wednesday of each month if activity has occurred since the last billing cycle. Students are required to make payment upon notification of this bill or if there is an outstanding balance. Balances not paid by the due date will be assessed a \$250 late payment fee. Paper statements are no longer mailed to students.

In order to ensure receipt of your bill, you should update your email address at <https://isis.jhu.edu/sswf/>. For our current billing periods and due dates, see [Schedule A](#) in the Appendix at the end of this catalog, or online at <http://carey.jhu.edu/students/financial-aid-billing>. 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 Office of Student Accounts of your payment amount and date of remittance by calling 410-516-9722 or emailing carey.studentaccounts@jhu.edu.

For U.S. and International students ONLY:

Johns Hopkins University
M&T Bank
One M&T Plaza
Buffalo, NY 14203
Checking Account
Transit/ Routing /ABA number:
022000046
Account number: 970370230
Swift Code: MANTU.S.33INT
CHIPS ABA number: 0555

For U.S. Sponsor Payments ONLY

Johns Hopkins University
M&T Bank
One M&T Plaza
Buffalo, NY 14203
Transit/routing/ABA number: 022000046
Account number: 09000522
DUNS number: 001910777
Cage Code: 5L406

For International Sponsor Payments ONLY

Johns Hopkins University
M&T Bank
One M&T Plaza
Buffalo, NY 14203
SWIFT code: MANTU.S.33INT
CHIPS ABA: 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) <http://www.jhsap.org/> 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! The most current and comprehensive information on student organizations, including contact information, can be found here: <http://carey.jhu.edu/students/student-clubs/>

ABC Society

Our mission is to provide students with the resources and skill set to successfully navigate all business scenarios with confidence. Through practice, students will become proficient in delivering communication that is clear, concise, and compelling, thus positioning themselves to “Always Be Closing”.

Capital Market Research Organization (Washington DC)

The Capital Market Research Organization seeks to connect students with resources and information pertaining to the capital market, and to assist in developing the skills necessary for networking and interviewing. The CMRO plans to publish a weekly newsletter, conduct workshops, and provide mock interviewing opportunities in conjunction with Career Services.

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.

Carey International Business and Diplomacy Club

Carey International Business and Diplomacy Club (CIBD) provides a forum for professional development of students and alumni interested to learn about the global, economic, and political roles of multinational corporations, non-governmental organizations, and inter-governmental organizations.

CareyServes

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

Carey Women in Business (Baltimore and Washington DC chapters)

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.

Creativity by Design

Creativity by Design exists to introduce business students to a variety of creative tools, explore real-world benefits of integrating creative tools into professional practices, and provide the opportunity to apply creative tools in a risk-free environment.

Entrepreneurship Club

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

Equity Analyst Team (Washington DC)

The Equity Analyst Team provides an opportunity for students to gain hands-on experience and put theoretical knowledge into practice. The Equity Analyst Team also encourages interaction among graduate students, faculty and financial institutions through corporate presentations, round table discussions, and business treks.

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.

Financial Management Association

The Financial Management Association at Johns Hopkins Carey Business School offers students an opportunity to be a part of an exclusive network of finance professionals, practitioners, and students around the world. Membership with this national organization provides resources for job searching, careers in finance, finance certifications, furthering education, networking, and much more.

Global MBA Association

The Johns Hopkins Carey Business School Global MBA Association strives to build a positive culture among GMBA students, create a community among current GMBA students and alumni, serve as a communication liaison between GMBA students and the Student Government, and support the Carey faculty and staff to improve the brand equity of the GMBA program.

Global mHealth Institute (Carey chapter)

The Johns Hopkins Global Mobile Health Initiative has created a unique forum for Hopkins to bring together individuals from myriad backgrounds but with a shared interest in the emerging field of mHealth. The mission of The Global mHealth Initiative at Johns Hopkins University (GmI) is to develop responsive innovations and provide rigorous, evidence-based support for mobile ICTs to improve global health with a focus on resource-limited settings where the global burden of disease and mortality are highest.

Golf and Tennis Club

The Golf and Tennis Club's purpose is two-fold: 1) to share and promote information on the sports of golf and tennis and the social business skills they can provide during our time at Carey, 2) group outings open to current part-time and full-time students as well as faculty and staff.

Health and Wellness Society

The Health and Wellness Society seeks to provide a forum for the improved health and sustained well-being of undergraduate and graduate business students, faculty, staff, alumni and members of the community at large. The Society will create learning opportunities for those interested in the topics of emotional and psychological wellness, physical fitness, diet, and healthy eating behavior, chronic illness prevention and risk reduction, and positive health promotion and lifestyle practices.

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.

Hopkins Biotech Network (Carey chapter)

Our goal isn't just to help people network, but to help our members understand the vast spectrum of opportunities in biotechnology, spanning everything from business to the lab bench. If you'd like to connect with the biotech community in Maryland, HBN is the organization for you. Because it's not what you know, but who you know that makes the difference.

Innovation Factory

As the first research university in the United States, Johns Hopkins is devoted to discovering and exploring innovation. Through this pioneering spirit, we have established The Johns Hopkins Innovation Factory, an organization helping to convert knowledge and ideas into benefits for the world. The Innovation Factory is building a platform for venture capital and private equity to commercialize the great ideas our community fosters. Contact innovationfactory@jh.edu for more information.

Investment Banking Club (Baltimore and Washington DC chapters)

The Investment Banking Club provides members with a platform to learn about the industry, with the overarching goal of helping interested members step up into this field. The group also strives to serve as a bridge among three main constituents: investment banks, Carey students, and the Career Services office.

Marketing Club (Baltimore and Washington DC Chapters)

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.

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.

MSF Association (Baltimore and Washington DC chapters)

The MSF Association is a newly established organization at the Carey Business School. This group will strive to gather M.S. Finance students and create a platform for socializing, developing networking opportunities, and expressing their thoughts and ideas about the program.

Net Impact (Baltimore and DC chapters)

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 and specify your chapter of interest.

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.

Soccer Club (Washington DC)

Soccer Club is a Washington, DC-based organization established to promote and offer an organized program of soccer training and competition to its members.

Sports Business Club

The Sports Business Club provides a forum for professional development of Johns Hopkins Carey Business School students and alumni interested in the Sports Business Industry.

Student Government Association

The Johns Hopkins Carey Business School Student Government Association strives to

represent the interests of the students of the Carey Business School. Their goals are to promote student involvement, to act as a liaison between the student body and the Carey administration, and to stimulate positive change to meet the needs of our constituents. Carey SGA is divided into two branches – Baltimore/Columbia branch, and Washington DC/Rockville branch.

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.

Undergraduate Student Association

The Undergraduate Student Association (UGSA) seeks to provide communication between the student body and the faculty and administration of the Carey Business School, as well as creating a sense of culture within the student body by hosting events and activities.

Student Success Center

The Carey Business School Student Success Center (SSC) aims to support student academic success by offering one-on-one tutoring sessions in writing, quantitative subjects, and presentation skills as well as a variety of other workshops. The SSC aims to support classroom learning by providing specific feedback and tools to allow students to develop their own critical thinking skills and their ability to work through assignments on their own. Specifically, writing assistance focuses on helping students become critical readers and independent writers of their own work.

Goals:

Students will be introduced to tools and resources to help develop their critical thinking skills and allow them to become more academically self-sufficient.

Students will be assisted with developing and applying skills needed to succeed in both their written assignments and in quantitative subjects.

Writing assistance focuses on preparing students to use writing and presenting as a significant part of their continued learning, personal and professional success.

For more information about the Student Success Center, to make an appointment, or to take advantage of its many resources, please visit our website at <http://carey.jhu.edu/students/student-resources/academic-support/student-success-center/>.

Textbook Information

Carey Business School textbooks are available for purchase through MBS Direct. Call MBS Direct at 800-325-3252, or access the Carey Business School MBS Direct site at <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 and Verifications

A transcript is an official document containing a record of all the coursework taken by a student by term along with his/her final grades, grade point average for the term, cumulative grade point average and the degree received, if applicable. The official transcript is available in paper or electronic format. All transcripts are official.

The following policies apply regarding transcripts:

- Photocopies of transcripts from other educational institutions are not available. These documents are submitted specifically for consideration of admission. You must request transcripts from previously attended colleges and universities directly.
- Your Johns Hopkins University transcript will not be released without your signed authorization. Also, transcripts and grades are not issued to you if you have an outstanding financial obligation to the university.
- Transcripts will not be sent by fax.

Transcript Ordering Options

Students may request transcripts using one of several convenient methods:

- **On-line:** Visit <https://iwantmytranscript.com/jhucbs>. Your transcript will be sent securely through eSCRIP-SAFE (a secure electronic alternative to the traditional paper transcript) in a PDF format via email. The service fee is \$2.25 per electronic address.

Note: Electronic transcripts sent to the recipient are considered OFFICIAL upon delivery.

- **On-line:** Visit the National Student Clearinghouse at https://www.studentclearinghouse.org/secure_area/Transcript/to_home.asp?t=123118&LoginHome=to_home.asp

- **In person:** Office of the Registrar, 100 International Drive, 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
Baltimore, MD 21202
- **By Fax:** Fax a written request or transcript request form with photo identification to 410-234-9259
- You may request up to five transcripts in one order. The transcript request form can be found at http://carey.jhu.edu/uploads/files/TRANSCRIPT_REQUEST_FORM_2014.pdf.

Processing Time

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

- Name under which the student was registered
- Student's/Graduates date of birth
- Dates 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
- Photocopy of JCard or picture identification

Cost

Up to five transcripts per request are provided at no charge unless same-day service is required. No more than 10 transcripts may be requested within a 30 day period. Any additional transcripts ordered will be \$5 each.

Same-day service is available at a cost of \$10 per transcript. Requests for same-day service must be made in-person weekdays between 8:30 am – 4:00 pm 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.

Verification of Enrollment or Degree Requests

An Enrollment Verification serves as documentation that a student is currently enrolled for a particular semester(s) as a full-time, half-time, or less than half-time student. This document can also serve as proof of having earned a degree or certificate. This document will be authenticated with the raised-seal appearing with the name Johns Hopkins Carey Business School. Johns Hopkins University is a participating school submitting enrollment

and degree data to the National Student Clearinghouse which provides enrollment verifications and deferments for financial aid students to lending organizations and NSLDS.

To request a verification of enrollment or degree:

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

- In person: Office of the Registrar, 100 International Drive, 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, Baltimore, MD 21202
- By Fax: Fax a written request or form with photo identification to 410-234-9259
- Processing time: Please allow 3–5 business days for processing.

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

Transportation

Baltimore

The Carey Business School's home is in Baltimore's Harbor East neighborhood. 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.

The Maryland Transit Administration (MTA) manages public transit in the greater Baltimore region and has a range of options. Monthly MTA passes can be purchased at the Johns Hopkins University Homewood campus. More information is available at <https://orchid.hosts.jhmi.edu/stujob/student.cfm?pid=10>.

The Charm City Circulator is a free shuttle service with routes throughout the city. For routes and stops, visit <http://www.charmcitycirculator.com/content/about>. The orange and green routes stop 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 surrounding counties,

while commuter buses are express lines that run from Laurel, Columbia, Bel Air, and Havre de Grace to downtown Baltimore. The MARC is a commuter rail system with three lines that service West Virginia, Frederick, Washington D.C., Baltimore, and Perryville, Maryland with stops in between. For more information, a trip planner, schedules, maps, and fares, visit <http://mta.maryland.gov/> or call 410-539-5000.

JHU Shuttle

Johns Hopkins University operates a shuttle between the Homewood campus and the Carey Business School Monday through Friday. The Carey Business School shuttle will have two morning runs, a mid-day run, a late afternoon run, and a late evening run. Specific shuttle times and shuttle stop locations are also available at www.ts.jhu.edu. The shuttle runs without stops between the Carey Business School and Mason Hall at the Homewood Campus. If the Charm City Circulator's planned extension of the Purple Line to Charles Village is successfully implemented, the Carey/Homewood shuttle schedule for the spring 2015 semester will be re-evaluated.

Baltimore Collegetown Shuttle Bus

Johns Hopkins is also part of a consortium of schools in the Baltimore area that participate in 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/>.

More information about getting around downtown Baltimore can be found at <http://www.godowntownbaltimore.com/getting-around/index.aspx>.

Washington, DC

The Carey Business School Washington DC Center is located at 1625 Massachusetts Avenue, NW, Washington, DC, 20036. Mass transit is the easiest means of getting around the

city and the Carey Washington DC Center is conveniently located near two subway stops: Dupont Circle and Farragut West.

Washington Metropolitan Area Transit Authority, Metro <http://www.wmata.com/>, manages public transportation in the Washington, DC, region. Bus and rail service is extensive throughout the Washington, DC, region. The Carey Washington DC Center is accessible from two Metrorail stops: Dupont Circle (south exit) on the red line (two blocks away) and Farragut West on the blue and orange lines (five blocks away).

More transportation information to help you find the best way to get around the Baltimore and Washington D.C. areas is available at <http://carey.jhu.edu/students/student-resources/transportation-resources/>.

Tuition and Fees

	Tuition	Application Fee	Matriculation Fee	Registration per semester	Graduation Fee
Johns Hopkins Global MBA	\$54,500*	\$100	\$500	No	No
Executive MBA	\$117,000**	\$100	No	No	No
Flexible MBA Programs	\$1,205 per credit	\$100	\$250	No	No
MBA/MA in Design Leadership	\$93,800***	\$100 paid to MICA	\$700 per semester – covers all activities and services at both JHU and MICA		
Full-time MS Programs	\$59,000****	\$100	No	No	No
Part-time MS Programs	\$1,205 per credit	\$100	\$250	No	No
Certificate Programs	\$1,205 per credit	\$100	No	No	No
Full-time Undergraduate	\$43,450*	\$100	\$500	No	No
Undergraduate	\$894 per credit	Program is closed to new applicants.			
Summer Intensive	\$3,300	No other fees			
* For one year of a two-year program ** For entire 18-month program *** For entire 20-month program **** For entire 12-month program					

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

appropriate payment or selection of an available payment option.

Students who have just begun the aid application process may not check “financial aid” in lieu of payment at the time of registration.

Students wishing to receive financial aid must pay for courses at the time of registration if they have not completed all required documentation.

All fees are nonrefundable.

Late Registration Fee –\$250

Late Payment Fee – \$250

Returned Check Fee – \$35

Payment Plan Termination Fee –\$75

Delinquent Account Collection Fee – 25% of the outstanding debt

University and Carey Business School Policies

Alcohol and Drug Abuse and a Drug-Free Environment

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

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

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

of University employment. Disciplinary action against a student may include expulsion from School.

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

Anti-Harassment Policy

A. Preamble

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

B. Policy against Discriminatory Harassment

1. The University is committed to maintaining learning and working environments that are free from all forms of harassment and discrimination. Accordingly, harassment based on sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression,¹ veteran status, or other legally protected characteristic is prohibited. The University

will not tolerate harassment, sexual harassment (including sexual violence) 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 sex, 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 sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, personal appearance, veteran status, or any other legally protected characteristic may include, but is not limited to: unwanted physical contact; use of epithets, inappropriate jokes, comments or innuendos; obscene or harassing telephone calls, e-mails, letters, notes or other forms of communication; and, any conduct that may create a hostile working or academic environment.
4. Sexual harassment, whether between people of different sexes or the same sex, is defined to include, but is not limited to, unwelcome sexual advances, requests for sexual favors, sexual violence and other behavior of a sexual nature when:
 - a. submission to such conduct is made implicitly or explicitly a term or condition of an individual's employment or participation in an education program;
 - b. submission to or rejection of such conduct by an individual is used as the basis for personnel decisions or for academic evaluation or advancement; or
 - c. such conduct has the purpose or effect of unreasonably interfering with an individual's

work or academic performance or creates an intimidating, hostile or offensive working or educational environment.

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

5. Retaliation against an individual who complains of discriminatory harassment under this policy, is strictly prohibited. Intentionally making a false accusation of harassment is also prohibited.

C. Responsibilities under this Policy

The University is committed to enforcement of this policy. Individuals who are found to have violated this policy will be subject to the full range of sanctions, up to and including termination of his/her University affiliation.

1. All individuals are expected to conduct themselves in a manner consistent with this Policy.
2. Staff, faculty and/or students who believe that they have been subject to discriminatory harassment are encouraged to report, as soon as possible, their concerns to the Office of Institutional Equity, their supervisors, divisional human resources or the Office of the Dean of their School.
3. Individuals who witness what they believe may be discriminatory harassment of another are encouraged to report their concerns as soon as possible to the Office of Institutional Equity, their supervisors, divisional human resources or the Office of the Dean of their School.
4. Complainants are assured that reports of harassment will be treated in a confidential manner, within the bounds of the University's legal obligation to respond appropriately to any and all allegations of harassment.

5. Managers, including faculty managers, who receive reports of harassment should contact human resources or the Office of Institutional Equity for assistance in investigating and resolving the issue.
6. Managers, including faculty managers, are required to implement corrective action where, after completing the investigation, it is determined corrective action is indicated.
7. The University administration is responsible for ensuring the consistent application of this policy.

D. Procedures for Discrimination Complaints Brought Within Hopkins

Inquiries regarding procedures on discrimination complaints may be directed to Caroline Laguerre-Brown, Vice Provost for Institutional Equity, or Allison J. Boyle, Title IX Coordinator and the Director for Equity Compliance & Education, Wyman Park Building, Suite 515, Homewood Campus, 410-516-8075, TTY: Dial 711.

¹ 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.

Updated February 24, 2014

Policy Against Sexual Harassment

A. Preamble

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

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

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

Fundamental to the University’s purpose is the free and open exchange of ideas. It is not, therefore, the University’s purpose, in promulgating this policy to inhibit free speech or the free communication of ideas by members of the academic community.

B. Policy

The University will not tolerate sexual harassment, a form of discrimination, a violation of federal and state law and a serious violation of university policy. In accordance with its educational mission, the university works to educate its community regarding sexual harassment.

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

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

The University will promptly respond to all complaints of sexual harassment.

When necessary, the university will institute disciplinary proceedings against the offending individual, which may result in a range of sanctions, up to and including termination of university affiliation.

Complaints of sexual harassment may be brought to **Caroline Laguerre-Brown**, Vice Provost for Institutional Equity for the university, **Allison J. Boyle**, Title IX Coordinator and Director for Equity Compliance & Education, Wyman Park Building, Suite 515, Homewood Campus, Telephone: 410.516.8075, TTY: Dial 711.

Nondiscrimination Policy for Students

President Ronald J. Daniels has issued the following statement to all members of the university community as a reminder of the university's long-standing dedication to equal opportunity.

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

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

The university assigns a high priority to the implementation of its equal opportunity policy, and significant university resources are

devoted to assuring compliance with all laws prohibiting discrimination in employment and educational programs. Caroline Laguerre-Brown, the university's vice provost for Institutional Equity, is responsible for assisting me and other university officers in the implementation of equal opportunity and affirmative action programs. Members of the university community are encouraged to contact Caroline Laguerre-Brown or Allison J. Boyle, the Director of Equity Compliance and Education/Title IX Coordinator in the Office of Institutional Equity in Wyman Park Building, Suite 515, Homewood campus, 410-516-8075 (TTY 410-516-6225), or the divisional offices of Human Resources regarding any questions or concerns about these matters.

Sincerely,
Ronald J. Daniels

Policy Addressing Campus Violence

Policy

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

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

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

Enforcement

Information regarding incidents of violent conduct and threats of violence will be investigated, and, if warranted, disciplinary action will be taken in accordance with

applicable procedures. The University will notify law enforcement authorities of criminal conduct. In addition, the University may refer individuals accused of violations of this policy for an assessment of the likelihood that they will carry out violent acts. If the continued presence of an individual on campus threatens or disrupts the conduct of University business, the individual may be suspended from participation in University programs or activities pending the outcome of the assessment.

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

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

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

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

Please visit http://webapps.jhu.edu/jhuniverse/administration/emergency_weather_security_information/ for a list of important phone numbers and contacts if you witness or are the victim of violence or the threat of violence.

Privacy Rights of Students (FERPA)

Notice is hereby given that the Carey Business School of the Johns Hopkins University complies with the provisions of the Family Educational Rights and Privacy Act of 1974

(P.L. 93-380), as amended, and regulations promulgated there under. Eligible students, as defined in the regulations, have the right: (1) to inspect and review their education records, as defined in the regulations; (2) to request the amendment of their education records if they are inaccurate, misleading, or otherwise in violation of the student's rights; (3) to consent to the disclosures of personally identifiable information in their education records except to the extent permitted by law, regulation, or University policy; and (4) to file a complaint with the U.S. Department of Education if the University has failed to comply with the requirements of law or regulation.

The University's policy on Family Rights and Privacy is published periodically in the Johns Hopkins Gazette. The policy is available online at http://www.jhu.edu/news_info/policy/ferpa.html or from the Office of the Registrar.

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, Sexual Assault, Relationship Violence, and Stalking Policy

1. Purpose of this Policy

The Johns Hopkins University is committed to providing a safe educational and working environment for its students, trainees, faculty, staff and other members of the University community. The University prohibits sexual violence^[1] and sexual assault, (which along with sexual harassment, prohibited by the University's Policy Against Sexual Harassment, are forms of "sexual misconduct"), domestic violence and dating violence (collectively, "relationship violence"), and stalking. This conduct is disruptive of the learning and working environment of the University's community members and will not be tolerated by the University. The University is committed to preventing sexual misconduct, relationship violence, and stalking, as well as addressing its effects on the University community. The University has adopted this Policy in order to inform students, trainees, faculty, and staff and other members of the University community of their rights and responsibilities in the event they are or have knowledge of someone involved in an incident of sexual misconduct, relationship violence or stalking and of the services available to victims of sexual misconduct, relationship violence and stalking.

2. Scope of this Policy

This Policy applies to all members of the University community, including, but not limited to, students, trainees, faculty and staff, and it covers prohibited conduct that: occurs on campus or other University property; occurs in connection with JHU programs or activities, including academic, educational, extracurricular, athletic or other programs and activities; or otherwise affects the University community. In certain instances, this Policy applies to 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 affiliates of the University). This Policy applies equally to all

regardless of an individual's sex, gender, sexual orientation, gender identity or gender expression. All academic and administrative units of the University (including all schools, divisions, campuses, departments and centers) must comply with, and ensure that their policies and procedures comply with, this Policy.

3. Definitions of Consent and Incapacitation

Sexual activity of any kind requires consent, which is defined as clear and voluntary agreement between participants to engage in the specific act.

- Consent cannot be inferred from the absence of a "no." A clear "yes", verbal or otherwise is necessary.
- Consent cannot be obtained from someone who is unconscious, incapacitated (including but not limited to mentally incapacitated), asleep or physically helpless.
- Consent cannot be obtained by pressure, threat, coercion or force of any kind, whether mental or physical. Consent means actually agreeing to the act of intercourse or other sexual activity, rather than merely submitting as a result of force or threat of force.
- Consent cannot be obtained from an individual who is under the legal age of consent.
- Consent must be ongoing throughout a sexual encounter and can be revoked at any time.
- Consent to some sexual acts does not necessarily imply consent to others. Past consent does not necessarily imply ongoing or future consent.
- Consent to engage in sexual activity with one person does not imply consent to engage in sexual activity with another.

As stated above, a person who is incapacitated may not consent. A person is incapacitated when he or she cannot make a rational, reasonable decision because the person lacks the ability to understand his or her decision. A person can become incapacitated as a result of disability, involuntary physical constraint, sleep, or consumption of alcohol or other drugs.

4. Definitions of Prohibited Conduct

Sexual Violence

Sexual violence encompasses sexual assault and is a form of sexual harassment. Sexual harassment, which is a form of discrimination, violates federal and state law and 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. 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 in the absence of consent;
- Rape (including "date rape") or attempted rape;
- Touching, fondling, kissing, or making any unwanted sexual contact with another person's body;
- Nonconsensual oral sex; and
- Sexual assault (defined below), sexual battery, or sexual coercion.

Sexual Assault

Sexual assault includes non-consensual sexual intercourse and non-consensual sexual contact. Non-consensual sexual intercourse is any act of sexual intercourse with another individual without consent. Sexual intercourse includes vaginal or anal penetration, however slight, with any body part or object, or oral penetration involving mouth to genital contact. Non-consensual sexual contact is any intentional touching of the intimate parts of another person, causing another to touch one's intimate parts, or disrobing or exposure of another without consent. Intimate parts may include genitalia, groin, breast, or buttocks, or clothing covering them, or any other body part that is touched in a sexual manner. Sexual contact also includes attempted sexual intercourse.

Dating Violence

Dating violence means violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship shall be determined based on a consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship.

Domestic Violence

Domestic violence means "abuse" occurring between:

- current or former spouses or cohabitants;
- persons who have a child in common; or
- persons currently or formerly involved in a dating relationship,

where "abuse" means any of the following acts:

- an act that causes serious bodily harm;
- an act that places a person eligible for relief in fear of imminent serious bodily harm;
- assault in any degree;
- rape or sexual offense or attempted rape or sexual offense in any degree;
- false imprisonment; or
- stalking.

Stalking

Stalking means a malicious course of conduct that includes approaching or pursuing another where the person intends to place or knows or reasonably should have known the conduct would place another in reasonable fear:

- of serious bodily injury;
- of an assault in any degree;
- of rape or sexual offense or attempted rape or sexual offense in any degree;
- of false imprisonment;
- of death; or
- that a third person likely will suffer any of the acts listed above.

5. Reporting Sexual Misconduct, Relationship Violence and Stalking

Members of the University community who are the victims of or who have knowledge of an incident of sexual misconduct, relationship violence or stalking prohibited by this Policy are urged to promptly report the incident to the University's Office of Institutional Equity's ("OIE") Director-Title IX Coordinator (contact information below) or another responsible employee identified in the University's [Procedures on Discrimination, Harassment, Sexual Misconduct, Relationship Violence and Stalking](#). The University's responsible employees include academic administrators, supervisors, department heads or chairs, directors, deans, student affairs staff, faculty, human resources personnel, campus security

officers, student resident advisors, and athletic coaches. Persons who are the victims of sexual misconduct, relationship violence or stalking may pursue internal University disciplinary action against the perpetrator in accordance with the University's [Procedures on Discrimination, Harassment, Sexual Misconduct, Relationship Violence and Stalking](#) by bringing a complaint to any responsible employee. All responsible employees must promptly refer complaints to the Director-Title IX Coordinator.

Director-Title IX Coordinator

Allison J. Boyle, JD, MPH
The Johns Hopkins University
Office of Institutional Equity
Wyman Park Building, Suite 515
3400 North Charles Street
Baltimore, MD 21218
Telephone: 410.516.8075
Facsimile: 410.516.5300

A victim of sexual violence, sexual assault, relationship violence or stalking is encouraged to immediately notify campus security. For campus security contact information, please see [Appendix A](#).

Important Note re Confidentiality:

As discussed in depth in the University's [Procedures on Discrimination, Harassment, Sexual Misconduct, Relationship Violence and Stalking](#), responsible employees are required to notify the Title IX coordinator whenever they receive a report of discrimination, harassment, sexual misconduct, relationship violence, or stalking. If a student, trainee, faculty or staff member desires to keep the details of an incident of discrimination, harassment, sexual misconduct, relationship violence or stalking confidential, he or she should speak with individuals who have a legal obligation to keep communications confidential. When seeking advice and support, persons who are concerned about confidentiality should discuss their concerns about confidentiality with the person with whom they are speaking. Unless there is an imminent threat to health or safety, or other basis for disclosure pursuant to law, confidentiality applies when persons seek services from the list of confidential resources in [Appendix B](#).

Student health centers operated by the University have a professional practice of maintaining confidentiality with respect to

patient communications; however, under Maryland law medical providers are not afforded the same legal protections with respect to privileged communications as the counseling and religious resources listed in [Appendix B](#). Individuals should be aware that information shared with student health centers and the counseling and religious resources listed in [Appendix B](#) does **not** constitute a report or complaint filed with the University, i.e., for the purpose of instituting an investigation or disciplinary proceedings.

6. Filing a Criminal Complaint with Law Enforcement Authorities

Victims of sexual violence, sexual assault, relationship violence and stalking will be advised by campus security and/or the Director-Title IX Coordinator of their option to file criminal charges with local police of the jurisdiction where the offense occurred. Campus security and/or the Director-Title IX Coordinator will provide assistance to a victim wishing to reach law enforcement authorities. Contact information for local law enforcement authorities is available at [Appendix A](#). Further information on filing a criminal complaint with law enforcement authorities is provided in the University's [Procedures on Discrimination, Harassment, Sexual Misconduct, Relationship Violence and Stalking](#).

7. Counseling, Medical and Immigration Resources

The University will provide counseling to any member of the Hopkins community who is a victim of a sexual misconduct, relationship violence or stalking, and will provide information about other campus and community-based victim services. Counseling may be obtained whether or not an individual elects to file a complaint. Contact information for campus-based counseling, medical and immigration resources is available in [Appendices B and C](#) and on the [JHU Sexual Assault Response and Prevention Website](#).

8. Medical Treatment and Preservation of Evidence

Victims of sexual violence, sexual assault and relationship violence are strongly encouraged to seek immediate medical attention in order to treat injuries, test for and treat sexually transmitted diseases, test for pregnancy, and access emergency contraception, if desired.

Additionally, rape treatment centers can perform a rape evidence collection procedure and test for “date-rape” drugs. A medical exam at a rape treatment center is an important way for a health provider to properly collect and preserve evidence that may be necessary to establish proof of criminal sexual violence, sexual assault, or relationship violence, or in obtaining a civil no-contact order or protection or peace order.

If possible, a victim should not shower, bathe, wash, douche, brush hair, drink, eat, or change clothes or bedding before going to the hospital or seeking medical attention. If the victim decides to change clothes, he or she should not wash the clothes worn during the assault and should bring them to the hospital or medical facility. These steps are important to help preserve evidence for possible use in legal actions to prove a crime has occurred or is occurring, or requests for a civil no-contact order or protection or peace order. Because evidence dissipates quickly, victims who wish to preserve evidence are encouraged to seek medical attention as soon as possible after the incident, usually within 48 hours.

At the victim’s request, campus security will arrange for transportation to the nearest hospital. Victims of sexual violence and sexual assault in Baltimore City will be taken to Baltimore City’s designated rape treatment center: Mercy Hospital, 345 St. Paul Place Baltimore, MD 21202, 410.332.9000. Mercy Hospital is equipped with the State Police Sexual Assault Evidence Collection Kit and has medical staff trained to assist victims of sexual violence and sexual assault with physical examination, evidence collection, and assistance with pursuing a complaint with the Baltimore City Police, if a victim so desires. For additional medical centers equipped with forensic services in the Baltimore and Washington, DC metro areas, please see [Appendix D](#) or visit the [JHU Sexual Assault Response and Prevention Website](#). Victims in other cities should contact the closest local hospital and inquire about the nearest hospital equipped with medical forensic services. In circumstances of sexual violence or sexual assault, if victims do not opt for forensic evidence collection, health care providers can still treat injuries and take steps to address concerns of pregnancy and sexually transmitted disease.

Victims of sexual violence, sexual assault, relationship violence, and stalking are encouraged to also preserve evidence by

saving text messages, instant messages, social networking pages, other communications, and keeping pictures, logs or other copies of documents, if they have any, which would be useful to University investigators, hearing boards and law enforcement authorities.

Although the University strongly encourages all members of its community to report violations of this Policy to law enforcement authorities, it is the victim’s choice whether or not to make such a report and victims have the right to decline involvement with law enforcement authorities. The University’s Title IX Coordinator or Campus Security will assist any victim with notifying local law enforcement authorities if they so desire.

As time passes, evidence may dissipate or become lost or unavailable, thereby making investigation, disciplinary proceedings, possible prosecution, or obtaining protective or peace orders related to the incident more difficult. If a victim chooses not to make a complaint regarding an incident, he or she nevertheless should consider speaking with campus security or law enforcement authorities to preserve evidence in the event that the victim changes her or his mind at a later date.

9. Investigation and Resolution Procedures

The University may independently discipline students, trainees, staff and faculty who have committed an offense of sexual misconduct, relationship violence or stalking whether or not the victim is a member of the University community and whether or not criminal charges are pending. The University’s [Procedures on Discrimination, Harassment, Sexual Misconduct, Relationship Violence and Stalking](#) provide detailed information on the availability of interim accommodations, the investigation and resolution of complaints of sexual misconduct, relationship violence and stalking, including the procedural rights afforded to the victim and accused, confidentiality, notification rights, and possible sanctions, or disciplinary or protective measures.

10. Education and Training

Primary and Ongoing Prevention and Awareness Programs

The University has education programs to promote prevention and awareness of sexual harassment, sexual violence and sexual assault for students and employees. The University has

also made substantial progress toward developing and will be implementing enhanced orientation training for new students and employees, as well as enhanced ongoing prevention and awareness campaigns for students and employees that address relationship violence and stalking in addition to sexual harassment, sexual violence and sexual assault. For information regarding training programs, including online training, contact the [Office of Institutional Equity](#).

Bystander Intervention Training (BIT) Programs

The University's education also includes safe and positive options for bystander intervention that may be carried out by an individual to prevent harm or intervene when there is a risk of sexual violence, sexual assault, relationship violence and stalking against a person other than such individual. BIT programs help students identify situations of concern, and provide knowledge and tools to encourage safe and successful interventions. If you would like to schedule a BIT program for your student group, please contact Alyse Campbell at 410.516.5133 or acampb39@jhu.edu.

Updated: September 30, 2014

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 Assistant Dean means the Assistant Dean for Education 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 Assistant Dean for Education will encourage the student to initiate a voluntary leave of absence. If the student declines to do so, the Assistant 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 Assistant Dean for Education 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 Assistant Dean for Education becomes aware, by whatever means, of the potential need for action, the following procedures will be initiated:

- A. The Assistant 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 Assistant Dean may mandate a mental health or physical evaluation of the student. The Assistant 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 Assistant 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 Assistant Dean will discuss the implications of an involuntary leave of absence. If the student continues to decline, the Assistant 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 Assistant Dean may initiate an involuntary leave of absence immediately. Under these circumstances, such consultation will be undertaken promptly thereafter. When an involuntary leave is imposed, the Assistant 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 Assistant Dean may impose conditions under which the student will be allowed to remain at the University (as described in Section III B). The Assistant 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.

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 completing their program within six years must petition for an extension.

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.

Veterans Assistance

Johns Hopkins is approved by the Maryland Higher Education Commission for training veterans and their beneficiaries under provisions of the various federal laws pertaining to veterans' educational benefits.

Information about veterans' benefits and enrollment procedures may be obtained from the Department of Veterans Affairs at http://vabenefits.vba.va.gov/vonapp/about_vonapp.asp.

Students eligible for veterans' educational benefits register and pay their University bills in the same manner as non-veteran students. Reimbursement is made by the Department of Veterans Affairs. The amount of reimbursement is determined by the veteran's course load 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 School Certifying Official in the Office of the Registrar at carey.veteran@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 Johns Hopkins University. (<http://carey.jhu.edu/admissions/>)
2. The veteran then obtains an Application for Program of Education of Training (VA Form 22-1990) from the Department of Veterans Affairs. Forms are available at

<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. Submit the application electronically to ensure timely processing of benefits.

3. After submitting the application, a copy of the Certificate of Eligibility (COE) must be provided to the Johns Hopkins Carey Business School certifying official at the following address:

Office of the Registrar
Johns Hopkins Carey Business School
Veteran's Certification Official
100 International Drive
Baltimore, MD 21202
carey.veteran@jhu.edu

4. Once the COE is received, the certifying official confirms acceptance and enrollment for the JHU program. Using the VA Once system for payment disbursement, enrollment data is provided for payment according to the requirements of the Department of Veteran Affairs. If you have any questions regarding payment contact VA at 1-888-442-4551.

Transfers

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

Re-Enrollment

A student who received veteran's benefits while attending the University during the preceding fall or spring semester and who plans to re-enroll with no change of objective needs only to advise the certifying official in the Office of the Registrar when submitting registration materials that re-certification under the provisions of the original VA form 22-1990 is desired. Students receiving veteran's benefits must pursue a program of courses that leads to the exact objective (normally a degree or certificate) indicated on the original VA application. Any change in program or objective requires the

student to submit a Request for Change of Program (VA Form 22-1995) to the VA.

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

Department of Veterans Affairs

- Web Automated Verification of Enrollment (WAVE)/ <https://www.gibill.va.gov/wave/index.do>
- Montgomery G.I. Bill http://gibill.va.gov/benefits/montgomery_gibill/active_duty.html
- Enrollment Verification Line 877-823-2378
- Direct Deposit Helpline 877-838-2778

Waiver Exams

Students who have expertise in material covered in required courses may seek a course waiver. If a waiver is granted, the student must complete the equivalent number of credits in an advanced course within their program. 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.

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, Exam Format and Student Preparation

- 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.

- Ch. 35 Dependents and Survivors Eligibility 800-827-1000

Student Veterans Association

The purpose of the Carey Student Veterans Organization is to foster a community focused on providing support and advocacy for students of the Carey Business School who are Veterans of the Armed Forces for the United States or are family members of Veterans.

Yellow Ribbon Benefits

Carey Business School participates in the Yellow Ribbon program. For the 2013-2014 academic year, we supported 15 scholarships in the amount of \$1,000 each. The VA matches the award with an additional \$1,000. For more information on the Yellow Ribbon program, please go to http://www.benefits.va.gov/gibill/docs/factsheets/Yellow_Ribbon_FAQ_March_13.pdf

- Students are encouraged to take waiver exam(s) prior to the beginning of their first semester and must take all waiver exams before the beginning of their second semester. Students who pass the waiver exam are exempt from taking the course but must complete the equivalent number of credits in an advanced course within their program.
- 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.

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 recommend 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.

Courses for which waiver exams are offered:	Corresponding Waiver Exams:
Marketing Management (410.620)	Waiver Exam for Marketing Management (410.001)
Statistical Analysis (510.601)	Waiver Exam for Statistical Analysis (510.001)

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 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/students/student-resources/academic-support/student-success-center/writing-center>. If you are interested in becoming a tutor, please contact Student Services for more information at carey.student@jhu.edu.

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 provides information about each program, from admission requirements to concentration areas. Please consult the school's website <http://carey.jhu.edu/academics> for the most current information about each program. Click on a degree or certificate below to view the description in this catalog.

Graduate Programs

Full-Time Programs

	No. of Credits
Global Master of Business Administration	54
Master of Science in Enterprise Risk Management	36
Master of Science in Finance	36
Master of Science in Health Care Management	36
Master of Science in Marketing	36
Master of Science in Real Estate and Infrastructure	36

Part-Time Programs

Executive Master of Business Administration	54
Master of Business Administration (Flexible MBA)	54
Master of Business Administration in Medical Services Management*	54
Master of Science in Enterprise Risk Management	36
Master of Science in Finance	36
Master of Science in Health Care Management	36
Master of Science in Information Systems	36
Master of Science in Marketing	36
Master of Science in Real Estate and Infrastructure	36

Dual Degree Programs

MBA/JD	54
MBA/MD	54
MBA/Master of Public Health	133
MBA/MA in Communication	60
MBA/MA in Design Leadership	66
MBA/MA in Government	60
MBA/MS in Applied Economics	66
MBA/MS in Biotechnology	77
MBA/MS in Environmental Engineering	66
MBA/MS in Environmental Engineering and Science	66
MBA/MS in Environmental Planning and Management	66
MBA/MS in Nursing	66

Graduate Certificate Programs

Business of Health Care	12
Competitive Intelligence*	16
Financial Management	16
Investments	16
Financial Management/Investments and MS in Applied Economics*	46

Undergraduate Programs

Bachelor of Business Administration	120
Bachelor of Science in Business*	120

* These degrees and certificates are no longer being offered. All degree requirements will be honored under the curriculum and academic year admitted. Following is information for students who are completing the program.

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.

FULL-TIME PROGRAMS

Global Master of Business Administration

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

The key tenets of the Global MBA program are:

- **Experiential.** Students in the global MBA will have the opportunity to learn by doing. While key business fundamentals are taught in a more traditional classroom environment, the project work at the core of the program helps students bridge theory with reality and get a sense of how complex issues are solved in the real world.
- **Entrepreneurial.** Innovation and creativity are hallmarks of the program. There is great emphasis on creating new approaches and solutions to critical business and social issues.
- **International.** The program recognizes that nearly all business is now international business and brings together students from around the world to think about, discuss and work on some of the world's major issues.
- **Interdisciplinary.** The program takes advantage of the many outstanding departments and divisions within Johns Hopkins University to create a learning environment that brings together scholars, teachers and researchers from many different disciplines. This interdisciplinary approach provides insights and perspectives that aren't possible otherwise.

Program Requirements

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

Curriculum – all courses are 2 credits unless otherwise noted

Year One

First semester (15 credits)

Business Foundations

- BU.914.610 Quantitative Methods: Statistics (begins during orientation)
- BU.910.610 Financial Resources
- BU.910.611 Financial Resources, Part II
- BU.911.610 People and Markets
- BU.912.610 Competitive Strategy
- BU.912.611 Operations Management
- BU.913.610 Managerial Decision Behavior
- BU.930.630 Solving Organizational Problems: Collaboration, Evidence, and Experimentation (0 credit)

Thought and Discourse Seminars

- BU.930.610 Communications and Expression (1 credit)

International Project

- BU.940.610 Innovation for Humanity— travel during January Intersession (0 credits)
- Professional Development (0 credits)

Second semester (17 credits)

- IBU.920.610 Management of Technology
- BU.230.620 Financial Modeling and Valuation
- BU.913.611 Managerial Decision Behavior, Part II
- BU.930.630 Solving Organizational Problems: Collaboration, Evidence, and Experimentation (2 credits)

International Project

- BU.940.611 Innovation for Humanity Project— travel during January Intersession (3 credits)

Thought and Discourse Seminars

- BU.930.610 Ethical Leadership

Discovery to Market Project

- BU.950.610 Discovery to Market (4 credits)

Year Two

First semester (12 credits)

BU.911.611 People and Markets, Part II

BU.921.610 Networked Organizations

Thought and Discourse Seminars

BU.930.610 Governance and Accountability

Professional Specialization

- Elective 1
- Elective 2
- Elective 3

Second semester (10 credits)

Professional Specialization (2 credits each)

- Elective 4
- Elective 5
- Elective 6
- Elective 7
- Elective 8

Concentrations and Professional Specializations:

- Enterprise Risk Management
- Entrepreneurship
- Financial Businesses
- Health Care Management
- Marketing
- Real Estate and Infrastructure

GMBA students are required to complete a 12 credit concentration or two 8 credit specializations. A concentration requires a minimum of 12 credits, and a specialization requires a minimum of 8 credits.

Detailed course offerings for each concentration are as follows:

Enterprise Risk Management Concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

- BU.510.650 Data Analytics (required for Concentration or Specialization)
- BU.520.620 Optimization Models (required for Concentration or Specialization)
- BU.610.625 Simulation and Strategic Options (required for Concentration or Specialization)
- BU.230.750 Financial Crisis and Contagion
- BU.300.620 Managing Complex Projects

BU.330.730 Cybersecurity

BU.610.705 Crisis Management

BU.610.730 Supply and Service Contracting

BU.610.750 Global Supply Chain Management

Entrepreneurship concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

- BU.152.710 Entrepreneurial Ventures (required for Concentration or Specialization)
- BU.233.730 Entrepreneurial Finance (required for Concentration or Specialization)
- BU.460.730 Entrepreneurial Marketing (required for Concentration or Specialization)
- BU.121.610 Negotiation
- BU.141.710 Effective Teams
- BU.151.620 Global Strategy
- BU.151.770 Facilitating Strategic Change
- BU.152.730 Social Entrepreneurship: The Business of Development (4 credits)
- BU.300.620 Managing Complex Problems
- BU.450.720 Creative Business Thinking

Financial Businesses concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

- BU.232.701 Investments (required for Concentration or Specialization)
- BU.231.790 Advanced Corporate Finance (required for Concentration or Specialization)
- BU.210.650 Advanced Financial Accounting
- BU.220.720 Financial Econometrics*
- BU.230.710 Quantitative Financial Analysis
- BU.230.730 Managing Financial Risk
- BU.230.750 Financial Crisis and Contagion
- BU.231.720 Corporate Governance
- BU.231.710 Financial Institutions
- BU.231.740 Mergers and Acquisitions*
- BU.232.710 Derivatives
- BU.232.720 Fixed Income
- BU.232.730 Wealth Management*
- BU.232.750 Advanced Portfolio Management
- BU.233.730 Entrepreneurial Finance
- BU.232.790 Advanced Hedge Fund Strategies*

* These elective courses will not be offered in AY 2014-15.

Health Care Management concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

- BU.550.620 Health Care Delivery (required for Concentration)
- BU.550.605 Legal Foundations of Health Care (required for Concentration)
- BU.550.610 Health Care Financing (required for Concentration)
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
- BU.510.650 Data Analytics
- BU.555.610 Leading Health Care Organizations
- BU.555.620 Evaluating Health Care Innovations
- BU.555.710 Applied and Behavioral Economics in Health Care
- BU.557.720 Managing Health Care Services
- BU.816.610 Improving Processes in Health Care
- BU.863.610 The Wire: Business Solutions to Urban Economic, Social and Public Health Issues

Marketing concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

- BU.420.710 Consumer Behavior (required for Concentration or Specialization)
- BU.450.710 Marketing Strategy (required for Concentration or Specialization)
- BU.410.601 Marketing Research (required for Concentration or Specialization)
- BU.420.720 Customer Relationship Management

- BU.420.730 Behavioral Analysis for Marketing Decisions
- BU.430.710 Branding and Marketing Communications
- BU.430.720 Competitive Pricing Analysis
- BU.430.730 Analysis for Product and Services Innovation
- BU.430.740 Sales Force and Channels of Distribution
- BU.450.750 Strategic Market Intelligence
- BU.460.700 Digital Marketing and Social Media
- BU.460.710 Business-to-Business Marketing
- BU.460.730 Entrepreneurial Marketing

Real Estate and Infrastructure concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

- BU.241.610 Development I (required for Concentration or Specialization)
- BU.230.640 Development II (required for Concentration or Specialization)
- BU.234.610 Real Estate Finance I (required for Concentration or Specialization)
- BU.242.720 Real Estate Finance II (required for Concentration or Specialization)
- BU.220.640 Real Estate Economics
- BU.241.725 Global Perspectives in Real Estate
- BU.241.730 Principles of Public-Private Infrastructure
- BU.241.735 Sustainable Cities
- BU.242.601 Real Estate Market Analysis

Master of Science in Enterprise Risk Management

The MS in Enterprise Risk Management (ERM) full-time program develops managers and leaders with the knowledge and skills to anticipate and manage risks, while leveraging unique opportunities in chaotic environments. This program is designed to teach how to quantify risks and manage processes to change or respond to those risks. The program also addresses how to lead and manage organizations during periods of dramatic change or crisis. Coursework provides exposure to a variety of areas of risk management and provides tools to integrate the management of a portfolio of risks that an Enterprise will face.

The full-time Master of Science in Enterprise Risk Management is offered at Washington DC campus during the day in an accelerated format.

An MS in Enterprise Risk Management provides graduates with the tools and knowledge to:

- Develop a thorough understanding of risk
- Protect shareholder value by managing the downside of risk
- Position the organization to better leverage the upside of uncertain outcomes
- Develop plans to protect reputation, information, financial assets, and personnel

- Improve decision making at all levels of the organization

Program Requirements

The program requires 36 credits. Full-time MS ERM students must complete the program in 3 semesters: fall, spring and summer.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (18 credits)

- BU.120.601 Business Communication
- BU.131.601 Leadership Ethics Seminar
- BU.132.601 Business Law
- BU.210.620 Accounting and Financial Reporting
- BU.231.620 Corporate Finance
- BU.350.620 Information Systems
- BU.510.601 Statistical Analysis
- BU.520.601 Decision Models
- BU.680.620 Operations Management

Functional Core (6 credits)

- BU.510.650 Data Analytics
- BU.520.620 Optimization Models
- BU.610.625 Simulation and Strategic Options

Elective Courses (12 credits)

Students choose 6 courses from the following:

- BU.610.605 Managing National Security Systems*
- BU.610.750 Global Supply Chain Management
- BU.610.730 Supply and Service Contracting
- BU.610.705 Crisis Management
- BU.610.720 Business and the Political Economy*
- BU.230.750 Financial Crisis and Contagion
- BU.330.730 Cybersecurity
- BU.300.620 Managing Complex Projects
- BU.610.630 Insurance and Risk Management*

* These elective courses will not be offered in AY 2014–15.

Master of Science in Finance

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

Program Requirements

The program requires 36 credits. Full-time students must complete the program in 3 semesters: Fall, spring, and summer.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (16 credits)

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

- BU.231.620 Corporate Finance
- BU.232.701 Investments

Functional Core (8 credits)

- BU.230.620 Financial Modeling and Valuation
- BU.231.710 Financial Institutions
- BU.232.710 Derivatives
- BU.232.720 Fixed Income

Elective Courses (12 credits)

Students choose 6 courses from the following:

- BU.230.730 Managing Financial Risk
- BU.233.730 Entrepreneurial Finance
- BU.231.720 Corporate Governance
- BU.210.650 Advanced Financial Accounting
- BU.231.740 Mergers and Acquisitions*
- BU.220.720 Financial Econometrics*
- BU.232.730 Wealth Management*
- BU.230.710 Quantitative Financial Analysis
- BU.231.790 Advanced Corporate Finance
- BU.232.790 Advanced Hedge Fund Strategies*
- BU.230.750 Financial Crisis and Contagion
- BU.232.750 Advanced Portfolio Management

* These elective courses will not be offered in AY 2014–15.

Master of Science in Health Care Management

Students focus intensively on the most critical business and leadership issues facing health care today. They learn how to make informed decisions about all aspects of health care management, including effective delivery of high-quality health care, industry consolidation, escalating costs, disproportionate access, effective health information technology, conflicts of interest and misaligned incentives, and ever-increasing regulation.

The rigorous curriculum of the MS in Health Care Management program at the Johns Hopkins Carey Business School enables students to:

- Apply the most relevant business skills and principles, and make informed decisions based on this knowledge
- Gain an in-depth understanding of complex health care issues in order to lead and change enterprises
- Develop the knowledge, confidence and judgment to anticipate needed changes in a dynamic industry

Program Requirements

The program requires 36 credits. Full-time students must complete the program in 3 semesters: Fall, spring and summer.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (18 credits)

BU.120.601 Business Communication

BU.131.601 Leadership Ethics Seminar
BU.210.620 Accounting and Financial Reporting
BU.220.620 Economics for Decision Making
BU.350.620 Information Systems
BU.410.620 Marketing Management
BU.510.601 Statistical Analysis
BU.520.601 Decision Models
BU.680.620 Operations Management

Functional Core (6 credits)

BU.550.620 Health Care Delivery
BU.550.605 Legal Foundations of Health Care
BU.550.610 Health Care Financing

Elective courses (12 credits)

Students choose 6 courses from the following:

BU.555.610 Leading Health Care Organizations
BU.555.620 Evaluating Health Care Innovations
BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
BU.555.710 Applied and Behavioral Economics in Health Care
BU.510.650 Data Analytics
BU.150.710 Discovery to Market I
BU.150.715 Discovery to Market II
BU.557.710 Clinical Practice Improvement
BU.816.610 Improving Processes in Health Care
BU.863.610 The Wire: Business Solutions to Urban Economic, Social and Public Health Issues

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. Full-time students must complete the program in 3 semesters: Fall, spring, and summer.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (14 credits)

- BU.510.601 Statistical Analysis
- BU.120.601 Business Communication
- BU.131.601 Leadership Ethics Seminar
- BU.132.601 Business Law
- BU.520.601 Decision Models
- BU.410.620 Marketing Management
- BU.210.620 Accounting and Financial Reporting

Functional Core (6 credits)

- BU.420.710 Consumer Behavior

- BU.450.710 Marketing Strategy
- BU.410.601 Marketing Research

Elective Courses (16 credits)

Students choose 8 courses from the following:

- BU.430.730 Analysis for Product and Services Innovation
- BU.420.730 Behavioral Analysis for Marketing Decisions
- BU.430.710 Branding and Marketing Communications
- BU.460.710 Business-to-Business Marketing
- BU.430.720 Competitive Pricing Analysis
- BU.420.720 Customer Relationship Management
- BU.460.700 Digital Marketing and Social Media
- BU.460.730 Entrepreneurial Marketing
- BU.430.740 Sales Force and Channels of Distribution
- BU.450.750 Strategic Marketing Intelligence

Master of Science in Real Estate and Infrastructure

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

The full time Master of Science in Real Estate and Infrastructure is guided by a faculty composed of Johns Hopkins professors and of Real Estate practitioners drawn from the region's leading investment, development, law and architectural, engineering, and planning firms. A supportive network of alumni and business professionals is available to students throughout their 12-month course of study. During the summer term, students participate in internships that provide hands-on industry experience.

The full-time program is designed to be completed in a one-year (12-month) period for students who are prepared to be challenged by a fast pace and heavy course load. The full-time program is ideal for real estate professionals with fewer than eight years of experience.

Program Requirements

The Master of Science in Real Estate and Infrastructure 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. Course waivers are not granted in this program.

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

Hardware:

- Intel Core i5 2.6GHz
- 14.1" Widescreen Display
- 8.0 GB - Memory
- 1 GB Video
- 320GB Hard Drive
- DVD+/-RW
- 802.11n Wireless

Software:

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

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

Curriculum – all courses are 2 credits unless otherwise noted

Full-time, Accelerated Course Schedule

Fall Semester

- BU.241.610 Development I
- BU.230.640 Development II
- BU.132.640 Real Estate Law I
- BU.242.601 Real Estate Market Analysis
- BU.241.615 Site Planning and Building Design
- BU.120.601 Business Communication
- BU.245.720 Contemporary Topics in Real Estate

Spring Semester

- BU.132.615 Real Estate Law II
- BU.220.640 Real Estate Economics

- BU.234.610 Real Estate Finance I
- BU.242.720 Real Estate Finance II
- BU.241.620 Managing Construction Projects
- BU.241.725 Global Perspectives in Real Estate
- BU.245.795 Practicum in Real Estate
- BU.131.601 Leadership Ethics Seminar

Summer Semester

- BU.249.710 Supervised Internship: Real Estate, or choose 3 electives

Alumni and Business Network

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

PART-TIME PROGRAMS

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 20-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

- 54 credits; total length: 20 months and program starts in the fall semester
- The program consists of 10 residencies, including:

- Orientation Weekend in Baltimore
- Four 7-day residencies in Baltimore
- Five 4-day short residencies in Baltimore with combination of on-site and distance learning for certain components of the courses
- One eight-day international residency
- Residencies take place once every 2 months.
- Prior to each residency, students receive a reading package with pre-module homework, case studies, and exercises that they are required to complete for partial credit toward the next residency.
- Post-residency work will consist of case studies and take-home exams that students complete in order to receive full credit for the residency work.

Curriculum – all courses are 2 credits unless otherwise noted

Business Essentials (20 credits)

- BU.790.028 Financial Resources I & II: Analysis/ Interpretation of Financial Statements; Corporate Finance (3 credits)
- BU.790.041 Financial Resources III: Capital Markets
- BU.790.032 Managerial Decision Making I: Microeconomic Foundations (3 credits)
- BU.790.035 Managerial Decision Making II & III: Statistical and Behavioral Foundations
- BU.790.031 Operations Management
- BU.790.037 Managing Complex Projects
- BU.790.049 Advanced Financial Management

- BU.790.052 International Finance
- BU.790.055 Derivatives

Integrated Business Skills (12 credits)

- BU.790.043 Digital Marketplaces
- BU.790.051 Networked Organizations
- BU.790.046 Competitive Intelligence
- BU.790.063 Strategic Human Resources
- BU.610.705 Crisis Management
- BU.233.730 Entrepreneurial Finance

Thought and Discourse Seminars (3 credits)

- BU.790.039 Ethical Leadership (1 credit)
- BU.231.720 Corporate Governance (1 credit)
- BU.790.060 Risk and Accountability (1 credit)

Business Administration in Action (10 credits)

- BU.790.048 Business Negotiations Within and Across Cultures
- BU.790.064 Marketing Management
- BU.790.053 Marketing Strategy
- BU.790.056 Business to Business Marketing
- BU.790.054 Organizational Behavior

Experiential Learning Projects (9 credits)

- BU.790.047 Innovation for Humanity Project
- BU.790.040 Discovery to Market: Technology Commercialization (3 credits)
- BU.790.050 Capstone Project: Proposals. Phase I
- BU.790.062 Capstone: Final Project and Project Presentations

Master of Business Administration

The Flexible MBA for 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 flexible MBA curriculum consists of: Business Foundations courses, concentration electives, and non-concentration electives. Students declare a concentration upon entering the program, but may change their concentrations by contacting their adviser after

completing the required foundation courses. Concentration areas include:

- Enterprise Risk Management
- Entrepreneurship
- Financial Businesses
- Health Care Management
- Information Systems
- Interdisciplinary Business
- Management
- Marketing
- Real Estate and Infrastructure

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

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (32 credits)

- BU.120.601 Business Communication
- BU.121.610 Negotiation
- BU.131.601 Leadership Ethics Seminar
- BU.132.601 Business Law
- BU.220.610 The Firm and the Macro-economy
- BU.220.620 Economics for Decision Making
- BU.510.601 Statistical Analysis
- BU.520.601 Decision Models
- BU.142.620 Leadership in Organizations
- BU.210.620 Accounting and Financial Reporting
- BU.231.620 Corporate Finance
- BU.350.620 Information Systems
- BU.410.620 Marketing Management
- BU.680.620 Operations Management
- BU.232.701 Investments
- BU.142.730 Strategic Human Capital

Concentration Electives (12 credits):

Enterprise Risk Management

Students choose 6 courses from the following:

- BU.510.650 Data Analytics (required)
- BU.520.620 Optimization of Models (required)
- BU.610.625 Simulation and Strategic Options (required)
- BU.610.605 Managing Security Systems
- BU.610.750 Global Supply Chain Management
- BU.610.730 Supply and Service Contracting
- BU.610.705 Crisis Management
- BU.610.720 Business and the Political Economy
- BU.230.750 Financial Crisis and Contagion
- BU.330.730 Cybersecurity
- BU.300.620 Managing Complex Projects
- BU.610.630 Insurance and Risk Management

Entrepreneurship concentration

Students choose 6 courses from the following:

- BU.152.710 Entrepreneurial Ventures (required)
- BU.233.730 Entrepreneurial Finance (required)

- BU.460.730 Entrepreneurial Marketing (required)
- BU.300.620 Managing Complex Problems
- BU.450.720 Creative Business Thinking
- BU.151.620 Global Strategy
- BU.152.730 Social Entrepreneurship: The Business of Development (4 credits)
- BU.150.710 Professional Discovery to Market I (taken in sequence with 150.715)
- BU.150.715 Professional Discovery to Market II (taken in sequence with 150.710)
- BU.141.710 Effective Teams
- BU.151.770 Facilitating Strategic Change

Financial Businesses concentration

Students choose 6 courses from the following:

- BU.230.620 Financial Modeling and Valuation
- BU.231.710 Financial Institutions
- BU.232.710 Derivatives
- BU.232.720 Fixed Income
- BU.230.730 Managing Financial Risk
- BU.233.730 Entrepreneurial Finance
- BU.231.720 Corporate Governance
- BU.210.650 Advanced Financial Accounting
- BU.230.710 Quantitative Financial Analysis
- BU.231.790 Advanced Corporate Finance
- BU.230.750 Financial Crisis and Contagion
- BU.232.750 Advanced Portfolio Management

Health Care Management concentration

Students choose 6 courses from the following:

- BU.550.620 Health Care Delivery (required)
- BU.550.605 Legal Foundations of Health Care (required)
- BU.550.610 Health Care Financing (required)
- BU.555.610 Leading Health Care Organizations
- BU.555.620 Evaluating Health Care Innovations
- BU.557.720 Managing Health Care Services
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
- BU.555.710 Applied and Behavioral Economics in Health Care
- BU.510.650 Data Analytics
- BU.150.710 Professional Discovery to Market I (taken in sequence with 150.715)
- BU.150.715 Professional Discovery to Market II (taken in sequence with 150.710)

Information Systems concentration

Students choose 6 courses from the following:

- BU.300.620 Managing Complex Projects (required)
- BU.510.650 Data Analytics (required)
- BU.360.701 Competitive Intelligence
- BU.300.700 Developing Internet Systems and Services
- BU.350.710 IT and Global Sourcing Strategy
- BU.330.705 Telecom Clouds and Mobile Applications
- BU.330.780 Digital Data and Business Intelligence
- BU.330.790 Applied IS Architecture
- BU.330.730 Cybersecurity
- BU.520.620 Optimization Models
- BU.610.750 Global Supply Chain Management
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology

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 6 courses from course offerings across the other concentrations. To develop an interdisciplinary business concentration, please consult your academic adviser.

Management concentration

Students choose 6 courses from the following:

- BU.141.710 Effective Teams (required)
- BU.151.770 Facilitating Strategic Change (required)
- BU.121.710 Managing Conflict: A Problem-Solving Approach (required)
- BU.142.720 Managing in a Diverse and Global World
- BU.152.720 Social Entrepreneurship
- BU.151.720 Corporate Strategy
- BU.152.710 Entrepreneurial Ventures
- BU.450.720 Creative Business Thinking
- BU.360.701 Competitive Intelligence
- BU.610.705 Crisis Management
- BU.300.620 Managing Complex Projects
- BU.003.903 Global Immersion: Ecuador
- BU.150.710 Professional Discovery to Market I (taken in sequence with 150.715)
- BU.150.715 Professional Discovery to Market II (taken in sequence with 150.710)

Marketing concentration

Students choose 6 courses from the following:

- BU.410.601 Marketing Research (required)
- BU.450.710 Marketing Strategy (required)
- BU.420.710 Consumer Behavior (required)
- BU.430.730 Analysis for Product and Services Innovation
- BU.430.720 Competitive Pricing Analysis
- BU.430.740 Sales Force and Channels of Distribution
- BU.420.730 Behavioral Analysis for Marketing Decisions
- BU.430.710 Branding and Marketing Communications
- BU.460.710 Business-to-Business Marketing
- BU.420.720 Customer Relationship Management
- BU.460.700 Digital Marketing and Social Media
- BU.450.750 Strategic Market Intelligence
- BU.460.730 Entrepreneurial Marketing

Real Estate and Infrastructure concentration

Students choose 6 courses from the following:

- 241.610 Development I (required for Concentration or Specialization)
- 230.640 Development II (required for Concentration or Specialization)
- 234.610 Real Estate Finance I (required for Concentration or Specialization)
- 242.720 Real Estate Finance II (required for Concentration or Specialization)
- 220.640 Real Estate Economics
- 241.725 Global Perspectives in Real Estate
- 241.730 Principles of Public-Private Infrastructure
- 241.735 Sustainable Cities
- 242.601 Real Estate Market Analysis

Note: For this concentration, students must have access to a PC laptop computer with the following minimum configuration:

Hardware:

- Intel Core i5 2.6GHz
- 14.1" Widescreen Display
- 8.0 GB - Memory
- 1 GB Video
- 320GB Hard Drive
- DVD+/-RW
- 802.11n Wireless

Software:

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

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

Non-Concentration Business Electives (10 credits)

Students must choose courses that are outside their area of concentration for a total of 10 credits.

Integrative Experience Course Opportunities

- BU.150.710 Professional Discovery to Market I (taken in sequence with BU.150.715)
- BU.150.715 Professional Discovery to Market II (taken in sequence with BU.150.710)
- BU.152.740 City Lab Toolkit: Intro to Urban Social Enterprise (taken in sequence with BU.152.745)
- BU.152.745 City Lab Practicum: Urban Neighborhood Project (taken in sequence with BU.152.740)
- BU.150.790 Strategic Management (4 credits)

Continuation of Final Project Course – BU.001.900

For students who began their studies prior to Fall 2013

MBA in Medical Services Management

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

Program Requirements

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

Curriculum – all courses are 2 credits unless otherwise noted

Core Requirements (40 credits)

- BU.120.601 Business Communication
- BU.121.610 Negotiation
- BU.142.730 Strategic Human Capital
- BU.220.610 The Firm and the Macro-economy
- BU.231.620 Corporate Finance
- BU.410.620 Marketing Management
- BU.450.710 Marketing Strategy
- BU.510.601 Statistical Analysis
- BU.520.601 Decision Models
- BU.552.620 Accounting and Financial Reporting for Health Care Management
- BU.551.601 Health Care Leadership Ethics Seminar
- BU.551.620 Leadership in Health Care Organizations
- BU.552.650 Fundamentals in Health Care Economics
- BU.552.750 Advanced Health Care Economics
- BU.551.710 Health Care Strategy
- BU.551.640 Health and Business Law
- BU.553.610 Medical Informatics
- BU.557.710 Clinical Practice Improvement
- BU.557.720 Managing Health Care Services
- BU.557.610 Business of Health Care: Theory and Practice for Medical Services

Electives (10 credits)

Capstone (4 credits)

- BU.551.790 Health Care Strategic Management

Continuation of Final Project Course – BU.001.900

For students who began their studies prior to Fall 2013

MBA in Organization Development

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

Program Requirements

Students must participate in an Assessment Center designed to provide them with an in-depth knowledge of their personal and professional strengths and growth edges in order

to help guide their educational experiences. Students document their educational progress and provide evidence of the knowledge, skills, and abilities they develop in an Electronic Learning Portfolio. Students are required to present their Electronic Learning Portfolio to the faculty for evaluation at three separate points in the program.

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

Curriculum

Skills, Tools and Methods Core (12 credits)

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

Business Core (18 credits)

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

Concentration Courses (12 credits)

143.710	Groups and Teams: Overview
143.711	Groups and Teams: Analysis
143.712	Groups and Teams: Intervention
143.720	Organizations and Social systems Overview
143.721	Organizations: Diagnosis and Intervention
143.722	Large Human Systems: Diagnosis and Intervention

Practicum Courses (12 credits)

782.863	Practicum I
782.864	Practicum II
782.865	Practicum Capstone

Continuation of Final Project Course – 001.900

For students who began their studies prior to Fall 2013

Master of Science in Enterprise Risk Management

The MS in Enterprise Risk Management program develops managers and leaders with the knowledge and skills to anticipate and manage risks, while leveraging unique opportunities in chaotic environments. This program is designed to teach how to quantify risks and manage processes to change or respond to those risks. The program also addresses how to lead and manage organizations during periods of dramatic change or crisis. Coursework provides exposure to a variety of areas of risk management and provides tools to integrate the management of a portfolio of risks that an Enterprise will face.

The part-time Master of Science in Enterprise Risk Management is offered at Washington DC and Baltimore Harbor East campuses with classes held in the evenings and Saturdays. The part-time students must complete the program within six years.

An MS in Enterprise Risk Management provides graduates with the tools and knowledge to:

- Develop a thorough understanding of risk
- Protect shareholder value by managing the downside of risk
- Position the organization to better leverage the upside of uncertain outcomes
- Develop plans to protect reputation, information, financial assets, and personnel
- Improve decision making at all levels of the organization

Program Requirements

The program requires 36 credits. Part-time students must complete the program within six years.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (18 credits)

BU.120.601	Business Communication
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BU.131.601 Leadership Ethics Seminar
BU.132.601 Business Law
BU.210.620 Accounting and Financial Reporting
BU.231.620 Corporate Finance
BU.350.620 Information Systems
BU.510.601 Statistical Analysis
BU.520.601 Decision Models
BU.680.620 Operations Management

Functional Core (6 credits)

BU.510.650 Data Analytics
BU.520.620 Optimization Models
BU.610.625 Simulation and Strategic Options

Elective Courses (12 credits)

Students choose 6 courses from the following:

BU.610.605 Managing National Security Systems*
BU.610.750 Global Supply Chain Management
BU.610.730 Supply and Service Contracting
BU.610.705 Crisis Management
BU.610.720 Business and the Political Economy*
BU.230.750 Financial Crisis and Contagion
BU.330.730 Cybersecurity
BU.300.620 Managing Complex Projects
BU.610.630 Insurance and Risk Management*
* These elective courses will not be offered in AY 2014–15.

Continuation of Final Project Course – BU.001.900

For students who began their studies prior to Fall 2013

Master of Science in Finance

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

Program Requirements

The program requires 36 credits. Students must complete the program within six years.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (16 credits)

BU.210.620 Accounting and Financial Reporting
BU.510.601 Statistical Analysis
BU.120.601 Business Communication
BU.220.610 The Firm and the Macro-economy
BU.220.620 Economics for Decision Making
BU.131.601 Leadership Ethics Seminar
BU.231.620 Corporate Finance
BU.232.701 Investments

Functional Core (8 credits)

BU.230.620 Financial Modeling and Valuation
BU.231.710 Financial Institutions
BU.232.710 Derivatives
BU.232.720 Fixed Income

Elective Courses (12 credits)

Students choose 6 courses from the following:

BU.230.730 Managing Financial Risk
BU.233.730 Entrepreneurial Finance
BU.231.720 Corporate Governance
BU.210.650 Advanced Financial Accounting
BU.231.740 Mergers and Acquisitions*
BU.220.720 Financial Econometrics*
BU.232.730 Wealth Management*
BU.230.710 Quantitative Financial Analysis
BU.231.790 Advanced Corporate Finance
BU.232.790 Advanced Hedge Fund Strategies*
BU.230.750 Financial Crisis and Contagion
BU.232.750 Advanced Portfolio Management

* These elective courses will not be offered in AY 2014–15.

Continuation of Final Project Course – BU.001.900

For students who began their studies prior to Fall 2013

Master of Science in Health Care Management

Students focus intensively on the most critical business and leadership issues facing health care today. They learn how to make informed decisions about all aspects of health care management, including effective delivery of high-quality health care, industry consolidation, escalating costs, disproportionate access, effective health information technology, conflicts of interest and misaligned incentives, and ever-increasing regulation.

The rigorous curriculum of the MS in Health Care Management program at the Johns Hopkins Carey Business School enables students to:

- Apply the most relevant business skills and principles, and make informed decisions based on this knowledge
- Gain an in-depth understanding of complex health care issues in order to lead and change enterprises
- Develop the knowledge, confidence and judgment to anticipate needed changes in a dynamic industry

Program Requirements

The program requires 36 credits. Students must complete the program within six years.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (18 credits)

- BU.120.601 Business Communication
- BU.131.601 Leadership Ethics Seminar
- BU.210.620 Accounting and Financial Reporting
- BU.220.620 Economics for Decision Making

- BU.350.620 Information Systems
- BU.410.620 Marketing Management
- BU.510.601 Statistical Analysis
- BU.520.601 Decision Models
- BU.680.620 Operations Management

Functional Core (6 credits)

- BU.550.620 Health Care Delivery
- BU.550.605 Legal Foundations of Health Care
- BU.550.610 Health Care Financing

Elective courses (12 credits)

Students choose 6 courses from the following:

- BU.555.610 Leading Health Care Organizations
- BU.555.620 Evaluating Health Care Innovations
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
- BU.555.710 Applied and Behavioral Economics in Health Care
- BU.510.650 Data Analytics
- BU.150.710 Professional Discovery to Market I
- BU.150.715 Professional Discovery to Market II
- BU.557.720 Managing Health Care Services
- BU.557.710 Clinical Practice Improvement
- BU.816.610 Improving Processes in Health Care
- BU.863.610 The Wire: Business Solutions to Urban Economic, Social and Public Health Issues

Continuation of Final Project Course – BU.001.900

For students who began their studies prior to Fall 2013

Master of Science in Information Systems

Information systems and technologies are revolutionizing the way we live and work. The rapid pace of technological advances requires a new generation of talented and tech-savvy business leaders who possess a framework of foundational knowledge to anticipate change and recognize opportunities for true business value from adapting new technologies. The Carey Master of Science in Information Systems (MSIS) prepares students to lead IT initiatives aimed at organizational success, providing secure

infrastructure platforms and breakthrough strategic advantage.

The Master of Science in Information Systems (MSIS) is designed for:

- IS professionals who want to advance into leadership roles in their organizations or start their own business or consultancy
- Business professionals who want to leverage their expertise in functional areas, recognizing

that advances in IT are changing every part of an organization

- Professionals who want to update their skills and learn the newest IS concepts and tools so their organizations can succeed in the global marketplace

The MSIS curriculum reflects the latest IS research, industry best practices, and the model curriculum developed by the Association for Computing Machinery (ACM) and the Association for Information Systems (AIS). The program bridges technology and business: big data, predictive analytics, cloud strategy, cybersecurity, telecommunications, mobile platforms, enterprise architecture, decision models, supply chains, and project management. The MSIS core spans the foundational breadth of IS, from hands-on experience with web services to high-level IS strategy. Elective courses provide students the flexibility to specialize the program to address personal and career objectives.

Program Requirements

The program requires 36 credits. Part-time students must complete the program within six years.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (12 credits)

- BU.120.601 Business Communication
- BU.131.601 Leadership Ethics Seminar
- BU.350.620 Information Systems
- BU.510.601 Statistical Analysis
- BU.520.601 Decision Models
- BU.680.620 Operations Management

Functional Core (12 credits)

- BU.300.700 Developing Internet Systems and Services
- BU.300.620 Managing Complex Projects
- BU.350.710 IT and Global Sourcing Strategy
- BU.330.705 Telecom Clouds and Mobile Applications
- BU.510.650 Data Analytics
- BU.330.790 Applied IS Architecture

Elective Courses (12 credits)

Students choose 6 courses from the following:

- BU.360.701 Competitive Intelligence
- BU.330.730 Cybersecurity
- BU.330.780 Digital Data and Business Intelligence
- BU.520.620 Optimization Models
- BU.610.705 Crisis Management
- BU.550.605 Legal Foundations of Health Care
- BU.550.610 Health Care Financing
- BU.550.620 Health Care Delivery
- BU.610.750 Global Supply Chain Management
- BU.152.710 Entrepreneurial Ventures
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology

In addition to the elective courses listed above, MSIS students can select up to 2 courses (maximum 4 credits) from any area as part of the 12 elective credits. These courses must be approved by an academic adviser. The adviser-approved electives provide flexibility for students in tailoring their MSIS program.

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. Students must complete the program within six years.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (14 credits)

- BU.510.601 Statistical Analysis
- BU.120.601 Business Communication
- BU.131.601 Leadership Ethics Seminar

- BU.132.601 Business Law
- BU.520.601 Decision Models
- BU.410.620 Marketing Management
- BU.210.620 Accounting and Financial Reporting

Functional Core (6 credits)

- BU.420.710 Consumer Behavior
- BU.450.710 Marketing Strategy
- BU.410.601 Marketing Research

Elective Courses (16 credits)

Students choose 8 courses from the following:

- BU.430.730 Analysis for Product and Services Innovation
- BU.420.730 Behavioral Analysis for Marketing Decisions
- BU.430.710 Branding and Marketing Communications
- BU.460.710 Business-to-Business Marketing
- BU.430.720 Competitive Pricing Analysis
- BU.420.720 Customer Relationship Management
- BU.460.700 Digital Marketing and Social Media
- BU.460.730 Entrepreneurial Marketing
- BU.430.740 Sales Force and Channels of Distribution
- BU.450.750 Strategic Marketing Intelligence

Continuation of Final Project Course – BU.001.900

For students who began their studies prior to Fall 2013

Master of Science in Real Estate and Infrastructure

This program is ideal for mid-career real estate professionals with three or more years of industry work experience. Working with academic and practitioner faculty, students develop the knowledge and skills needed to take advantage of the latest developments in this fast-changing profession. The core curriculum integrates the study of the major disciplines that influence real estate decisions: market analysis, law, design, construction, investment analysis, finance, and land use regulation. Students have the option to choose four concentration electives to form

a coherent area of expertise (Development, Institutional Investments, Appraisal/Valuation, and International Real Estate). Students may also take any four electives for a "general" concentration.

Program Requirements

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

a series of mandatory workshops will be scheduled (usually on Saturdays). Session Topics include: Excel for Real Estate Professionals, and Becoming an Excel Power User. There is a fee required for these workshops. Additional information will be available prior to the beginning of the semester.

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

Hardware:

Intel Core i5 2.6GHz
14.1" Widescreen Display
8.0 GB - Memory
1 GB Video
320GB Hard Drive
DVD+/-RW
802.11n Wireless

Software:

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

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

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (4 credits)

BU.120.601 Business Communication
BU.131.601 Leadership Ethics Seminar

Functional Core (20 credits)

BU.241.610 Development I
BU.242.601 Real Estate Market Analysis
BU.241.725 Global Perspectives in Real Estate
BU.234.610 Real Estate Finance I
BU.242.720 Real Estate Finance II
BU.241.620 Managing Construction Projects
BU.230.640 Development II
BU.132.615 Real Estate Law I
BU.220.640 Real Estate Economics

BU.132.640 Real Estate Law I

Elective Courses (8 credits)

Students choose 4 courses from the following:

BU.242.701 Capital Markets and Real Estate
BU.242.735 Overseas Real Estate Markets – Outbound Investments
BU.242.710 Managing Real Estate Portfolios
BU.242.715 Appraisal and Valuation
BU.121.610 Negotiation
BU.241.615 Site Planning and Building Design
BU.152.725 Real Estate Entrepreneurship
BU.249.701 Special Topics in Real Estate
BU.241.730 Principles of Public-Private Infrastructure
BU.241.735 Sustainable Cities
BU.242.601 Real Estate Market Analysis

Practicum (4 credits)

BU.245.790 Real Estate Practicum

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

Continuation of Final Project Course – BU.001.900

For students who began their studies prior to Fall 2013

Alumni and Business Network

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

Dual Degree Programs

MBA/JD

The MBA/JD program is a dual degree offered by University of Maryland Carey School of Law and The Johns Hopkins University Carey Business School to prepare students for complex challenges in business, industry, commerce, government organizations, and the non-profit sector. The dual-degree program will provide a unique opportunity to add another dimension to the educational preparation of students who seek management and leadership responsibilities in legal practice, financing and delivery of legal services, development of new legal services, establishing and managing law firms, as well as pursuing career focused on law and business in national and international organizations and academic institutions. More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-jd/>.

Program Requirements

JHCBS provides 42 credits toward the MBA and will accept 12 credits transferred from UMCSL to complete the 54 credit degree. UMCSL provides 76 credits toward the JD and will accept 9 credits transferred from JHCBS to complete the 85 credit degree. Dual degree recipients receive both diplomas upon completion of both programs.

Admission

Applicants need to apply to both programs separately. For more information on University of Maryland Carey School of Law, please visit <http://www.law.umaryland.edu/academics/program/dualdegree.html>.

MBA/MD

The Johns Hopkins dual-degree MD/MBA program is structured as a five year academic program, with the students as full-time members of the medical school and the GMBA cohort as they progress through the program. The program is designed to prepare physicians for leadership roles in medicine and in the health care industry. The proposed dual-degree program will give students a unique educational experience through the Genes to Society (GTS) medical school curriculum and the Carey's full-time Global MBA program. More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-md/>.

Program Requirements

For the Carey MBA program, the students are required to complete 54 credits of the MBA

program. Up to 12 credits from the MD electives can be applied to their requirements for the MBA electives, subject to review and approval of the MD/ MBA Academic Program Committee. Dual degree recipients receive both diplomas upon completion of both programs.

Admission

Students applying to the MD/MBA program will be required to meet the admissions criteria of the JHU School of Medicine and be admitted to the MD program. Once students are accepted by the School of Medicine, they have an opportunity to apply for the MD/MBA program. The applications will be reviewed for business school admission.

MBA/MA in Communication

The Hopkins MBA/MA in 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. More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/>

[dual-degree-programs/mba-ma-in-communications/](http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-communications/).

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. Dual degree recipients receive both diplomas upon completion of both programs.

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/academics/dual-degree-programs/communication-mba/>.

MBA/MA in Design Leadership

The MBA/MA in Design Leadership enrolls students who want to be transformative business leaders at the highest levels by developing a next-generation approach to management and problem solving. Students' backgrounds are likely to include business management, marketing, engineering, finance, art and design, architecture, fine arts, and other fields. More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-design-leadership/>.

Program Requirements

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

Admission

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

MBA/MA in Government

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

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

More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-government/>.

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. Dual degree recipients receive both diplomas upon completion of both programs.

Admission

For more information about the MBA/MA in Government with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences, visit <http://advanced.jhu.edu/academics/dual-degree-programs/government-mba/>.

MBA/Master of Public Health

This unique 22-month, full-time program of study will enable students to integrate the philosophies, functions and competencies of the seemingly disparate fields of public health and business. Students in this program will acquire knowledge and skills in the principles of population-based health as well as finance and management, which will enable them to be effective managers and leaders in health-related agencies and organizations. Graduates will be able to assess the public health needs of a defined population; develop, analyze and implement targeted health policies and programs; lead the process of change within one's own organization and community; manage health care organizations to achieve identified goals; and communicate messages to targeted audiences. More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-master-of-public-health/>.

Program Requirements

The program requires 152 credits (MPH and MBA based on School of Public Health credit system). Dual degree recipients receive both diplomas upon completion of both programs.

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/degree-programs/combined-programs/master-of-public-health-and-master-of-business-administration/>.

MBA/MS in Applied Economics

To allow students to better exploit the strong complementary nature between business and economics, the Carey Business School and the Johns Hopkins Zanvyl Krieger School of Arts and Sciences Applied Economics Program have eliminated the overlap between the MS in Applied Economics and the MBA. This enables students to earn both the MS degree and the MBA for fewer courses than if pursued separately.

Program Requirements

The program requires 66 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. Dual degree recipients receive both diplomas upon completion of both programs.

Admission

Apply to the MBA/MS in Applied Economics through the Johns Hopkins Zanvyl Krieger School of Arts and Sciences. For more information, please visit <http://advanced.jhu.edu/academics/dual-degree-programs/applied-economics-mba/>.

MBA/MS in Biotechnology

The MBA/MS in Biotechnology program teaches 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. More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ms-in-biotechnology/>.

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. Dual degree recipients receive both diplomas upon completion of both programs.

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/academics/dual-degree-programs/biotechnology-mba/>.

MBA/MS in Environmental Engineering

Students may pursue an MBA/Master of Environmental Engineering offered through the Whiting School's Engineering for Professionals program (EP) and the Carey Business School. This area of study focuses on the design of collection and treatment processes for air, water, wastewater, and solid and hazardous waste, including study of the conceptual principles underlying biological, physical, and chemical treatment. Courses may be taken in the two schools simultaneously or sequentially. Graduates will receive two degrees, one from each school. More information is available at <http://carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ms-in-environmental-engineering/>.

Program Requirements

The program requires 66 credits, 42 credits for the flexible 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. Dual degree recipients receive both diplomas upon completion of both programs.

Admission

Apply through the Whiting School's Engineering for Professionals program website, please visit <http://ep.jhu.edu/graduate-degree-programs/environmental-engineering-science-and-management>.

MBA/Master of Science in Environmental Engineering and Science

Students may pursue an MBA/Master of Environmental Engineering offered through the Whiting School's Engineering for Professionals program (EP) and the Carey Business School. This area of study stresses the fundamental concepts of physics, chemistry, biology, and geology as applied in the context

of environmental issues, with less emphasis on design and management. Courses may be taken in the two schools simultaneously or sequentially. Graduates will receive two degrees, one from each school.

Program Requirements

The program requires 66 credits, 42 credits for the flexible 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. Dual degree recipients

receive both diplomas upon completion of both programs.

Admission

Apply through the Whiting School's Engineering for Professionals program website, please visit <http://ep.jhu.edu/graduate-degree-programs/environmental-engineering-science-and-management>.

MBA/Master of Science in Environmental Planning and Management

Students may pursue an MBA/Master Science in Environmental Planning Engineering offered through the Whiting School of Engineering for Professionals program (EP) and the Carey Business School. This program emphasizes the relationships between environmental engineering/science and public policy with a focus on decision-making tools and policy analysis, as well as emphasis on the role of economic factors in environmental management and water resources planning. Courses may be taken in the two schools simultaneously or sequentially. Graduates will receive two degrees, one from each school.

Program Requirements

The program requires 66 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. Dual degree recipients receive both diplomas upon completion of both programs.

Admission

Apply through the Whiting School's Engineering for Professionals program website, please visit <http://ep.jhu.edu/graduate-programs/environmental-planning-and-management>.

MBA/MS in Nursing

The MBA/MS in Nursing is not accepting applicants for the 2014-2015 academic year. This dual degree 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 health care 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 health care settings.

Program Requirements

Students must complete 57 credits within six years. The MBA portion is 42 credits. Dual degree recipients receive both diplomas upon completion of both programs.

GRADUATE CERTIFICATE PROGRAMS

Graduate Certificate in Business of Health Care

The Johns Hopkins Business of Health Care Graduate Certificate was designed for two particular types of students:

- Leaders in medicine and health care who lack formal training in business
- Professionals seeking supervisory positions in medicine and health care who lack experience, or have not had formal training in leadership

The Business of Health Care Graduate Certificate will provide students with a breadth of information related to health care and medicine from across Johns Hopkins, allowing them to specialize in areas of their choosing based on their electives. Each of the schools will allow students who have completed the certificate program to apply credits earned toward specific degree programs. The choice of the program to which the credits may be applied will be driven in part by the electives chosen.

The courses in the program will be taught by faculty from the Carey Business School and the Schools of Medicine, Nursing, and Public Health. All students will be required to take Leading Health Care Organizations. Students will then take one core course each from three schools: Legal Foundations of Health Care, taught by Carey faculty; one course taught by Public Health faculty; one course taught by Nursing faculty; and one of the courses co-taught by Public Health and Medicine faculty. Following these courses, students will take one additional elective in business, nursing, or public health. Course descriptions for courses offered by other schools within the University are available at <https://isis.jhu.edu/classes/>. Please refer to the [State-specific Information for Online Programs](#) section in the Handbook portion for additional information about online classes.

Certificate Requirements

Students are required to complete the Business of Health Care Graduate Certificate within three years. The certificate in Business of Health Care consists of six courses (12 credits). All courses are two credits.

Required Course

Carey Business School

BU.555.610 Leading Health Care Organizations

Core Courses

Carey Business School

BU.550.605 Legal Foundations of Health Care

Bloomberg School of Public Health (one of the following)

PH.309.600 Evaluating Quality Improvement and Patient Safety Programs

PH.311.615 Quality of Medical Care

PH.315.703 Leading Change through Health

PH.317.605 Methods in Quantitative Risk Assessment

PH.309.631 Population Health Informatics

PH.315.700 Health Information Systems: Design to Deployment

PH.309.730 Patient Safety and Medical Errors

PH.312.633 Health Management Information Systems

PH.315.708 HIT Standards and Systems Interoperability

PH.300.651 Introduction to the U.S. Healthcare System

PH.312.633 Health Management Information Systems

PH.315.709 Health Sciences Informatics, Knowledge Engineering and Decision Support

PH.221.722 Quality Assurance Management Methods for Developing Countries

PH.221.637 Health Information Systems

PH.221.646 Health Systems in Low and Middle Income Countries

PH.221.706 Management of Health Systems in Developing Countries I

School of Nursing (one of the following)

NR.110.605 Leadership and Management in Health Care

NR.110.560 Program Evaluation and Development in Health Care

NR.110.608 Business Plan

School of Medicine / Bloomberg School of Public Health (one of the following)

- ME.600.902 Leading Change through Health IT
- ME.600.900 Health Information Systems: Design to Deployment
- ME.600.901 Health Sciences Informatics, Knowledge Engineering and Decision Support
- ME.600.904 HIT Standards and Systems Interoperability

Final Elective (one of the following)

- BU.550.610 Health Care Financing (Carey)
- PH.309.600 Evaluating Quality Improvement and Patient Safety Programs
- PH.311.615 Quality of Medical Care
- PH.315.703 Leading Change through Health
- PH.317.605 Methods in Quantitative Risk Assessment
- PH.309.631 Population Health Informatics
- PH.315.700 Health Information Systems: Design to Deployment
- PH.309.730 Patient Safety and Medical Errors
- PH.312.633 Health Management Information

- Systems
- PH.315.708 HIT Standards and Systems Interoperability
- PH.300.651 Introduction to the U.S. Healthcare System
- PH.312.633 Health Management Information Systems
- PH.315.709 Health Sciences Informatics, Knowledge Engineering and Decision Support
- PH.221.722 Quality Assurance Management Methods for Developing Countries
- PH.221.637 Health Information Systems
- PH.221.646 Health Systems in Low and Middle Income Countries
- PH.221.706 Management of Health Systems in Developing Countries I
- PH.221.707 Management of Health Systems in Developing Countries II
- NR.110.605 Leadership and Management in Health Care
- NR.110.560 Program Evaluation and Development in Health Care
- NR.110.608 Business Plan

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.

- BU.210.620 Accounting and Financial Reporting
- BU.510.601 Statistical Analysis
- BU.231.620 Corporate Finance
- BU.800.610 Corporate Governance
- BU.230.620 Financial Modeling and Valuation
- BU.232.701 Investments
- Finance Elective 1
- Finance Elective 2

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

Graduate Certificate in Investments

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

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

Certificate Requirements

Students are required to complete the Graduate Certificate in Investments within three years.

The certificate in Investments consists of eight courses (16 credits). All courses are two credits.

BU.210.620 Accounting and Financial Reporting

BU.510.601 Statistical Analysis

BU.231.620 Corporate Finance

BU.232.701 Investments

BU.232.710 Derivatives

BU.232.720 Fixed Income

Finance Elective 1

Finance Elective 2

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

Graduate Certificate in Competitive Intelligence

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

Certificate Requirements

Students are required to complete the Graduate Certificate in Competitive Intelligence within three years. The Competitive Intelligence

certificate consists of eight courses (16 credits). All courses are two credits.

BU.360.701 Competitive Intelligence

BU.360.715 Data Mining and Discovery Informatics

BU.360.710 Knowledge Management Systems

BU.350.710 IT and Global Sourcing Strategy

BU.360.705 Advanced Competitive Intelligence

Information Systems Elective

Information Systems Elective

Information Systems Elective

Graduate Certificate in Financial Management/ Graduate Certificate in Investments and MS in Applied Economics

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

Certificate Requirements

Please consult with an adviser for program requirements.

UNDERGRADUATE PROGRAMS

Bachelor of Business Administration

The Bachelor of Business Administration degree completion program harnesses the knowledge, resources, and network of the Johns Hopkins University, giving students access to leading thinkers and influencers in Baltimore, Washington, D.C., and throughout the world. The Bachelor of Business Administration is a two-year program designed for students who have completed their core course requirements and have a desire to understand how the essentials of business impact the economy, society, and humankind. The program provides students with skills and resources essential to succeed in the corporate, public, or nonprofit sectors, specifically:

- A thorough understanding of the factors that drive business
- Proficiency in analysis, problem solving, and communication
- Knowledge of core concepts in accounting, finance, information systems, marketing, and management
- Understanding of specialized business areas

Students complete 60 semester hour credits of upper-level coursework with the Carey Business School. The first 60 semester hours or 90 quarter hours of the bachelor's degree program must be transferred from another regionally-accredited, academic institution. The program provides students with a full set of courses intended to provide a broad educational base in business and related areas. It provides experiences that educate the students with the skills and abilities required in today's working environment:

communication, creativity and innovation, critical thinking, diversity, ethics, information literacy, problem solving and team work. Business English courses are also available for international students to develop effective verbal and written communication.

The curriculum of the Bachelor of Business Administration addresses complex problems and pursues effective solutions, utilizing a variety of educational approaches including lectures, case studies, presentations, practice assignments, in-class discussions, group work, and hands-on exercises. The continuing seminar series and professional development course provide

students the opportunity to learn from seasoned professionals and guest speakers. The senior capstone projects allow students to synthesize their learnings and apply them to real world situations. Students enrolled in the Bachelor of Business Administration program are placed in a cohort group, and follow the curriculum with their fellow cohort students throughout their two year program. Courses are offered during the fall and spring semesters only. Students complete all coursework at the Washington DC Center.

Full Time Curriculum – all courses are 3 credits unless otherwise noted

The full-time program consists of 60 upper-level undergraduate semester hour credits of coursework, focusing on Global Business Studies.

Fall Year 1 (15 credits)

BU.215.315 Advanced Accounting
BU.515.315 Advanced Business Statistics
BU.135.301 Ethics, Governance & Accountability
BU.125.301 Managerial Communications
BU.445.301 Marketing & Consumer Behavior
BU.001.340 First Year Seminar Series I (no credit)

Spring Year 1 (15 credits)

BU.235.301 Principles of Finance
BU.365.301 Information Technology Strategy
BU.145.315 Organizational Leadership
BU.125.315 Negotiations: Principles & Applications
BU.685.325 Quantitative Methods & Modeling
BU.001.341 First Year Seminar Series II (no credit)

Fall Year 2 (15 credits)

BU.105.320 Global Business
BU.445.315 International Marketing Strategy
BU.355.475 Project Management
BU.145.325 Teamwork & Diversity in a Global Environment
BU.805.490 Senior Capstone I
BU.001.350 Professional Development (no credit)

Spring Year 2 (15 credits)

BU.235.410 Financial Theory and Practice
BU.155.430 Global Strategic Management

BU.235.420 Behavioral Finance
BU.242.410 Real Estate Investment and Analysis
BU.805.495 Senior Capstone II

Undergraduate Awards and Honors

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 Bachelor of Business Administration program at the Carey Business School.

The Dean's Award for Excellence

Awarded each year to the undergraduate student with the highest grade point average.

Bachelor of Science in Business

The Part-time Bachelor of Science in Business 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.

Part time Curriculum

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

Course Descriptions

BU.001.315

Business English for Undergraduates I (0 credits)

This undergraduate level course emphasizes academic writing and speaking on business topics with a focus on creating clear and coherent texts and accurately using grammatical structures, vocabulary, expression, and pronunciation. Through analysis of texts, discussion, in-class writings and speaking exercises, and instructor feedback, the course is designed to expand students' academic and business communication competencies. Students are required to have a recording device for class that can send audios to the instructor—either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. It meets once each week for 3 hours for 13 weeks.

Grading: Pass/Fail

BU.001.316

Business English for Undergraduates II (0 credits)

This course is a continuation of Business English for Undergraduates I. This undergraduate level course emphasizes academic writing and speaking on business topics with a focus on creating clear and coherent texts and accurately using grammatical structures, vocabulary, expression, and pronunciation. Through analysis of texts, discussion, in-class writings and speaking exercises, and instructor feedback, the course is designed to expand students' academic and business communication competencies. Students are required to have a recording device for class that can send audios to the instructor—either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. It meets once each week for 3 hours for 13 weeks.

Grading: Pass/Fail

BU.001.317

Business English for Undergraduates III (0 credits)

This course is a continuation of Business English for Undergraduates II. This undergraduate level course emphasizes

academic writing and speaking on business topics with a focus on creating clear and coherent texts and accurately using grammatical structures, vocabulary, expression, and pronunciation. Through analysis of texts, discussion, in-class writings and speaking exercises, and instructor feedback, the course is designed to expand students' academic and business communication competencies. Students are required to have a recording device for class that can send audios to the instructor—either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. It meets once each week for 3 hours for 13 weeks.

Grading: Pass/Fail

BU.001.318

Business English for Undergraduates IV (0 credits)

This course is a continuation of Business English Speaking for Undergraduates III. This undergraduate level course emphasizes academic writing and speaking on business topics with a focus on creating clear and coherent texts and accurately using grammatical structures, vocabulary, expression, and pronunciation. Through analysis of texts, discussion, in-class writings and speaking exercises, and instructor feedback, the course is designed to expand students' academic and business communication competencies. Students are required to have a recording device for class that can send audios to the instructor—either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. It meets once each week for 3 hours for 13 weeks.

Grading: Pass/Fail

BU.001.340

First Year Seminar Series I (0 credits)

This course, offered in the fall semester, offers a speaker series on academic topics. The seminar series also emphasizes career skills and professional development. In addition, the course provides students with tools and activities to enhance their overall academic and student success. To demonstrate learning

students will be expected to prepare reflection papers, participate actively in classroom and out-of-classroom discussions and activities, and submit documentation related to their career development.

Grading: Pass/Fail

Note: This course is for first year students only and cannot be repeated.

BU.001.341
First Year Seminar Series II
(0 credits)

This course, offered in the spring semester, is a continuation of the First Year Seminar Series I.

Grading: Pass/Fail

Note: This course is for first year students only and cannot be repeated.

BU.001.350
Professional Development
(0 credits)

The Professional Development course is uniquely designed for graduating seniors as they embark on their careers in the global job market. Students will learn through experience and practice, enhance presentation skills, and connect with industry experts. Topics include: Self-assessment, industry insights, brand development, networking, job search strategies and interview skills. Students will leave the class with a foundation in career development skills and with a portfolio of professional documents to assist them during their job search.

Grading: Pass/Fail

Note: This course is for second-year full-time undergraduate students and cannot be repeated.

BU.001.500
Undergraduate Independent Project
(3 credits)

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.

BU.001.550
Professional Development & Career Management
(0 credits)

Professional Development & Career Management is a weekly course for Global MBA and MBA/MPH students in the first year of their respective programs. This course covers topics focused on career competencies and professional skillsets that are expected of students at an MBA level. Topics include: resume writing; cover letter writing; career fair maximization; networking skills and techniques; using social media to assist with network development and job search; self-assessment and interest exploration; professional image development; job search process management; interview skills and preparation; negotiation; stress and time management; and making the most of your summer internship. Lessons are interactive, and involve both lecture and group and individual activities. Students should expect to leave the class having developed a strong skillset of career management-related competencies, and with a portfolio of professional documents to assist them during their job search.

BU.001.600
Graduate Internship Project
(0 credits)

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

BU.001.618
English Writing and Speaking for Graduate Business Students I
(0 credits)

This graduate level course emphasizes both writing and speaking for academic business classes with a focus on clarity in writing through using vocabulary, expressions, and grammatical structures, and a focus on clarity in speaking through using standard American idioms and pronunciation. Through analysis of texts, discussion, in-class writings, group work,

role plays, self-recording, and reflection activities, the course is designed to polish students' communicative competence in English for business school and American professional contexts. Students are required to have a recording device for class that can send audios to the instructor—either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. This course is the prerequisite for English Writing and Speaking for Graduate Business Students II. It meets for 3 hours a week for eight weeks.

Grading: Pass/Fail

BU.001.619
English Writing & Speaking for Graduate Business Students II
(0 credits)

This course is a continuation of English Writing and Speaking for Graduate Business Students I, which is its prerequisite. This graduate level course emphasizes both writing and speaking for academic business classes with a focus on clarity in writing through using vocabulary, expressions, and grammatical structures, and a focus on clarity in speaking through using standard American idioms and pronunciation. Through analysis of texts, discussion, in-class writings, group work, role plays, self-recording, and reflection activities, the course is designed to polish students' communicative competence in English for business school and American professional contexts. Students are required to have a recording device for class that can send audios to the instructor - either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. It meets for 3 hours a week for eight weeks.

Grading: Pass/Fail

BU.001.620
Summer Intensive
(2 credits)

The Summer Intensive aims to prepare international students entering the Johns Hopkins Carey Business School full-time graduate programs for the academic rigors of one of the world's premier universities. The program focuses on helping participants adjust to American life and culture. Daily practice in writing and speaking English in a variety of contexts helps students prepare for the logistical, academic, professional, and social challenges they will face. Through close reading of articles and case studies, they learn and apply essential business concepts and

terminology from such core disciplines as economics, accounting, organizational behavior, and marketing. In addition, participants are introduced to resources and strategies to cope with the logistics of living in a foreign country, from housing and transportation to grocery shopping and navigating a telephone book. One function of such a carefully orchestrated transition is to reduce the anxiety and stress usually associated with the start of classes.

BU.001.621
Communicating Clearly for Graduate Business Students I
(0 credits)

This course focuses on coaching in important speaking tasks for the American business world, the polishing of students' spoken accents, and providing feedback on writing tasks. Through group work, writing, self-recording, listening to presentation clips, and reflection activities, the course is designed to both polish students' speaking skills and enhance their ability to convey their meaning in written English. Students are required to have a recording device for class that can send audios to the instructor- either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. The course meets one time a week for 3 hours for 8 weeks.

Grading: Pass/Fail

BU.001.622
Communicating Clearly for Graduate Business Students II
(0 credits)

This course focuses on coaching in important speaking tasks for the American business world, the polishing of students' spoken accents, and providing feedback on writing tasks. Through group work, writing, self-recording, listening to presentation clips, and reflection activities, the course is designed to both polish students' speaking skills and enhance their ability to convey their meaning in written English. Students are required to have a recording device for class that can send audios to the Instructor—either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. The course meets one time a week for 3 hours for 8 weeks.

Grading: Pass/Fail

BU.001.700
Independent Graduate Project
(1 credit)

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.

BU.001.900
Final Project (Continuation)
(0 credits)

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

BU.003.903
Global Immersion: Ecuador - Sovereignty
versus Global Immersion
(2 credits)

Latin American countries largely went unscathed by the 2008 global financial crisis. As a result the region has emerged as the engine for the global economic growth. Many business specialists are therefore turning their eyes to Latin America as an interesting investing alternative. Although many of these countries are similar, the levels of economic development, political ideology and stability, fiscal approaches, infrastructure and business ecosystems as well as geographical externalities differ from country to country. Thus, doing business in Brazil, Argentina, Peru or Ecuador require from different perspectives, abilities and approaches. Ecuador is a unique economy in the region given its dollarized economy. It is one of the largest exporters of bananas, shrimp, coffee, cocoa, cupflowers and petroleum. Outside Latin America, its largest market is the United States. This course provides an overview of Ecuador's business ecosystem from a macro and micro point of view presenting the advantages and disadvantages of Ecuador in a comparative study –when possible –with its neighbors Colombia and Peru from the perspective of global competitiveness and ease of doing business. Ecuador ranks 101 among 142 countries in competitiveness (Colombia and Peru rank 64 and 65), and 130 among 183 in ease of doing business (Colombia and Peru rank 42 and 41).

BU.100.401
Organizations & Society
(3 credits)

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.

BU.105.320
Global Business
(3 credits)

This course examines the reality that business is a major facet in the ever growing global framework. Students examine 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.

BU.120.301
Managerial Communication
(3 credits)

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.

BU.120.601
Business Communication
(2 credits)

This course refines student's skills in written and oral communication to internal and external audiences. Through analyses and practice of communication strategies adopted by successful business professionals, students learn to write clearly and concisely, make compelling oral presentations, construct effective arguments.

BU.121.310
Negotiations in Business
(3 credits)

Students study negotiation techniques and mediation as means of contract development and dispute resolution. Students role play in various scenarios in order to develop skills necessary to facilitate meaningful negotiation. These exercises allow the students to analyze situations in order to come up with various options or approaches. Students learn to prepare and communicate effectively, gain the capacity to think creatively and analyze critically, and develop the ability to recognize, differentiate, and organize relevant facts. Negotiation and mediation require careful

listening, and strong personal interaction and conflict management skills.

BU.121.610
Negotiation
(2 credits)

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

BU.121.710
Managing Conflict: A Problem-Solving Approach
(2 credits)

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

BU.125.301
Managerial Communications
(3 credits)

No skill is as important to managers as the ability to communicate effectively with others. This requires not merely the ability to speak and write clearly, but to listen to and understand others; to analyze audience,

purpose, and cultural context; to select appropriate media and formats; to gather, analyze, and evaluate information effectively; and perhaps most importantly, to persuade and motivate others to act together toward a common end, using all the logical and emotional tools at hand. Participants practice effective strategies, styles, and tools for oral and written communication that are critical to success for today's manager. They learn how to write clearly and concisely, make a compelling oral presentation, use interpersonal and nonverbal skills in meetings and interviews, and develop crisis- and cross-cultural-communication strategies.

BU.125.315
Negotiations: Principles & Applications
(3 credits)

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

BU.131.301
Business Ethics
(3 credits)

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 issues 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.

BU.131.601
Leadership Ethics Seminar
(2 credits)

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.

BU.132.601
Business Law
(2 credits)

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

BU.132.615
Real Estate Law II
(2 credits)

This course explores perspectives of government and business in the land development and redevelopment process. An overview of land use regulations and the effects of those regulations on a specific project are discussed, as are major development controls, their evolution, implementation procedures, and their role in public policy. This course was previously titled Smart Growth and Sustainability.

Prerequisites: BU.241.610 and BU.230.640

BU.132.640
Real Estate Law I
(2 credits)

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. This course was previously titled Legal Issues in Real Estate.

Prerequisite(s): BU.241.610 AND BU.230.640

BU.135.301
Ethics, Governance & Accountability
(3 credits)

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

BU.141.320
Organizational Behavior
(3 credits)

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.

BU.141.410
Human Resource Management
(3 credits)

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.

BU.141.710
Effective Teams
(2 credits)

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 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.

BU.141.720
Behavioral Analysis for Marketing Decisions
(2 credits)

Marketing, in particular, begins and ends with the consumer—from determining consumer needs to ensuring customer satisfaction. In this course, we will explore the most recent scientific research in marketing, psychology, and behavioral economics on judgment and decision making. We will develop your ability to understand and influence what people want, how people decide what and when to buy, and whether people will be satisfied or dissatisfied with their decisions. These psychological insights are not only particularly useful for marketing management decision making such as target marketing, brand positioning and marketing communication, but also yield insight into common biases in judgment and decision making, beyond marketing, to which you would otherwise fall prey. Why people are willing to drive across town to save \$5 on a tank of gasoline, for example, when they would not drive a minute to save \$5 on a

refrigerator. We will discuss some of these applications in class. In addition, we will examine the methodology of market research to build the tools you will need to interpret consumer behavior and base decisions on it. Readings will include primary empirical research articles, business journal articles, and research reviews.

BU.142.610

Leader Lab

(2 credits)

This course uses a high fidelity organizational simulation to provide an opportunity for students to learn about (1) the leadership challenges of management, (2) their leadership skills along a number of dimensions (thought, results, people and self-leadership), (3) how to operate effectively as a team member and representative of an organization. Each student in the class takes on the role of a manager of a business unit or functional area within a larger global organization. In these roles students are faced with a number of people and business management issues that require good judgment, interpersonal skills and the ability to collaborate with other team members and teams. The class involves two, 7.5 hour days (the core of the simulation) and three, 3 hr. evening classes. At the end of the course, students will receive balanced and valuable feedback about their leadership skills from their team members and faculty. An additional lab fee to cover the administrative cost for assessments will be included in total tuition for this course.

BU.142.620

Leadership in Organizations

(2 credits)

Although this course is called Leadership in Organizations, its goal is about more than understanding organizational actors' behavior. Its goal is to help student learn how to leverage organizational behavior to enhance their ability to lead, now and in the future. Specifically, this course seeks to provide students with both the analytical frameworks and the practical experience necessary to better lead individuals and groups in organizations. The analytical frameworks will help students to understand leadership; the practical experience will help students put that understanding into action. The goal is to help students lead, even if they do not currently find themselves in a formal, leadership role.

The practices that are discussed will promote effectiveness at any level.

BU.142.650

Dynamics and Assessment

(2 credits)

This course combines a comprehensive survey of leadership theory and strategies with an intensive assessment of their current leadership skills. The course covers traditional and contemporary leadership theories as well as the methods used in by organizations and professionals to assess and measure leadership capabilities. Students will complete a number of leadership and psychological tests and surveys to measure leadership style, motivation, cognitive skills, personality, and perceptions of their leadership skills by people who work with them. As an outcome of this course, students will have a comprehensive knowledge of their key strengths and development needs as well as an understanding of how to apply these skills to effectively lead within organizations. An additional lab fee to cover the administrative cost for assessments will be included in total tuition for this course.

BU.142.720

Managing in a Diverse and Global World

(2 credits)

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.

BU.142.730
Strategic Human Capital
(2 credits)

Developing and managing human capital is vital for the success of any organization. In this course, students will examine ways in which Human Resources Management can be used to enhance organizations' competitive capabilities. The goal will be to understand how an organization can select, train and retain the right employees, and how it can effectively motivate them to make decisions that will allow the organization to successfully implement its overall strategy. Students will explore and master topics such as hiring and layoff decisions, human capital and on-the-job training, turnover, the provision of incentives, the advantages and disadvantages of alternative compensation schemes, objective and subjective performance evaluation, relative performance evaluation, promotions and other career-based incentive schemes, team production and team incentives, stock options and executive compensation, intrinsic and extrinsic motivation, non-monetary compensation and mandated benefits.

BU.143.420
Organizational Development & Change
(3 credits)

Rapid continuous change is a constant element in modern organizational life. Course participants become familiar with concepts and tools that help manage the change process, such as anticipating and preparing for change, assessing individuals' readiness for change, designing the elements of change, and providing the appropriate support, communication, and empowerment for change to occur in others.

BU.143.712
Groups & Teams: Intervention
(2 credits)

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.

BU.143.720
Organizations and Social Systems: Overview
(2 credits)

In this course, students learn the concepts and method 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.

BU.143.721
Organizations: Diagnosis & Intervention
(2 credits)

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.

Prerequisite(s): BU.143.720

BU.143.722
Large Human Systems: Diagnosis & Intervention
(2 credits)

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, 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.

Prerequisite(s): BU.143.720

BU.143.785

Practicum I (4 credits)

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

BU.143.787

Practicum II (4 credits)

This 4 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.

Prerequisite(s): BU.143.785

BU.143.790

Practicum Capstone (4 credits)

Practicum Capstone allows students to demonstrate consulting skills with real clients prior to their graduation. The course serves as a vehicle to integrate the knowledge they have obtained in their coursework under supervision in live organization development projects. Course components include: working with supervisors to negotiate and deliver organization development services to client organizations, and demonstration of students' knowledge and skill in the conduct of a

complete OD project cycle using contemporary consulting approaches. Student participation is on both an individual and group basis and final evaluations will reflect the performance of every member of the consulting teams. Content and organization type will vary widely in the consulting projects. Students must successfully complete the Practicum Capstone course in order to meet their degree requirements.

Prerequisite(s): BU.143.787

BU.145.315
Organizational Leadership
(3 credits)

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

BU.145.325
Teamwork & Diversity in a Global Environment
(3 credits)

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.

BU.149.701
Special Topics in Management
(2 credits)

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.

BU.150.710
Professional Discovery to Market I
(2 credits)

The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible products or "know-how." The development and deployment of technological advances is the underpinning of global economic development, and such advances represent significant business opportunities as well. Whether by using, developing or acquiring innovations and inventions, inventors, entrepreneurs and managers must fully understand the invention and commercialization process regardless of their seats at the table. This course covers the concepts and organizational issues involved in generating innovations; recognizing and screening technology opportunities; the legal and regulatory foundations of commercialization including intellectual property and technology transfer; strategies for commercialization. This course will help answer questions such as: When is an idea an invention? Who owns the invention? How can the invention be protected so as to maximize its commercial value? What are the steps to bringing the invention to market? What are the strategic options and which best fits the situation? Professional Discovery to Market I provides the foundational content for the project work in Professional Discovery to Market II. As a result of this course students should be able to assess the feasibility of commercializing a scientific discovery, define the process required to bring it to market and recommend the best strategy to do so.

Prerequisite(s): BU.410.620 OR BU.911.610

BU.150.715
Professional Discovery to Market II
(2 credits)

This course is the second of two courses in the two part Professional Discovery to Market sequence. The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible products or "know-how." In this course students will apply material learned in Part 1 to team project work on scientific inventions. Professional Discovery to Market I provides the foundational content for the project work in Professional Discovery to Market II. As a result of this course students

should be able to assess the feasibility of commercializing a scientific discovery, define the process required to bring it to market and recommend the best strategy to do so.

Prerequisite(s): BU.150.710

BU.150.720

Professional Discovery to Market Project (4 credits)

In the Professional Discovery to Market course, students will explore the process of evaluating scientific discoveries and transforming them into commercial opportunities through lectures, guest speakers and an experiential learning project. This course, delivered across two terms, will help students understand the nature of scientific discoveries and their value from both scientific and commercial standpoints, and the fundamentals of intellectual property, applied market research and feasibility analysis. Working in teams, students study a scientific discovery and research and evaluate its commercial feasibility. The Professional Discovery to Market project begins with a series of lectures and workshops that expose students to the people and organizational processes behind the discoveries. The second term focuses on the client project. Working in teams, students work with inventors to assess the commercial potential of the inventor's discovery and prepare a feasibility analysis of the product by assessing the marketplace, sizing the market and likely revenue streams, developing an intellectual property strategy, and ascertaining likely funding sources, culminating in an overall "go/no-go" decision.

Prerequisite(s): BU.410.620 OR BU.911.610

Note: Students should have completed at least 30 MBA or 15 MS credits. Course serves as a concentration elective for Finance, Marketing, Interdisciplinary and Management, or as a Business Elective. This course does not fulfill the Capstone requirement, but will prepare you for that experience. Students will be selected based on amount of credits completed, professional experience, and overall quality of the essay. The number of students selected will be determined by the scope of the project. Students initially add themselves to the waitlist, and will be enrolled when their eligibility is confirmed. This course is not open to students in the Global MBA, Weekend MBA or Executive MBA.

BU.151.620

Global Strategy (2 credits)

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.

BU.151.720

Corporate Strategy (2 credits)

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

BU.151.770

Facilitating Strategic Change (2 credits)

The process of managing strategic change is not straightforward. Carefully developed plans for change can and, often do, disintegrate during implementation, disrupting not only production or service delivery, but also the lives of people who work in organizations. This course focuses on the process of implementing change as the key facet and fundamental challenge in managing strategic change. Students will gain an understanding of how organizational change is achieved and discover and enhance the personal capabilities

and abilities to navigate change. The course will examine the various theories and concepts of change, along with experiences and dilemmas in practice, that together help us gain an understanding of what contributes to the carrying out of successful and lasting change.

It will examine how managers express agency in change and connect with others to produce change.

BU.151.790 Strategic Management (4 credits)

This course is concerned with the formulation and analysis of business strategy. Business strategy is the set of objectives and policies that collectively determine how a business creates economic value for its owners and stakeholders. Strategy is concerned with answering two central questions: “What businesses should we participate in?” and “How should we compete?” Students will learn analytical techniques for diagnosing the competitive position of a business, evaluating business strategies, and identifying and analyzing specific business options.

Prerequisite(s): Completion of 46 credits

BU.152.740 City Lab Toolkit: Intro to Urban Social Enterprise (2 credits)

The CityLab is an urban social enterprise laboratory applying business and management knowledge and tools to create social value in an economically distressed/underperforming neighborhood in Baltimore City or the District of Columbia. Each CityLab manages at least one discrete component of the larger neighborhood redevelopment project. This active, hands-on learning platform is designed for students to begin building a portfolio of urban social enterprise project expertise as part of their graduate business school experience. Students participating in the CityLab enroll in two 2-credit courses taken in sequence for an entire semester and must enroll in both courses during the same term. The first course introduces students to the urban social enterprise domain and the CityLab neighborhood, context, stakeholders, and the term project which will be completed in the second course.

Note: In order to be adequately prepared and fully engaged in this course, students should have completed at least four of the required foundation courses within their graduate program, prior to enrolling in this set of courses.

BU.152.745 City Lab Practicum: Urban Neighborhood Project (2 credits)

Integrated collaborative practice in a city lab neighborhood to complete one element or segment of a larger neighborhood development plan. The CityLab is an urban social enterprise laboratory applying business and management knowledge and tools to create social value in an economically distressed/underperforming neighborhood in Baltimore City or the District of Columbia. Each CityLab manages at least one discrete component of the larger neighborhood redevelopment project. This active, hands-on learning platform is designed for students to begin building a portfolio of urban social enterprise project expertise as part of their graduate business school experience. Students participating in the CityLab enroll in two 2-credit courses taken in sequence for an entire semester and must enroll in both courses during the same term. The second course is a field experience in which students work in the neighborhood with key stakeholders to complete a specific deliverable, building on knowledge acquired in the first lab course.

Note: In order to be adequately prepared and fully engaged in this course, students should have completed at least four of the required foundation courses within their graduate program, prior to enrolling in this set of courses.

BU.155.430 Global Strategic Management (3 credits)

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.

BU.200.401
Accounting Organizations & Society
(3 credits)

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). From there, the course explores the historical roots of modern-day Financial Accounting Standards Board pronouncements and closes 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.

BU.210.350
Financial Ratio Analysis Principles
(3 credits)

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.

BU.210.430
Non-profit & Governmental Accounting
(3 credits)

Students learn accounting principles for managing in non-profit and public sector organizations. Students learn to make decisions that integrate tools such as cash flow analysis, cost accounting, cost volume profit analysis, and budgeting.

BU.210.620
Accounting and Financial Reporting
(2 credits)

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.

BU.210.650
Advanced Financial Accounting
(2 credits)

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.

Prerequisite(s): (BU.210.620 OR BU.790.611 OR BU.910.611)

BU.211.410
Cost and Managerial Accounting
(3 credits)

A study of accounting's role in aiding in management decision making. Emphasis is placed on how accounting data is used by management in planning, controlling, and evaluating business initiatives. Topics include: introduction to cost accounting, cost volume profit analysis, budgeting, and other quantitative applications which aid in management decision making.

BU.215.315
Advanced Accounting
(3 credits)

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

BU.220.610
The Firm and the Macro-economy
(2 credits)

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

BU.220.620
Economics for Decision Making
(2 credits)

This is a microeconomics course with emphasis on the application of economic principles and methodologies to managerial decision problems. Major topics include consumer choice and demand, production and costs, market structures and output/price decisions.

Prerequisite(s): BU.510.601 OR BU.790.616 OR BU.790.003 OR BU.755.616

BU.220.625
The Marketing Environment
(2 credits)

This course introduces participants to the analysis, modeling, and evaluation of economic decisions. Students learn about market structures, conduct, performance assessment and techniques, as well as the analysis of industry and competitive platforms. Topics studied include the analysis of demand and supply models, quantitative demand analysis, theory of individual behavior, production processes and costs, design of cost functions, competitive models and game theory, pricing strategies, and the economics of information. Students gain a thorough understanding of the macro and micro context that marketing managers face in today's competitive

environment in order to develop competitive positioning in global markets.

BU.220.640
Real Estate Economics
(2 credits)

Real estate analysis, using economic and other factors affecting trends in urban structure and land use, is discussed. Appropriate data sources and data analysis techniques are introduced. Major urban development issues, decentralization, population and labor force composition, industrial location, urban and regional growth, land use, and rent relationship issues are also analyzed.

BU.220.720
Financial Econometrics
(2 credits)

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.

BU.230.620
Financial Modeling and Valuation
(2 credits)

This course comprises 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.

Prerequisite(s): (BU.231.620 OR BU.756.701 OR BU.910.611) AND (BU.232.701 OR BU.756.760)

BU.230.640
Development II
(2 credits)

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.

Prerequisite(s): BU.241.610

Note: This course previously titled Financial Modeling and Real Estate Analysis.

BU.230.710
Quantitative Financial Analysis
(2 credits)

This course explores the fundamentals of Monte Carlo simulation techniques and their applications in finance. Using Matlab as the programming platform, this course exposes students to hands-on computer exercises in advanced quantitative topics. This course trains students to become familiar with simulation techniques in modern financial engineering. Matlab is widely used in many science disciplines and is also emerging as one of the most popular programming platforms in the financial industry. This course is taught as a lab and will require a lab fee in addition to standard tuition.

Prerequisite(s): (BU.232.710 OR BU.756.761) AND (BU.232.701 OR BU.756.760)

BU.230.730
Managing Financial Risk
(2 credits)

The course offers an introduction to financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. The course will balance theory and practical application. Topics include market and credit risks, liquidity, and operational and legal risks, including volatility modeling, and derivatives as tools for controlling risk. Using modern econometric models, such as ARCH and GARCH, along with widely used quantitative methods (Monte Carlo simulation and Filtered Historical simulation), the course will describe how to measure and control risk exposure towards various types of risks, especially market and credit risk.

Prerequisite(s): (BU.220.620 OR BU.753.701) AND (BU.232.710 OR BU.756.761)

BU.230.750
Financial Crisis and Contagion
(2 credits)

This course takes students through the last 30 years of financial bubbles, manias and scandals in the U.S., from the thrift crisis of the 1980s, to the Long-Term Capital Management and Enron debacles, to the recent mortgage meltdown and Great Recession. Examining the upheavals of these three decades is key to understanding how the law and landscape of modern financial markets evolved and where they are headed.

Prerequisite(s): BU.231.620 OR BU.910.611

BU.231.320
Principles of Finance
(3 credits)

How are financial decisions made? Students learn the fundamental principles of financial decision making. This course examines the full spectrum of financial decision-making while focusing on concepts and tools such as the time value of money and risk-return tradeoffs, using modern technology to track trends for proper financial decision making.

BU.231.620
Corporate Finance
(2 credits)

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 are taught the fundamental principles of financial valuation and analysis, which provide a solid foundation for all other finance courses.

Prerequisite(s): BU.210.620 OR BU.790.611 OR BU.910.611

BU.231.710
Financial Institutions
(2 credits)

This course analyzes the role of financial institutions in allocating resources, managing risk, and exerting corporate governance over firms. Special attention is given to the role of central banks in influencing interest rates. The class studies conflicts of interest in financial intermediaries, and assesses in-depth the

economics of regulation and the political forces shaping policy decisions. Besides familiarizing students with the operation and management of banks, mutual funds, insurance companies, pension funds, and investment banks, the class also uses the economics of information to understand the functioning of financial institutions. An international perspective is stressed. Examples from countries with different legal, political, and regulatory regimes provide a richer understanding of the role of financial institutions than is possible by studying any single country.

Prerequisite(s): BU.231.620 OR BU.756.701 OR BU.910.611

BU.231.720
Corporate Governance
(2 credits)

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.

Note: Students cannot earn credit towards a degree or certificate for both 231.720 and 800.610 – these are equivalent course numbers.

BU.231.740
Mergers and Acquisitions
(2 credits)

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

Prerequisite(s): BU.231.620 OR BU.910.611

BU.231.790
Advanced Corporate Finance
(2 credits)

By employing a case study approach, students learn how the theoretical concepts and tools learned in the Corporate Finance class are applied in solving real world problems. Through such key concepts as financial forecasting, cost of capital, capital budgeting, optimal capital structure, dividend policy, and firm valuation, students learn the analytical techniques necessary to make rational financial decisions.

Prerequisite(s): BU.231.620 OR BU.910.611

BU.232.410
Corporate Finance
(3 credits)

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

BU.232.420
Working Capital Management
(3 credits)

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.

BU.232.701
Investments
(2 credits)

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.

*Prerequisite(s): (BU.210.620 OR BU.790.611)
AND (BU.231.620 OR BU.756.701)) OR
BU.910.611*

BU.232.710
Derivatives
(2 credits)

This course offers a rich overview of forwards, futures, swaps and options. The course will cover both the actual working of derivatives and the analytical tools needed to effectively understand derivatives. Skills are developed in pricing analysis, use of pricing models, trading, and hedging strategies. The strategies are developed to match specific economic goals, such as portfolio risk reduction.

*Prerequisite(s): BU.231.620 OR BU.756.701 OR
BU.910.611*

BU.232.720
Fixed Income
(2 credits)

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.

Prerequisite(s): (BU.232.701 OR BU.756.760)

BU.232.730
Wealth Management
(2 credits)

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.

Prerequisite(s): BU.231.620 OR BU.910.611

BU.232.750
Advanced Portfolio Management
(2 credits)

Through an in-depth study of various global asset allocation models and hands-on team work, students develop the analytical framework and skills necessary to design a global asset allocation model portfolio, surveying strategies for coordinating investment planning for high net-worth individuals, as well as institutional clients. Students will journey across U.S. markets, development markets, and emerging markets in search of the best relative value investment opportunities. In asset allocation groups, they will collaborate with fellow members to arrive at the optimal global asset allocation model portfolio for an institutional client of their choice, such as a sovereign wealth fund, endowment, foundation, high net worth, defined benefit, and defined contribution or variable annuity insurance company. The course will provide a practical learning experience for a range of advanced portfolio asset allocation, and hedge fund and proprietary trading strategies with an emphasis on understanding their fundamental investment process. Students will gain practical knowledge relative to creating, back-testing, and implementing these strategies. The optimal portfolio will be presented to your instructors, the "trustees", as well as a guest "trustee". Along the semester, investment policy choices will need to be made related to asset class components, target asset class weights, the magnitude of tactical allocation shifts, performance expectations, etc. The end outcome is a better understanding of how to design a global allocation portfolio appropriate for a client's risk profile and how to identify significant areas of portfolio risk.

*Prerequisite(s): (BU.210.620 OR BU.910.611)
AND (BU.230.620 OR BU.922.610)*

Note: This course previously titled Global Asset Allocation.

BU.232.790
Advanced Hedge Fund Strategies
(2 credits)

This course surveys a broad range of hedge fund and proprietary trading strategies with an emphasis on understanding their fundamental investment process. Students will gain practical knowledge in regards to creating, back-testing, and implementing these strategies. There will be particular focus on the theoretical justification for the existence of inefficiencies or risk premium and the successful extraction of them. The course will cover the gambit of popular hedge funds strategies such as Long/Short, Event Driven (Distressed, Risk-Arbitrage), Equity Market Neutral, Statistical Arbitrage, Dedicated Short-Bias, Convertible Arbitrage, Emerging Markets, Fixed Income Arbitrage, Global Macro, Managed Futures, and Multi-Strategy. Particular attention will be placed on understanding the mechanics of the alpha-extraction methodology. An example of the type of question that will be addressed in this course is: What do hedge fund managers strive to capture and how do they do it? Close attention to the hidden-risks and limitations associated with the implementation of such strategies will be highlighted throughout this course. Upon successful completion of this course, students should gain a firm understanding of the popular hedge fund trading strategies currently employed in the industry. This course is presented from a practitioner's perspective and will assume students have knowledge of basic financial theory, portfolio construction, arbitrage concepts, return calculations, statistics, and knowledge of financial instruments and derivative products. The class projects will be highly quantitative and will require that students be able to analyze and manipulate market data using statistical and mathematical modeling techniques.

Prerequisite(s): (BU.231.620 OR BU.910.611) AND BU.232.701

Note: It is recommended that students complete BU.232.710 and BU.232.720 prior to this course.

BU.233.430
Fixed Income Analysis
(3 credits)

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

BU.233.730
Entrepreneurial Finance
(2 credits)

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.

Prerequisite(s): BU.231.620 OR BU.910.611

BU.234.610
Real Estate Finance I
(2 credits)

The intricacies involved in financing real estate projects are the subject of this course. Land, construction, and permanent financing alternatives are presented and analyzed. Capital sources, including commercial banks, savings and loans, life insurance companies, foreign investors, and Wall Street firms are reviewed. Topics discussed include various financing forms and documents, as well as equity arrangements. This course was previously titled Financing Real Estate Projects.

Prerequisite(s): BU.241.610 AND BU.230.640

BU.235.301
Principles of Finance
(3 credits)

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

BU.235.410
Financial Theory and Practice
(3 credits)

This course builds on the prerequisite course, Principles of Finance. The coverage of this course includes main topics in corporate finance, select topics in financial investments, and multinational finance. Each lesson gives a closer and deeper examination to one (or more) of the main concepts covered in the first finance course. The main focus of the course is bringing together the financial theory with the practice of finance in the markets. Viewing financial concepts in tangible contexts provides a solid foundation for pursuing positions in the financial industry. Also, this course prepares students for pursuing a graduate degree in finance by exposing them to techniques that enhances the accessibility of graduate core courses.

Prerequisite(s): BU.235.301

BU.235.420
Behavioral Finance
(3 credits)

Behavioral finance is the application of psychology to financial markets and financial decision-making. Psychology is the basis for human desires, goals, and motivations, also, the basis for understanding perceptual illusions and cognitive biases. This course draws ideas and content from the most comprehensive survey on the emerging field of behavioral finance and the first textbook on behavioral corporate finance as well as four articles on

the topic. The objective is to gain insight into the nature and structure of financial decisions, trace behavioral pitfalls in real world decisions and events such as those leading to failing mergers and acquisitions, or financial crises; and eventually to learn and develop techniques for debiasing our minds to perform better in the markets and corporations as well as in simple daily choices.

BU.235.790
Finance Capstone Advanced Topics
(4 credits)

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.

BU.239.705
Environmental Finance
(2 credits)

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.

BU.241.610
Development I
(2 credits)

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. This course was previously titled Real Estate Development Process.

BU.241.615
Site Planning and Building Design
(2 credits)

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.

Prerequisite(s): BU.241.610 AND BU.230.640

BU.241.620
Managing Construction Projects
(2 credits)

This course examines the nature and characteristics of construction materials, equipment, and systems that are used in modern buildings. Emphasis is placed on how the selection of materials, equipment, and systems can affect both the function and cost of the building. The course also includes a detailed review of the forms of construction contracts and associated documents commonly used in the industry. Finally, the course includes a broad review of the construction industry and a more detailed review of the management functions of a typical construction company.

BU.152.430
Entrepreneurship
(3 credits)

Catch the spirit of entrepreneurship in this course! Through a study of the underpinnings of prudent fiscal management in the entrepreneurial enterprise, participants examine the development of budgets and budget controls, the monitoring and evaluation of company expenditures, and management of the enterprise and short-term capital. Special emphasis is placed on identifying sources of start-up funds and working capital that are crucial to entrepreneurial success.

BU.152.710
Entrepreneurial Ventures
(2 credits)

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.

BU.152.720
Social Entrepreneurship
(2 credits)

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

BU.152.725
Real Estate Entrepreneurship
(2 credits)

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.

Prerequisite(s): BU.241.610 AND BU.230.640

BU.152.730
Social Entrepreneurship: The Business of Development
(4 credits)

Social Entrepreneurship: The Business of Development is a new course offered jointly by the JHU Carey Business School and JHU/SAIS. The course focuses on understanding social entrepreneurship and the challenges of building sustainable, impactful businesses that address critical underserved needs in emerging global marketplaces. The course aims to create in each student an appreciation of the qualities, values and skills of social

entrepreneurs and also entrepreneurial opportunities in critical sectors of human need in complex, resource-constrained markets that are plagued by fragmented infrastructure, inadequate institutions and other governance challenges. Students learn first-hand how businesses serving the needs of the poor contribute to community development and 'do well by doing good'.

BU.241.725
Global Perspectives in Real Estate
(2 credits)

Cross border real estate development, investment and management offers additional challenges beyond those of domestic real estate. United States professionals going overseas or international business coming to the United States confront legal, design, cultural, and financial issues. This class investigates international investment issues and the complex aspects of overseas development.

Prerequisite(s): BU.241.610 AND BU.230.640

BU.241.730
Principles of Public-Private Infrastructure Delivery
(2 credits)

Around the world public-private partnerships, under various acronyms, are increasingly used to procure infrastructure and physical assets necessary to support public service, or as alternatives to traditional forms of public service delivery. Partnership models are now used in the fields of education, student and social housing, health care, recreation, the military, energy, water, waste, sanitation, and transportation. This course provides a basic understanding of the issues and instruments that fall under the rubric of public-private partnerships, commonly referred to as P3, with a focus on: an examination of how P3s are being applied in different regions and continents and how the market for P3s is being shaped globally; an understanding of the different business models being utilized and how these models evolved; an understanding of the basic risk-sharing and financial structure that underpins the generic P3 model; and a look at such issues as technical innovations, risk assessment, management structures, pricing, and payment mechanisms. No investigation of P3s would be complete without a discussion of the influence of

political factors, many of which reflect deep-seated ideological views.

BU.241.735
Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices
(2 credits)

For the first time in history, more people across the globe now live in cities than in rural areas and the pace of migration from rural areas to urban centers is hastening. Since 1990, 694 new cities have arisen, 68% percent of which are in Asia, with China and India representing 57% of this total. It is estimated that in the developing world, 36.5% (2005) of all urban dwellers live in slum conditions, an ironic result given that the two principle drivers of urbanization are the search for increased economic opportunity and improved quality of life. Governments in developing countries are ill-equipped to deal with this societal transformation and lack the capability to deliver the most basic necessities of life such as clean water and sanitation, not to mention energy, health care, and education. The land situation and deeply imbedded cultural factors further compound the challenges. The scope of this course will address the challenges for both developing and developed countries to devise new strategies, new technologies, new business models, and new financing techniques that can begin to make a difference in addressing a full range of infrastructure needs. In terms of sustainability, this will include an understanding of both the demand side and supply side solutions. The course will also address new strategies, technologies, and business models that can potentially address some of these challenges.

BU.241.740
Project Finance for Infrastructure
(2 credits)

Understanding the particular characteristics of project finance is fundamental to structuring all business models for the delivery of infrastructure. Financing is predicated on complex risk transfer arrangements and sources of revenue derived from long-term agreements that convey rights to collect user fees or receive availability payments. This course introduces the fundamentals of project finance as they affect infrastructure delivery that range from power and energy plants to mining, water and sewage, and, more typical, infrastructure that supports our cities. The

course examines project viability and risk, ownership and contractual structures, funding sources, financial modeling and structuring, and then examines a series of cases.

BU.242.410
Real Estate Investment Analysis
(3 credits)

This course deals with the analysis of real estate from the perspective of equity investors, developers, lenders, and corporate users. Emphasis is placed on how to analyze the risk and expected rate of return for existing income-producing properties as well as for residential and development projects. Students will learn to evaluate the viability of a potential real estate investment. Through critical and integrative thinking, students will be able to identify key issues in evaluating real estate investments, develop a perspective that is supported with relevant information and integrative thinking, and effectively communicate recommendations. Students will also be exposed to how real estate investments are viewed from a global perspective.

BU.242.601
Real Estate Market Analysis
(2 credits)

The marketability analysis (i.e., the measurement of demand for real estate products and for a specific project) is the subjects of this course. Students examine techniques for forecasting demand and supply in specific markets and evaluating sites based on product criteria. Products include residential, commercial, and retail properties. Final sessions deal with feasibility analysis.

BU.242.701
Capital Markets & Real Estate
(2 credits)

This course examines real estate capital markets and their implications for lenders, institutions, and owners. Students examine debt and equity financing from both the private and public sectors, as well as the flow of capital through primary and secondary markets. Students should be proficient with the use of a financial calculator and Excel or its equivalent.

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

BU.242.710
Managing Real Estate Portfolios
(2 credits)

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

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

BU.242.715
Appraisal & Valuation
(2 credits)

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.

Prerequisite(s): BU.230.640 AND BU.241.610

BU.242.720
Real Estate Finance II
(2 credits)

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. This course was previously titled Real Estate Risk & Opportunities.

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

BU.242.735**Overseas Real Estate Markets – Outbound Investments
(2 credits)**

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

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

BU.245.720**Contemporary Topics in Real Estate
(2 credits)**

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

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

BU.245.790**Real Estate Practicum
(4 credits)**

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

BU.245.795**Practicum in Real Estate
(2 credits)**

This year-long, professional seminar integrates all aspects of the real estate curriculum. Students complete a comprehensive feasibility and investment analysis of a proposed development project. The seminar combines

lectures, readings, fieldwork, and analysis, and culminates in a presentation of a final report to a professional review panel. Students apply skill and knowledge from each class progressively during the fall and spring semesters.

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

BU.249.701**Special Topics in Real Estate
(2 credits)**

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.

Prerequisite(s): BU.230.640 AND BU.241.610

BU.249.710**Supervised Internship in Real Estate
(6 credits)**

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.

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

BU.300.620**Managing Complex Projects
(2 credits)**

This course aims to equip you with effective techniques, methods, and practices for defining, scoping, and planning a project, and then managing it to successful completion. Special areas of emphasis in the course are driven by practical experiences with large and complex projects frequently being late, over budget, and failing to meet specifications. We will pay particular attention to understanding project complexity, risk, and uncertainty so that you are prepared to address these challenges to success. You will gain experience using a leading project management software package.

BU.300.700
Developing Internet Systems and Services
(2 credits)

The subject of this course is the development of services that are delivered over the Internet: system feature specification, design, user interface, implementation, and the role of development environments. Increasingly the delivery of services and user access to them is driven by considerations of third-party development, user platform specifications, security, privacy, and performance. Much of the focus of contemporary development is on mobile apps, reflecting the changing modes of behavior and expectations of users for instant availability of highly special-purpose and location-aware applications. This course will consider these trends and their implications for design and development.

BU.310.420
Networking & Telecommunication
(3 credits)

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.

BU.310.430
Operating Systems and File Structures
(3 credits)

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.

BU.330.705
Telecom Clouds and Mobile Applications
(2 credits)

This course covers technological advancements in telecommunications and emerging wireless mobile systems, with emphasis on their business application: how the nature of these advances are driving business models and amplifying the strengths of today's firms; how businesses can select, integrate, and apply telecom and emerging mobile systems and cloud services into their business processes to maximize their value creation value capture, and value delivery. Business applications and contents delivered by mobile systems in public and private sectors—such as in health care services (mHealth), in financial and banking industries (mCommerce), mobile money and credits in social entrepreneurship will be covered. Analysis and selection of the needed telecom and mobile technologies, necessary to support business applications and processes, are examined. This course enables the students to gain an in-depth understanding of different telecom network systems, their developments and international standards. Finally, managerial, business critical, and technical issues such as technology evaluation, cost vs. performance trade-offs analysis, requirements analysis and vendor selection as they are needed by today's commercial and public organizations are covered.

BU.330.730
Cybersecurity
(2 credits)

This course considers the contemporary cybersecurity threat landscape facing organizations. Students apply various risk frameworks to provide structure to the decision-making needed to invest in resources for security controls and countermeasures. Multiple strategies are explored, including policies, procedures, training, strategic alliances, technologies, and methodologies, especially drawing upon risk management and financial decision-making that are used in other sectors of an organization. Topics include qualitative and quantitative risk analysis, audits, metrics, vulnerability assessment, capital budgeting, return on security investment, legal and regulatory compliance, and security best practices. The course will prepare students to be successful in taking on

leadership roles in assuring the security of an organization's operations.

BU.330.780
Digital Data and Business Intelligence
(2 credits)

This course introduces a set of fundamental principles and a framework that guide extracting business insights from data to generate competitive advantage. We will discuss how the ubiquity and massiveness of digital data and the application of business intelligence have changed competitive landscapes. The business intelligence techniques that will be covered in this course include data visualization, online social network and sentiment analysis (for user-generated content), and predictive analytics (e.g. classification and clustering), which are widely used in the real world. The topics and cases discussed in this course cover a wide range of fields, including marketing, finance, health care, and more. This course is not a statistics or computer programming course. The emphasis will be on applications and interpretations of the results from business intelligence techniques for making business decisions. Students will apply these techniques in hands-on exercises as we analyze strategic concepts, which will allow students to deepen their understanding of the fundamentals and the applicability of business intelligence.

Prerequisite(s): BU.510.601 OR BU.914.610

BU.330.790
Applied IS Architecture
(2 credits)

This course provides students with integration over prior learning and an application of IS principles and practices in a challenging setting of a significant case or real organization. Within this project-based context, students investigate contemporary information systems and technology architectures that constitute operational and productivity platforms for modern enterprises. *Prerequisite(s): BU.330.705*

BU.350.490
Project Management
(3 credits)

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.

BU.350.620
Information Systems
(2 credits)

This course addresses how markets, market mechanisms, and channels of product and service delivery are impacted and often transformed by information and communication technologies. Students will learn how technology, brought together with people and processes into systems, contributes to leveraging the creation of business value. The course considers different elements of the information architecture of the corporation and its impact on the nature of the work and the structure of the corporation.

BU.350.710
IT and Global Sourcing Strategy
(2 credits)

This course covers information technology developments and global-sourcing strategies. Specifically, it includes two interrelated topics. First, it covers strategic planning models in which it examines business and corporate strategies which require students to assume the role of a general manager or chief technology officer (CTO) where they have to cope with tremendous complexity, uncertainty, and inadequate information to make strategic decisions. Second, this course covers how advances in telecommunication technology along with the process of global collaboration and value creation enable the creation and delivery of new products and services. The course also explores various country evaluations and risk analyses techniques, and the opportunities and threats that business organizations face as a result of these business and technological trends. Finally, this course

examines various global-sourcing and collaborations strategies, the role of standardization in global supply chains integration, and how technology influences new forms of value creation such as public-private partnerships and hybrid entrepreneurial forms in developing economies and how their businesses can develop capabilities, capacities, and competencies required to participate in global collaboration and value creation networks.

Prerequisite(s): 350.620

BU.350.720
Emerging Frontiers in Health Care: Strategy & Technology
(2 credits)

This course examines health care organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and health care 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 health care 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 health care information systems are also examined. Course formerly offered as BU.320.701.

Prerequisite(s): BU.220.620 OR BU.912.610 OR BU.220.610 OR BU.350.620

Note: Students cannot use credits for both BU.350.720 AND BU.320.701 towards any degree or certificate requirements.

BU.355.475
Project Management
(3 credits)

In this course, students learn how to effectively plan and manage projects. Successful project management requires a blend of both technical knowledge and non-technical skills such as effective communication, organization, and leadership. Students will learn techniques and best practices for all phases of the project life cycle: project initiation and scope, stakeholder management, risk management, work breakdown structure, planning, cost analysis, personnel management, team building, resource estimation, scheduling, monitoring

and controlling, documentation, project closure, and transition to operations.

BU.360.701
Competitive Intelligence
(2 credits)

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

BU.360.705
Advanced Competitive Intelligence
(2 credits)

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.

Prerequisite(s): BU.360.701

BU.360.710
Knowledge Management Systems
(2 credits)

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.

BU.360.715 Data Mining and Discovery Informatics (2 credits)

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.

BU.365.301 Information Technology Strategy (3 credits)

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

BU.390.790 Information Systems Capstone (4 credits)

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.

BU.410.001 Marketing Management Waiver Exam (0 credits)

This exam affords students the opportunity to confirm proficiency in Marketing Management. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.410.620.

Note: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program

BU.410.320 Principles of Marketing (3 credits)

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.

BU.410.601 Marketing Research (2 credits)

Students will 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 will be discussed. Other topics that will be discussed include structured and unstructured interviews, focus groups, exploratory research, causal research, sampling, survey design, qualitative versus quantitative data analyses, and interpretation. Students will receive hands-on experience with the SPSS statistical package for analyzing data.

Prerequisite(s): (BU.510.601 OR BU.914.610) AND BU.410.620

BU.410.620
Marketing Management
(2 credits)

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.

BU.420.710
Consumer Behavior
(2 credits)

This course provides students with a solid foundation in consumers' decision making based on theoretical and empirical findings from the field of psychology, anthropology and sociology. Topics include consumers' knowledge and involvement, attention, comprehension, learning, attitude, 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 explored is the practical impact of consumer behavior analysis on marketing mix strategies, market segmentation/positioning, brand loyalty, persuasion process and promotion.

Prerequisite(s): BU.410.620

BU.420.720
Customer Relationship Management
(2 credits)

Students investigate the critical role and impact that CRM (Customer Relationship Management) plays in marketing and business decision making. Topics include CRM history and evolution, database marketing, big data, Customer Lifetime Value, predictive modeling, analytics, KPIs, multichannel customer management and CRM platform systems. Course content begins with the definition and overview of CRM, and then proceeds to detail the evolutionary trend from database management to the current use of big data and analytics in the multichannel environment. Students are expected to understand how data can be leveraged by marketers to quantify marketing results, forecast marketing goals and realize marketing objectives. The course in

divided into three sections (1) Customer Centricity & Data Evolution (2) Leveraging & Quantifying Data and (3) CRM Management.

Prerequisite(s): BU.410.620

BU.420.730
Behavioral Analysis for Marketing Decisions
(2 credits)

Marketing, in particular, begins and ends with the consumer—from determining consumer needs to ensuring customer satisfaction. In this course, we will explore the most recent scientific research in marketing, psychology, and behavioral economics on judgment and decision making. We will develop your ability to understand and influence what people want, how people decide what and when to buy, and whether people will be satisfied or dissatisfied with their decisions. These psychological insights are not only particularly useful for marketing management decision making such as target marketing, brand positioning and marketing communication, but also yield insight into common biases in judgment and decision making, beyond marketing, to which you would otherwise fall prey. Why people are willing to drive across town to save \$5 on a tank of gasoline, for example, when they would not drive a minute to save \$5 on a refrigerator. We will discuss some of these applications in class. In addition, we will examine the methodology of market research to build the tools you will need to interpret consumer behavior and base decisions on it. Readings will include primary empirical research articles, business journal articles, and research reviews. Students cannot earn credit for both 420.730 and 141.720 as they are equivalent courses.

Prerequisite(s): BU.410.620

BU.430.710
Branding and Marketing Communications
(2 credits)

Unifying marketing communications is a strategic process that drives brand communication instead of simple product promotion programs. This course looks at a variety of communications modes (e.g. advertising, direct mail, sales promotion, public relations, internet marketing, etc.) and combines these to create a unified and consistent message to maximize impact. Students will develop a positioning goal and employ research and analysis to aid in developing consumer-focused marketing plans

to create consistent communications. An overview of positioning and examining what constitutes good marketing copy will be explored using real world cases studies.

Prerequisite(s): BU.410.620

BU.430.720
Competitive Pricing Analysis
(2 credits)

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 product/service managers, business unit managers, management consultants, entrepreneurs and M&A advisors.

Prerequisite(s): [(BU.410.620 OR BE.790.515 OR BU.790.615) AND (BU.510.601 OR BU.790.616 OR BE.790.616)] OR [(BU.790.010 OR BU.220.620 OR BU.912.611) AND (BU.510.601 OR BU.790.616 OR BE.790.616)]

BU.430.730
Analysis for Product and Services Innovation
(2 credits)

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.

Prerequisite(s): BU.410.620 AND BU.510.601

BU.430.740
Sales Force and Channels of Distribution
(2credits)

A well-staffed sales function and full knowledge of the available channels of distribution is vital for business success. They go hand in hand in the goal of revenue generation for all organizations – profit, non-profit, product based and/or service based. This course takes a close examination into the synergy of sales force and channels of

distribution with hands on approach through simulation, role playing, case studies, readings and interaction with marketing professionals who manage the dynamics of sales and channels management.

Prerequisite(s): BU.410.620

BU.445.301
Marketing & Consumer Behavior
(3 credits)

Why do some products fail in the marketplace while others succeed? The answer often lies in marketing— understanding why consumers behave the way they do and meeting their needs. Students in this course examine strategies for successfully targeting markets and positioning products as they apply the elements of marketing: developing product lines, designing promotional strategies, doing industry analyses, dynamics of competition, market segmentation, target marketing, understanding distribution channels, and product and pricing decisions.

BU.445.315
International Marketing Strategy
(3 credits)

A managerial approach is used to examine the forces that control product demand, policies and marketing channels globally. 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. Class members critique various strategies and tactics used in the international marketing arena and examine international law and regulation as it applies to marketing.

BU.450.710
Marketing Strategy
(2 credits)

This course provides students an in-depth understanding of marketing strategy. It is designed to help students experience the role of senior executives in formulating, implementing, and evaluating marketing strategies for a wide variety of complex real-world business scenarios. Students will analyze and learn the key factors underlying the successful and lackluster marketing strategies of both major corporations and smaller firms, across many different industries, across

different tiers of brands and products (luxury vs. mass-market), and across the globe. Topics covered include industry and market analyses, dynamics of competition, value creation, segmentation, targeting, positioning, pricing, branding, distribution, and promotion. Through case analyses, in-class discussions, course assignments, and a research project, students will develop skills in devising, executing, and evaluating marketing strategies, as well as working in team on complex business projects.

Prerequisite(s): BU.410.620

BU.450.720
Creative Business Thinking
(2 credits)

This course explores approaches to deal with business problems that are too ambiguous, complex, or messy or impossible to be addressed directly through logical strategies. It seeks to increase the participants' understanding of creativity, to improve creative problem-solving skills and to enhance the ability to promote these skills in others. Students participate in activities designed to help develop their own creativity, and discuss the creative process from various theoretical perspectives.

BU.450.750
Strategic Market Intelligence
(2 credits)

This course is focused on understanding advanced issues in marketing strategy and processes that determine marketing competitiveness in dynamic consumer and organizational markets. An important objective of the course is to teach students the skills of anticipating competitor's next marketing moves and incorporating them when setting own marketing strategies. Students will learn to apply game theoretic tools in various marketing contexts to understand the strategic implications of competitor's as well as own marketing decisions. The course also aims to prepare students to design products with right attributes, predict their performance in the market, anticipate competitive response, and forecast adoption using the right set of models.

Prerequisite(s): BU.410.620

BU.460.700
Digital Marketing & Social Media
(2 credits)

Digital Marketing & Social Media is a course designed to give the student an understanding of the digital marketing environment and how it functions. This course is intended to prepare students for the complexities and nuances of the digital world and provide them with foundational skill-sets that will translate into business value. The course will cover a wide spectrum of topics, including the history of the Internet, new and emerging digital trends, website design and development best practices, digital marketing campaign design, digital analytics, channel decision making, e-marketing research, digital positioning and branding, social network management, and digital messaging/creative best practices. Lectures, readings, case discussions and project assignments will offer both a digital agency management and an end-user perspective. Timely case studies, relevant text materials, digital marketing tools and group projects are used to augment the lectures and gain hands-on experience in the digital space.

Prerequisite(s): BU.410.620

BU.460.710
Business-to-Business Marketing
(2 credits)

This course provides a managerial introduction to the strategic and tactical aspects of business marketing decisions. Students examine the strategic concepts and tools that guide market selection, the development of a customer value proposition, and successful competitive differentiation in contemporary business markets. They also study how this strategic analysis serves as the integrating theme for creating a firm's B2B marketing programs and managing strategic customers as assets. A mixture of lectures, discussions, cases, and readings are used to examine how product and service decisions are designed to deliver the B2B value proposition, how pricing captures customer value, how value is communicated to and among customers, and how marketing channels are used to make this value accessible to target customers. Students will compare and contrast how the strategic and tactical processes of developing and managing value-generating relationships differ between B2B and B2C markets.

BU.460.730
Entrepreneurial Marketing
(2 credits)

This course covers the strategies and tactics that entrepreneurial companies utilize in marketing their products and services in an environment of low marketing budgets and no brand history. It uses examples from a broad spectrum of industries ranging from high tech to retail and service businesses. The course begins with segmentation strategies and positioning for new startups and then explores guerrilla marketing methods, including buzz and public relations, as well as more traditional, direct marketing and promotional event methods. Pricing, channel marketing strategies, and customer service policy are also covered. The course relies heavily on case studies as well as guest speakers, with some optional readings available.

BU.475.601
Foundations of Design Leadership
(4 credits)

A rapidly changing market place demands leaders who must be intellectually dexterous and possess a range of skills and knowledge reflecting a multitude of creative disciplines. Foundations of Design Leadership surveys the language, tools, principles, and theories of the fields of design, engineering, and business as they apply to the generation of innovative design solutions. Focus is on a synthesis of design, technology, and business goals through the development of basic knowledge related to a range of topics including, aesthetics, ergonomics, finance, marketing, prototyping, creativity, accounting, manufacturing, economics, etc. Students with varied backgrounds representing the fields of business, engineering, and design, share their experience through seminars, lectures, and projects while gaining new knowledge about industries in which they have limited background. The goal of Foundations of Design Leadership is to establish a common set of knowledge among the programs diverse cohort.

BU.510.001
Statistical Analysis Waiver Exam
(0 credits)

This exam affords students the opportunity to confirm proficiency in Statistical Analysis. Students who successfully complete the

waiver exam will be granted a waiver with replacement for BU.510.601.

Note: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program.

BU.510.301
Statistics for Business Decision Making
(3 credits)

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.

BU.510.601
Statistical Analysis
(2 credits)

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.

BU.510.650
Data Analytics
(2 credits)

This course prepares students to gather, describe, and analyze data, using advanced statistical tools to support operations, risk management, and response to disruptions. Analysis is done targeting economic and financial decisions in complex systems that involve multiple partners. Topics include: probability, statistics, hypothesis testing, experimentation, and forecasting.

Prerequisite(s): BU.510.601 OR BU.914.610

BU.515.315
Advanced Business Statistics
(3 credits)

Students learn statistical techniques for further study in business, economics, and finance. Building on the prerequisite basic statistics course, the course covers analysis of variance, chi-square testing, simple and multiple regression, model building, time series forecasting, processes, and control charts. Case studies, spreadsheets, and computer software are used. A laptop computer (PC or Mac) is required.

BU.520.601
Decision Models
(2 credits)

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

Prerequisite(s): BU.510.601 OR BU.790.616 OR BU.914.610

BU.520.620
Optimization Models
(2 credits)

This course trains decision makers to function in the face of multi-dimensional uncertainty, through the development and use of optimization models. Mathematical abstractions are created which deal with issues including resource allocation, scheduling, pricing, and other responses to the realization of a variety of "known unknowns". Topics include linear programming, dynamic programming, multi-criteria optimization, and non-linear optimization.

Prerequisite(s): BU.520.601 OR BU.913.610

BU.550.605
Legal Foundations of Health Care
(2 credits)

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.

Note: Students cannot earn credit for both 551.640 and 550.605, as they are equivalent courses.

BU.550.610
Health Care Financing
(2 credits)

This course covers the analysis of the major financial decisions of corporations in the health care industry and application of techniques of corporate finance in the health care industry. Financial and operating decisions in the health care industry are discussed as is the valuation of profitability and cost performance of service and product lines, the impact of cost containment and competition on hospitals and integrated delivery systems and other providers, modeling of cost drivers in health care including cost and production functions, cost accounting systems and concept of price and value. This course will also deal with managed care and risk management in relation to the relative roles of private sector and public sector insurance and providers, and the effect of delivery system design on cost, quality, and efficiency and equity. Topics related to the payment for the elderly, the poor, medically indigent and the underinsured are covered. Finally, innovations such as insurance exchanges and changing models of employer self-insurance are explored.

Prerequisite(s): BU.550.620

BU.550.620
Health Care Delivery
(2 credits)

This course covers the organization of care delivery and the perspectives of its stakeholders (patients, physicians, hospitals, insurers, employers, communities, and government) and the unique attributes of the health care market, products and services. It provides an overview of the evolution, structure and current challenges in the current US health care system as compared to nationalized health care delivery systems. Business models for acute, primary and chronic care services and the horizontal and vertical integration of care are analyzed, as are the legal and organizational models of hospitals and integrated delivery systems, physician partnerships, and post-acute care facilities.

BU.551.601
Health Care Leadership Ethics Seminar
(2 credits)

This course explores ethical leadership as a framework for enterprise value creation in a complex environment of competing economic and moral claims. Students examine the intrinsic ethical challenges of leadership and the concept of a moral compass as a foundation for responding effectively to the ethical challenges of corporate citizenship and value creation in a competitive global economy. Students study issues in health care.

BU.551.620
Leadership in Health Care Organizations
(2 credits)

This course addresses the complexities of organizational behavior in health care. 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.

BU.551.640
Health and Business Law
(2 credits)

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.

BU.551.710
Health Care Strategy
(2 credits)

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.

BU.551.790
Health Care Strategic Management
(4 credits)

This course will focus on applying the aggregated knowledge gained from prior courses to address strategic issues in a real world business and/or health care organizational setting. Student will execute team-based live client engagements where they will evaluate, analyze, and synthesize information to diagnose the competitive position of a business, evaluate business strategies, and identify specific business options for their 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. This course is available by waitlist only when registration opens, and is open ONLY to students in the MBA/MPH program. Once eligibility is confirmed, students will be added to the appropriate section.

BU.552.620
Accounting and Financial Reporting for Health Care Management
(2 credits)

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; 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.

BU.552.650
Fundamentals in Health care Economics
(2 credits)

This course introduces the basic analytical tools of economics that will especially useful in analyzing issues in health care. Topics include the basics of supply and demand, market structure and competitive strategy, choice

under uncertainty, and general equilibrium and economic efficiency. Examples and assignments will include health care and other sectors.

BU.552.750
Advanced Health Care Economics
(2 credits)

This course applies the analytical tools of economics to issues in health care. Topics include: the use of economic incentives to influence health behavior; asymmetric information and the role of agency in health care; the application of behavioral economics to health care; government as payer and regulator, and equity/ethical considerations; the role of health.

Prerequisite(s): BU.552.650

BU.553.610
Medical Informatics
(2 credits)

This course provides the health care professional with an understanding of the functions, knowledge, tools, and systems comprising the field of health care 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.

BU.554.610
Marketing Management for Health care
(2 credits)

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.

BU.555.610
Leading Health Care Organizations
(2 credits)

This course introduces concepts and tools in the management and promotion of change in health care organizations. It covers basic concepts in team science and organizational development, and leadership strategies for creating diverse high performing

inter-professional teams. It discusses the unique attributes of the health care workforce in relation to compensation and incentives, legal and compliance requirements, workforce planning and development and performance management. Finally, the course introduces the science and practice of patient safety, and process re-engineering in the context of change management.

BU.555.620
Evaluating Health Care Innovations
(2 credits)

The course discusses how the different components of the health care value chain contribute to the effectiveness and efficiency of health care innovation and addresses the issues of complementarities and substitutes in the functioning of the different components of the health care value chain. It covers methods of developing and implementing new programs and technologies in health care, using principles of market assessment, technology assessment, and business case analysis. Topics include methods and approaches to evaluating, adoption, and dissemination of new health technologies; techniques for comparative effectiveness analysis; assessing corporate innovation management processes, the design and management of new product development life cycles including processes, outsourcing, distributed design; approaches to implementing of new technologies in various settings.

Prerequisite(s): (BU.220.620 OR BU.913.611) AND (BU.510.601 OR BU.914.610)

BU.555.710
Applied and Behavioral Economics in Health Care
(2 credits)

This course covers the application of economic theory to the health care markets and decision-making. It explores the economic analysis of the health care industry across the continuum of care, including the role of non-profit and for-profit providers, the nature of competition, the effects of regulation and antitrust activity on hospitals, the effects of alternatives to hospital care and shifting of services between inpatient and outpatient settings and its effect on health care costs and quality. The course builds on analytical tools of economics applied to issues in health care to explore the use of economic incentives to influence health behavior, the role of

asymmetric information and agency in health care, the role of decision making biases as it applies to health care, the incentive implications of government as payer and regulator, issues surrounding equity and ethics, the role of health insurance in the economics of pricing, and the theory of the firm as it applies to physicians, hospitals, and systems.

Prerequisite(s): BU.220.620 OR BU.912.610

BU.557.610
Business of Health Care: Theory and Practice for Medical Services
(2 credits)

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.

BU.557.710
Clinical Practice Improvement
(2 credits)

This course teaches health care providers techniques for achieving better clinical outcomes at lower costs including techniques of clinical practice improvement (CPI). CPI is a systematic method to determine optimal care by linking relevant measures of patient characteristics, processes, and outcomes. The system is designed to generate valid statistical inferences about the operational elements of the process of clinical care. By using consensus combined with objective feedback, CPI eliminates inappropriate treatment variation for well-defined groups of comparable patients. In short, CPI is the rigorous application of the scientific method to the day-to-day practice of medicine.

BU.557.720
Managing Health Care Services
(2 credits)

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 health

care, 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 health care organizations.

Prerequisite(s): BU.510.601 AND BU.520.601

BU.610.605
Managing Security Systems
(2 credits)

This course provides an introduction to the public and private sector dimensions of the practical aspects of security and emergency management. Topics include: military interdiction; role of local, state, and national law enforcement agencies; division of responsibilities among government agencies; impacts on and role of private enterprises in a comprehensive strategy; and ethical, legal, and constitutional questions related to security and enforcement.

BU.610.625
Simulation and Strategic Options
(2 credits)

This course covers aspects of spreadsheet models, Monte Carlo Simulation, contingent claims analysis, and scenario planning to formalize the concept of real options as a framework for thinking through contingencies and strategic decisions made in the presence of risk. It uses the logic of options pricing, decision trees, and decision analysis to position the manager to deal with risks embedded in the use of real assets. Emphasis will be placed on taking advantage of the up-side of risks, and the application of rigorous approaches to thinking through "optionality" in the real world.

Prerequisite(s): (BU.231.620 OR BU.910.611) AND (BU.520.601 OR BU.913.610)

BU.610.630
Insurance and Risk Management
(2 credits)

This course will examine the way in which business and society make assessments of, control and transfer risk. Topics covered will include identification of risks, selection of strategies to manage those risks, implementation of selected strategies, management and monitoring results. Emphasis will be placed on the use on insurance instruments in such strategies.

Prerequisite(s): BU.520.601

BU.610.705
Crisis Management
(2 credits)

In this course we will examine the options faced by managers when organizations face crisis because of disasters, unexpected situations or circumstances outside the control of organizations. We will develop tools and methods to identify emerging crises, implement mitigation strategies to limit exposure, manage response teams and create communications to address stakeholder and public relation issues.

Prerequisite(s): BU.120.601 OR BU.930.610

BU.610.720
Business and the Political Economy
(2 credits)

To understand how threats and disruptions arise, it is necessary to understand the global political/economic environment. This course will examine how risks arise from the interplay between political systems, economic organizations, international institutions, and religious bodies on an international level.

BU.610.730
Supply and Service Contracting
(2 credits)

This course explores fundamental drivers of human and system behavior embedded in business contracts. These drivers include alignment of incentives for performance and information sharing, provisions for recourse in the face of unsatisfactory performance, and the design of options to facilitate the pursuit of opportunities that arise after contract terms are set. All topics are viewed from both the supplier's and the customer's perspectives. Emphasis will be placed on using contracts to share or minimize risks in global networks.

Prerequisite(s): BU.680.620 OR BU.912.610

BU.610.750
Global Supply Chain Management
(2 credits)

This course introduces the concept of supply chain coordination. It then applies this idea to consider its implications regarding supply chain disruptions, response, and repair. Particular attention will be given to supply chains that deal with humanitarian missions, and supply of critical goods including food, water, and medical supplies.

Prerequisite(s): BU.520.620

BU.620.710
Services Management
(2 credits)

Due to the special characteristics of services, their management requires an interdisciplinary approach to analyzing operations. Many services are simultaneously produced, marketed, and consumed. Consequently, many approaches common in manufacturing must be re-thought and/or replaced with more robust concepts to handle the added complexity of the service environment. Drawing on concepts from several disciplines, this course will use case studies, readings, and exercises to investigate management of various services. Settings studied will include financial services, healthcare, and hospitality industries.

BU.680.620
Operations Management
(2 credits)

The production of goods and services requires obtaining resources, transforming them into products, and then moving them through a distribution system to reach customers. Students take a process view of these value-added functions that lead to an understanding of how to make design choices that lead to more efficient and effective production.

Prerequisite(s): BU.913.610 OR BU.520.601 OR BU.771.732

BU.685.325
Quantitative Methods & Modeling
(3 credits)

This course discusses quantitative methods for decision making for business. It presents some of the techniques that have been developed to help managers and other decision makers solve the problems that they encounter. Computer software is used to demonstrate strategies and methodologies, which allow students to focus on the benefits and limitations of the various methodologies presented. Topics include: linear programming, queuing theory, operations research and management science techniques, and risk management methodology.

BU.755.602
LDP Leadership Academy
(0 credits)

The Leadership Development Program for Minority Managers (LDP) Summer Academy

and Orientation is a three-day module for all students who are enrolled in LDP. The focus and intent of the LDP summer orientation program module is to provide a hands-on academically driven experience for students who enroll in the 10-month LDP cohort program. The LDP summer orientation experience introduces as well as integrates key fundamentals of leadership theory and practice, communication style preferences, mixed group dynamics, group and team formation, and the underlying role of global business policy and global public policy that are direct influences on business, government and society. Students are required to conceptualize, present and defend a negotiated solution for an identified organization or society need.

Grading: Pass/Fail

Note: This course is open only to students in the LDP cohort

BU.755.736
Minority Manager
(2 credits)

This course examines the unique role played by the minority manager in American and global organizations. Using leadership and executive development research as a base, students compare and contrast the typical experiences of minority managers and explore implications of their ability to exercise power and influence organizational change. Conflict management, assimilation, racism, cross-cultural communication, and other issues of diversity are explored as well.

Note: This course is open only to students in the LDP cohort

BU.755.737
Community and Policy Session for Minority Managers
(0 credits)

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.

Grading: Pass/Fail

BU.757.605
Marketing in Medical Organizations
(3 credits)

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 how to overcome obstacles that inhibit effectiveness and efficiency within organizations and to establish themselves as productive leaders.

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

BU.757.704
Strategic Planning in Medical Organizations
(3 credits)

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.

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

BU.757.712
Negotiation
(3 credits)

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.

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

BU.761.521
Professional Writing for Non-Native Speakers of English
(3 credits)

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.

BU.761.522
Professional Speaking and Pronunciation for Non-Native Speakers of English
(3 credits)

How does pronunciation impact successful performance in academic and business settings? How can you monitor your own pronunciation? How do you know if you are communicating effectively? In this course, students learn how to identify and apply strategies for speaking, how to pronounce English using appropriate rhythm and emphasis, and how to use appropriate intonation patterns for spoken English. Upon completing the course, participants will be able to use oral communication, collaborate and communicate effectively in groups, and develop and deliver formal presentations.

BU.761.625
Leadership Ethics Proseminar
(3 credits)

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.

Note: MBA students begin their program with the Leadership Ethics Proseminar.

BU.790.028
Financial Resources I & II: Analysis/ Interpretation of Financial Statements; Corporate Finance
(3 credits)

The interpretation of financial information and the process of choosing between competing investment opportunities (capital budgeting) are fundamental facets of managerial decision-making. The allocation of resources on the part of investors, creditors, and internal managers hinges crucially on the availability of reliable and timely information about a firm's financial position, risk and profitability. When properly drafted and interpreted, financial reports such as the balance sheet, the income statement and the statement of cash flows, are the main source of this information. Understanding the basics of financial statement analysis—and its interpretation—is, therefore, an important aspect of the process of allocating resources to a firm and to projects within a firm. Once the firm's financial position is understood, the decision as to whether a new project should be undertaken, possibly among a menu of alternative available projects, defines the process of capital budgeting. Contrary to financial statement analysis, capital budgeting is a forward-looking operation which requires accurate estimates of the future revenues and costs associated with competing projects, estimates of the projects' future cash flows, and careful sensitivity analysis of these estimates to changes in the initial assumptions. The goal is, of course, to choose the best investment opportunity among those that are available. Doing so in an uncertain environment requires care.

BU.790.031
Operations Management
(2 credits)

Advances in communication and information technologies have had far-reaching impact on markets, organizations and the means of

producing services and products. This course will address how business processes can be deployed strategically by corporations to drive outcomes in markets. The nearly instantaneous transmission of rich information across the boundaries of the corporation and across geographical boundaries has far-reaching implications for the design and operation of business processes. Business processes can now span multiple organizations and connect corporations, consumers and suppliers together in highly connected ecosystems that comprise of multiple supply chain and value chain players. This course will explore how information and communication technologies enable the strategic use of business processes by corporations. The course will also address how companies can achieve specific aspects of operational excellence by linking business processes back to companies' market-facing strategies.

BU.790.032
**Managerial Decision Making I:
Microeconomic Foundations (onsite)**
(3 credits)

This course contains three segments that address the normative and behavioral principles relevant for managerial decision making. The first segment (Residency 1) addresses core topics in managerial economics and management science and provides an application oriented introduction to microeconomic principles and analytical methods underlying key managerial decisions. The remaining two segments are delivered during Residency 2. The second segment introduces how principles of classical and Bayesian statistical analysis are used to take into account the uncertainty and risk that is inherent in managerial decision making. The final segment of the course examines behavioral principles and shows how the normative tenets of decision making are often systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. We use cases and experiential exercises to examine how these influences may be managed to enhance the quality and effectiveness of managerial decisions.

BU.790.035
**Managerial Decision Making II & III: Statistical
and Behavioral Foundations**
(2 credits)

This course contains three segments that address the normative and behavioral principles relevant for managerial decision making. The first segment (Residency 1) addresses core topics in managerial economics and management science and provides an application oriented introduction to microeconomic principles and analytical methods underlying key managerial decisions. The remaining two segments are delivered during Residency 2. The second segment introduces how principles of classical and Bayesian statistical analysis are used to take into account the uncertainty and risk that is inherent in managerial decision making. The final segment of the course examines behavioral principles and shows how the normative tenets of decision making are often systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. We use cases and experiential exercises to examine how these influences may be managed to enhance the quality and effectiveness of managerial decisions.

BU.790.037
Managing Complex Projects
(2 credits)

This course prepares students with technical, managerial, and leadership strategies and techniques for successfully managing complex projects. Effective project management requires continual attention to the identification, assessment, and mitigation of risk issues that threaten project success. Topics include project complexity and uncertainty; scope definition; planning; scheduling; resource estimation; critical path analysis; monitoring and controlling; achieving cost, schedule, and quality objectives; stakeholder management; project success factors, and the application of more risk-tolerant adaptive and agile project life cycle models.

BU.790.039
Ethical Leadership
(1 credit)

The T&D Ethical Leadership: Concepts and Conflicts seminar is a highly interactive learning experience focusing on the ethical

challenges of business in a complex, global society, enabling you to build a framework for high-stakes decision-making in dynamic global context of competing value claims. Throughout the seminar you will explore the architecture of human values from various dimensions: personal, organizational, societal, cultural, and cross-cultural. You will examine a variety of complex scenarios and cases you may encounter in your business career. You will also learn from each other as you explore, discuss, and debate ideas and values. Building on your personal values, the seminar provides the opportunity for you to cultivate skills and dispositions of self-awareness, critical thinking, collaborative inquiry, dialogue, discernment, and decision-making that will foster your effectiveness as a leader.

BU.790.040

Discovery to Market: Technology Commercialization (3 credits)

The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible co-products or “know-how.” This course covers the concepts and organizational issues involved in selecting an invention or discovery and converting it to a viable business. This course enables the student to recognize and screen technology opportunities. You will learn the ins and outs of intellectual property creation, protection, sale and acquisition, how to license technology that others have patented, and how to license your own technology to others to create diverse revenue streams. Largely focusing on biotechnology inventions and discoveries originating in universities, the course covers the ownership of the invention, protecting the intellectual property, forming a company, overcoming regulatory hurdles, and other related issues common to this type of enterprise. Particular attention will be paid to economic issues ranging from when and how to raise initial capital to strategies to harvest the profits.

BU.790.041

Financial Resources III: Capital Markets (2 credits)

Capital market securities, and the bond and stock markets in which they are traded, represent a critical source of long term

financing for corporations in the global economy. These securities also offer individuals and institutions opportunities to invest funds over extended time horizons and obtain a wide range of possible returns for given levels of risk. The capital markets provide companies with an equally wide range of financing options to fund large scale investment projects necessary for future growth. This course will cover two general categories of capital markets: (1) fixed income and (2) equities. We will explore different types of each instrument and what characteristic benefits each source of financing provides. A number of different fixed income products will be covered with an emphasis on understanding basic valuation techniques, contract design, and market mechanics. These are important concepts to understand when participating in the capital markets arena and successful managers should have a basic working knowledge of the capital market financing options. This course will also briefly review associated capital market derivative instruments.

BU.790.042

(T&D) Global Economic Systems (1 credit)

This course explores the nature of foreign exchange markets and hedging instruments; international financial markets and the transmission of funds; balance of payments; alternative international monetary arrangements and institutions; and the respective adjustment mechanisms in response to fiscal and monetary policy changes. The course also examines how countries grow successfully and the causes of economic crises.

BU.790.043

Digital Marketplaces (2 credits)

Advances in communication and information technologies have had far-reaching impact on markets, on price discovery mechanisms and the structure of the channels through which products and services are delivered. This course addresses how markets, market mechanisms and channels of product and service delivery have been impacted and often transformed by information and communication technologies. The nearly instantaneous transmission of rich information across the boundaries of the corporation and

across geographical boundaries have enabled the enterprise-wide systems of corporations to connect to each other and enable business-to-business transactions and orchestrate complex, electronic, settlement and fulfillment mechanisms that bring together multiple value chain and supply chain partners. Students will learn how B2B markets are evolving and their implications for businesses.

BU.790.044
People and Markets III: Innovation and Creativity
(1 credit)

This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need in order to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. The combination of highly motivated employees and a culture of innovation to consistently deliver a competitive value proposition builds a firm's customer equity. Two groups of people are critical for the success of an organization, be it large or small, for-profit or not-for-profit, privately- or publicly-owned, industrial or consumer—the people within the organization and the people in the markets that it serves. This course examines groups, focusing on the organizational, institutional, and market drivers of management decisions around human resources (HR) or human capital, on the one hand, and marketing on the other.

BU.790.046
Competitive Intelligence
(2 credits)

Competitive Intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization's plans, decisions, and operations. Students learn to apply the CI process and CI-related methodologies, techniques, and tools to better analyze an organization's current and future competitive position. Students apply analytical and

socio-technical techniques to improve organizational decision making as related to CI, and gain an understanding of the issues related to the collection, analysis, and management of external information.

BU.790.047
Innovation for Humanity Project
(2 credits)

Innovation for Humanity provides a learning experience focused on the challenges of building sustainable, impactful businesses in emerging global marketplaces. The course aims to create in each student an appreciation of opportunities in critical sectors of human need in these complex, resource-constrained markets that are plagued by fragmented infrastructure. Students will learn first-hand how businesses serving these needs contribute to community development and 'do well by doing good.' The course has three phases. During the first phase, students conduct background research to gain perspective on the country-market context and project sector priorities. These exercises are also designed to help students to organize their teams. Students are challenged to reflect on the individual and team processes as they work on understanding the country-market and project sector context. Students are assigned to a sponsoring organization and work with the sponsor to structure the specific business problem (project) that they will address. Students interact with designated sponsor staff to create a project work plan, and define appropriate deliverables that meet both the sponsor's needs and course learning objectives. In the second phase the student teams work in their assigned country to implement the approved work plan in the field and create the deliverables for both the sponsor and course instructor. Students travel to the assigned field sites in order to get a first-hand understanding of the communities in which they will do their project work. This second phase has one graded on-site deliverable. At the conclusion of this phase, students develop an initial project presentation for the sponsor and the faculty site director and receive feedback on this report. In the final phase of the course, student use the sponsor feedback and related insights to develop a final report that is graded and that will be shared with the sponsor.

BU.790.048**Business Negotiations Within and Across Cultures
(2 credits)**

We negotiate every day – with employers, coworkers, bosses, spouses, merchants, service providers, and others. Determining what price we will pay, how much we will get paid, what movie we will watch, and who will clean the kitchen: all of these are negotiations. Although negotiations are ubiquitous, many of us know little about the strategy and psychology underlying them. Why do we sometimes get our way, and at other times walk away frustrated, without achieving our goals? This course focuses on business negotiations but teaches lessons applicable across many domains of life. Negotiation is the art and science of securing agreements between two or more parties, who are interdependent and seeking to maximize their outcomes. This course will provide you with the basic knowledge and applied skills to negotiate in a wide array of settings. The first part of the course focuses on the fundamentals of negotiation—understanding, preparing for, and executing increasingly complex negotiations in any culture. The second part of the course extends these basic principles across cultures, focusing on the challenges and opportunities faced by negotiators working across national boundaries. Throughout the course, we will develop our negotiation skills in a series of simulations and feedback sessions. Together, we will engage in a variety of bargaining processes that span the contexts of deal-making and dispute resolution. Each simulation has been chosen to highlight the central concepts that underlie negotiation strategy. The course is designed to complement the technical and diagnostic skills learned in other courses at Carey. A basic premise of this course is that, while a leader needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented. Successful completion of this course will enable you to recognize, understand, analyze, and implement the essential concepts of negotiation.

BU.790.049**Advanced Financial Management
(2 credits)**

In a low global growth, highly uncertain environment, business executives are increasingly selective on how they approach the allocation of firm resources. While textbook finance dictates that a project with a positive NPV should always be approved, in many cases, the organization has a finite budget with competing business unit project requests. In the short term, these capital budgeting decisions will influence the U.S. economy's unemployment situation and in the intermediate-long term they will affect firm value. This course focuses on the practical elements of allocating resources from three diverse perspectives: corporate finance executive, equity analyst, and investment asset allocator. In the first section, we will view the world from a corporate finance executive, capital budgeting strategy lens. Using a simulation, participants must select among a diverse range of projects. In part two, we transition to a business valuation perspective on how an equity analyst evaluates industry positioning, key business performance drivers and models perceived stock value. In part three, we assume an investment perspective in determining how to construct a global asset allocation model. Throughout the course, students will be expressing views, developing models, and arriving at a recommendation that combines data and high conviction qualitative views.

BU.790.050**Capstone Project Proposals: Phase I
(2 credits)**

This course examines business and corporate strategies and requires you 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, although the major emphasis will focus on profit-oriented enterprises operating in a competitive environment. 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; as to follow often-traveled strategic paths is unlikely to result in a superior performance. Creativity can be exercised in both analysis as well as implementation. The orientation 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 concept of strategy in characteristically management situations.

BU.790.051
Networked Organizations
(2 credits)

This course considers the evolving new models of innovation and value creation networks being introduced across different industries. Students will be exposed to quantitative tools and will learn how to perform rigorous analysis of such networked organizations. The theoretical concepts developed in class will allow participants to identify strategic opportunities for value creation and organizational improvement. The knowledge developed in the class will be applied to different contexts: value chain networks, social networks, marketing, financial markets, firm alliances and collaborations.

BU.790.052
International Finance
(2 credits)

This course covers issues related to economies in the global environment, international financial markets, and international financial management. The first part of the course covers some basic issues of the macroeconomy and issues related to balance of payments between national economies. The

second part of the course focuses on the international financial markets, specifically the foreign exchange market, the international money markets, and the conditions that define their interrelation. The third part of the course considers issues associated with the operation of a firm in the global environment, including exchange rate risk management, international portfolio investing and project evaluation and financing.

BU.790.053
Marketing Strategy
(2 credits)

This course is designed to educate EMBA students about Marketing Strategy. Students will learn key concepts and tools and apply them to a real marketing problem. They will learn how to assess strategic goals and assess a company's marketing situation.

BU.790.054
Organizational Behavior
(2 credits)

Although this course is called Organizational Behavior, its goal is about more than understanding organizational actors' behavior. Its goal, at your career stage, is to help you leverage organizational behavior to enhance your ability to lead. Specifically, this course seeks to provide you with both the analytical frameworks and the practical experience necessary to better lead individuals and groups in organizations. The analytical frameworks will help you understand leadership; the practical experience will help you put that understanding into action. Key leadership tasks include assembling the skills, talents, and resources of individuals and groups into combinations that best solve the organizational problem at-hand. Put differently, leadership typically requires you to manage people, information, and processes to accomplish organizational goals, often under conditions that are not of your own choosing. The successful execution of these goals requires you to harness the psychology of organizational behavior, which spans a wide array of topics, including decision making, communication, influence, ethics, group processes, motivation, and change. This course will explore each of those topics and others, as well as the linkages among them. A fundamental assumption underlying the course is that leadership is a science. Thus, it acknowledges that some people are "born

leaders,” but it assumes that most people learn how to lead through sustained analysis and practice. Another critical assumption is that leading involves motivating others to act. Thus, to lead effectively, over a sustained career, you must understand the psychology of individuals and groups. With this in-mind, the course draws heavily from psychological research. In sum, this course prepares you to lead by harnessing psychological research that will improve your ability to analyze organizational dynamics and take robust action.

BU.790.055
Derivatives
(2 credits)

The aim of this course is to offer a rich overview of forwards, futures, swaps and options. The course will cover both the actual working of derivatives and the analytical tools needed to effectively understand derivatives. Skills are developed in pricing analysis, use of pricing models, trading, and hedging strategies. The strategies are developed to match specific economic goals, such as portfolio risk reduction, for instance.

BU.790.056
Business to Business Marketing
(2 credits)

Most marketing principles are focus on marketing to the end consumer. This course examines the strategies employed in marketing products and services to businesses. The primary learning outcome is for students to understand the similarities and differences between marketing to consumers and marketing to businesses. This course begins by discussing the main marketing concepts that are common to both domains. The emphasis is largely on areas related to strategy and the types of analyses needed to make informed decisions. Students learn through the use of readings, case studies, and rigorous analysis.

BU.790.058
Global Strategy
(2 credits)

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.

BU.790.060
Risk and Accountability
(1 credit)

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.

BU.790.061
(T&D) Profiles in Leadership
(1 credit)

This course examines the nature of leadership and in particular its role in the development of sustainable business and business practices. Among other activities, students analyze and evaluate the business case for sustainable practice in selected sectors and organizations, analyze personal leadership practice and its development, and evaluate the personal relevance of and implications for leading sustainable change in business. The course provides face-to-face contact with guest speakers who are also global business leaders, affording an exceptional learning experience and valuable networking opportunities.

BU.790.062
Capstone: Final Projects and Project Presentations
(2 credits)

This course examines business and corporate strategies and requires you 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, although the major emphasis will focus on profit-oriented enterprises operating in a competitive environment. 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; as to follow often-traveled strategic paths is unlikely to result in a superior performance. Creativity can be exercised in both analysis as well as implementation. The orientation 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 concept of strategy in characteristically management situations.

BU.790.063
Strategic Human Resources
(2 credits)

This course provides an interactive overview of the role of the HR Management system as a strategic partner in meeting corporate objectives and promoting sustainable competitive advantage in a contemporary and global business environment. Using a computer based decision model and related case materials, student teams will create and analyze a recommended HR Policy Plan that addresses the economic and operational effects of HR policy options for meeting internal and external labor market objectives of a growing financial services organization across the first three years of a mission-based strategic initiative. In completing the case analysis, participants will employ guiding principles of the Strategic HR Management

and related research findings to examine HR policies relating to areas such as employee turnover, internal promotion systems, career planning, and employee recruitment.

BU.790.064
Marketing Management
(2 credits)

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.

BU.800.490
Corporate Governance
(3 credits)

In modern-day corporations, the owners (shareholders) of the firm are very rarely the managers of the firm. This separation between ownership and management has led to the rise corporate governance practices aimed at ensuring the value of the firm and protecting investors. One result of greater investor protection is a lower cost of capital to the firm. Thus, the set of governance practices, rules and regulations that promote private sector development also promote firm value. Topics include corporate pyramidal structures, hostile takeovers and the failure of the market for corporate control, mutual fund governance, executive compensation policies, boardroom structure and practices, corporate transparency and the value of the shareholder vote.

BU.800.495
Hopkins Capstone: Strategic Management
(3 credits)

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.

BU.800.496**Hopkins Capstone: Advanced Strategic Management
(3 credits)**

This course builds upon the examination of business and corporate strategies targeted in the initial strategic management course, and requires students to take these basic principles to the next level in strategic thinking. Creativity and innovation are critical to achieve success. To follow often-traveled strategic paths is unlikely to result in superior performance. Creativity can be exercised in both analysis as well as implementation. The orientation of this course is consistently pragmatic and managerial. Using a consulting project, students are placed in a client engagement where they can apply the concepts of strategic thinking in an applied setting.

BU.800.499**Hopkins Capstone: Senior Project
(3 credits)**

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.

BU.800.610**Corporate Governance
(2 credits)**

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.

BU.805.490**Senior Capstone I
(3 credits)**

The Senior Capstone course 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 integrate and apply previous course work to strategic management problems. Analytic, integrative, communication, leadership, and decision-making skills are developed through classroom discussions, applied projects, client interaction, and team presentations. In addition, they will work on skills development and academic planning for establishing career plans and obtaining industry/occupation information, developing interpersonal and interview skills, networking, time management, leadership, professional imaging and branding, conflict-resolution, international professional etiquette, US business culture and positive psychology.

BU.805.495**Senior Capstone II
(3 credits)**

The Senior Capstone course 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 integrate and apply previous course work to strategic management problems. Analytic, integrative, communication, leadership, and decision-making skills are developed through classroom discussions, applied projects, client interaction, and team presentations. In addition, they will have the opportunity to work on skills development and academic planning for: establishing career plans and obtaining industry/occupation information, developing interpersonal and interview skills, networking, time management, leadership, professional imaging and branding, conflict-resolution, international professional etiquette, US business culture and positive psychology. Prerequisite(s): BU.805.490

BU.814.610**Pricing (with applications in Health care, Energy, and Financial Services)
(2 credits)**

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.

BU.816.610
Improving Processes in Health Care
(2 credits)

In this course students will analyze processes in or across units within the Hopkins Hospital system. Students will function as teams helping Hospital administration/faculty improve specified aspects of ongoing operations. Projects will be identified prior to each term and may involve a wide array of problems, settings, and needs. Prior projects include analysis of patient flows in outpatient clinics, communications in Emergency Departments, and workflows in ICU's. Course involves process analysis, data collection, and application of prior teachings with a focus on operations and services management. This two-credit course will be conducted over both modules of the spring semester. Students should emerge with a practical knowledge of business processes, project management, and planned change.

Prerequisite(s): BU.557.720

BU.820.610
Environmental Finance
(2 credits)

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.

BU.821.610
Energy and Environmental Economics
(2 credits)

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.

BU.822.610
Project Management
(2 credits)

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.

BU.830.610
Investments
(2 credits)

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.

BU.831.610
Advanced Corporate Finance
(2 credits)

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.

BU.832.610**Derivatives
(2 credits)**

The aim of this course is to offer a rich overview of forwards, futures, swaps and options. The course will cover both the actual working of derivatives and the analytical tools needed to effectively understand derivatives. Skills are developed in pricing analysis, use of pricing models, trading, and hedging strategies. The strategies are developed to match specific economic goals, such as portfolio risk reduction, for instance.

BU.833.610**Fixed Income
(2 credits)**

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

BU.834.610**Mergers and Acquisitions
(2 credits)**

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.

BU.835.610**Advanced Financial Accounting
(2 credits)**

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.

BU.836.610**Quantitative Financial Analysis
(2 credits)**

This course explores the fundamentals of Monte Carlo simulation techniques and their applications in finance. Using Matlab as the programming platform, this course exposes students to hands-on computer exercises in advanced quantitative topics. The course trains students to become familiar with simulation techniques in modern financial engineering. Matlab is widely used in many science disciplines and is also emerging as one of the most popular programming platforms in the financial industry.

BU.840.610**Research for Customer Management
(2 credits)**

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.

BU.841.610**Advanced Marketing Strategy
(2 credits)**

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.

BU.843.610
Customer Relationship Management
(2 credits)

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.

BU.844.610
International Marketing
(2 credits)

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.

BU.845.610
Strategic Brand and Product Management
(2 credits)

A firm's most powerful asset is its brand, because although other aspects of business can be duplicated, a brand cannot. This course examines 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.

BU.846.610
Decision Behavior in Marketing
(2 credits)

Marketing, in particular, begins and ends with the consumer—from determining consumer needs to ensuring customer satisfaction. In this course, students explore the most recent scientific research in marketing, psychology, and behavioral economics on judgment and decision making. Students develop the ability to understand and influence what people want, how people decide what and when to buy, and whether people will be satisfied or dissatisfied with their decisions. These psychological insights are particularly useful for marketing strategy, brand positioning, and marketing communication decisions, but also yield insight into common biases in judgment and decision making, beyond marketing, to which you would otherwise fall prey. In addition, students examine the methodology of market research (specific to consumer behavior) to build the tools needed to interpret and base decisions on it. Readings will include primary empirical research articles, business journal articles, and research reviews.

BU.850.610
Entrepreneurial Finance
(2 credits)

This course introduces students to identifying, accessing, and evaluating sources of financing for start-ups and expanding technology companies, using case studies, group interaction, and presentations from experts (when available) in the field. Attention is given to financial theory, risk assessment, valuation options, term sheets, due diligence techniques, and the preparation of financial reports for monitoring progress toward meeting milestones.

BU.851.610
Entrepreneurial Marketing
(2 credits)

This course covers the strategies and tactics that entrepreneurial companies utilize in marketing their products and services in an environment of low marketing budgets and no brand history. It uses examples from a broad spectrum of industries ranging from high tech to retail and service businesses. The course begins with segmentation strategies and positioning for new startups and then explores guerrilla marketing methods, including buzz and public relations, as well as more traditional, direct marketing and promotional event methods. Pricing, channel marketing strategies, and customer service policy are also covered. The course relies heavily on case studies as well as guest speakers, with some optional readings available.

BU.854.610
Research Seminar on Technology Enabled Businesses & Strategies in Emerging Market Contexts
(2 credits)

The course explores the analysis of different technical systems and their interactions with industrial growth with regard to nation states, industrial sectors and companies. It explores the nature of technological advancement and how it drives business models and amplifies the strengths of emerging market firms. Students learn how advances in technology enable the creation and delivery of new products and services in these economies, and what opportunities and threats business organizations in the developed world face as a result of these business and economic trends. Students examine new models of value creation in emerging economies and investigate, through the use of project base learning, how technology influences new forms of value creations such as public private partnerships and hybrid entrepreneurial forms in developing economies.

BU.860.610
Advanced Business Negotiations
(2 credits)

Negotiation is the art and science of securing agreements between two or more parties, who are interdependent and seeking to maximize their outcomes. This course provides the basic knowledge and applied skills to negotiate in a wide array of business

settings. The first part of the course focuses on understanding and systematically preparing for, structuring, and executing increasingly complex deal-making negotiations. The second part of the course extends these basic principles to other types of negotiation situations, including group negotiations, agency relationships, and disputes. Through a series of simulations and feedback sessions, students engage in a variety of bargaining processes that span the contexts of deal-making and dispute resolution. Each simulation has been chosen to highlight the central concepts that underlie negotiation strategy. The course is designed to complement the technical and diagnostic skills learned in other courses at Carey. A basic premise of this course is that, while a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented. Successful completion of this course will enable students to recognize, understand, analyze, and implement the essential concepts of negotiation.

BU.861.610
Managing Creativity
(2 credits)

Creativity has become the ubiquitous buzzword in the modern organization. Though it is widely touted as the organizational competitive advantage, creativity is often very difficult to manage in a systematic way. In light of this challenge, the aim of this course is to propose a framework in which creativity is a direct consequence of (1) the Person, (2) the Situation and (3) their Interaction. This framework can be used to answer many important questions such as, "Who are creative people?" and "Where do they fit?"

BU.862.610
Global Strategies
(2 credits)

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.

BU.863.610

The Wire: Business Solutions to Urban Economic, Social and Public Health Issues (2 credits)

The Wire, an internationally known and critically acclaimed television show, depicts the war on drugs and the economic decline of a once thriving city in contemporary times, examining the institutions and actors in Dickensian fashion. The police, media, schools and elected officials, along with urban residents central to the story, illuminate problems and potential solutions to the ills that plague many modern “rust belt” cities in the USA. Students identify problems and develop solutions as inspired by The Wire, and complete feasibility analyses of the proposed policy, program, institution or entrepreneurial solution.

BU.910.610

Financial Resources (2 credits)

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.

BU.910.611

Financial Resources Part 2 (2 credits)

This Part 2 course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

BU.911.610

People & Markets (2 credits)

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.

BU.911.611

People and Markets Part II (2 credits)

This Part 2 course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. 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.

BU.912.610

Competitive Strategy (2 credits)

This module requires student to assume the role of a General Manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a general manager’s job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so it the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter’s 5-forces Analysis, PEST

Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queueing Theory.

BU.912.611

Operations Management (2 credits)

This Part 2 module requires student to assume the role of a General Manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a General Manager's job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so 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 Queueing Theory.

BU.913.610

Managerial Decision Behavior (2 credits)

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.

BU.913.611

Decision Behavior Part II (2 credits)

This Part 2 course examines the essential principles for productive decision making, which allow firms to thrive by encouraging risk taking in value creation. This course further explores the formal and informal processes for promoting reliable decision making at the individual and organizational levels. This module develops the micro-economic rationale underlying these decisions using coherent statistical analysis and interpretation of data. Business decisions are influenced not only by data and normative models but also by the subjective mindsets and emotions that managers bring to the decision context. The course encourages students to think critically about how to interpret data and make decisions and then to learn how to avoid or correct common decision errors that occur because of faulty, ingrained mental models. This module develops an understanding of the behavioral principles and methods in order to support more effective decisions presents the relevant principles.

BU.914.610

Quantitative Methods (2 credits)

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.

BU.920.610
Management of Technology
(2 credits)

Advances in communication and information technologies have had far-reaching impact on markets, on price discovery mechanisms and the structure of the channels through which products and services are delivered. This course addresses how markets, market mechanisms and channels of product and service delivery have been impacted and often transformed by Information and Communication technologies. The nearly instantaneous transmission of rich information across the boundaries of the corporation and across geographical boundaries have enabled the enterprise-wide systems of corporations to connect to each other and enable business-to-business transactions and orchestrate complex, electronic, settlement and fulfillment mechanisms that bring together multiple value chain and supply chain partners. Students learn how B2B markets are evolving and their implications for businesses.

BU.921.610
Networked Organizations
(2 credits)

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.

BU.922.610
Strategic Options
(2 credits)

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.

BU.923.610
Business Negotiations
(2 credits)

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.

BU.924.610
Competitive Intelligence
(2 credits)

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.

BU.930.610**Thought and Discourse Seminars
(1 credit)**

Thought and Discourse Seminars is a critical component of the Global MBA experience. Seminars offer an environment of intellectual inquiry and debate in which students' participation and perspective are expected. Students gain an analytical perspective on important business issues and the skills needed to organize and communicate views in multiple modalities. Students will learn from the practical experience of prominent business and international leaders, industry experts, policy makers, as well as faculty 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.

Note: Credits earned will vary by section.

BU.930.630**Solving organizational problems:
Collaboration, Evidence, and
Experimentation
(2 credits)**

Without education and experience, managers tend to solve problems alone and in isolation. This course will immerse students in the idea that the most effective managers solve problems collaboratively, from start to finish. In addition, new managers tend to solve problems using habit and fads. This course will teach students to use an evidence-based approach and cultivate evidence-based solutions, drawing from both organizational and scientific evidence. Finally, new managers tend to jump immediately from problem to solution. This course will teach students to treat problem-solving as an iterative process characterized by hypothesis-driven experimentation and adjustment. Upon successful completion of the course, students will demonstrate both familiarity and facility with the three pillars of organizational problem-solving: collaboration, evidence, and experimentation.

BU.932.610**Thought and Discourse Seminars
(2 credits)**

Thought and Discourse Seminars is a critical component of the Global MBA experience. The seminars will offer an environment of intellectual inquiry and debate in which students' participation and perspective are expected. Students gain a critical analytical perspective on important business issues and the skills needed to organize and communicate your views in multiple modalities. Students will learn from the practical experience of prominent business and international leaders, industry experts, and policy makers, in a format that stimulates analytical thinking, persuasive communication, and creative expression. The course encourages and motivates students to identify and evaluate alternative solutions and their implications in the real business environment.

BU.940.610**Innovation for Humanity Project
(1 credit)**

This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey School's signature theme of "teaching business with humanity in mind" and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs.

Note: credits earned will vary by section.

BU.940.611**Innovation for Humanity Project - Part II
(3 credits)**

This experiential learning course (Part 2) is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world.

The course is consistent with the Carey School's signature theme of "teaching business with humanity in mind" and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs.

Note: This course is open only to GMBA students only.

BU.950.610
Discovery to Market
(3 credits)

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 students recognize and screen technology opportunities. Students 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.

Note: Credits earned may vary by section.

BU.950.611
Discovery to Market II
(3 credits)

This course is the second of two courses in the two-part Professional Discovery to Market sequence. 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 students recognize and screen technology opportunities. Students 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.

Note: Credits earned may vary by section.

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Appendix A

Schedules and Charts

Schedule A: Billing Cycles—April 2014 through May 2015 JHU Carey Business School

The bill covers charges and payments applied to your student account between the following dates	The Date when the electronic bill is presented on the web	Statement Due Date
Summer 2014		
April 10, 2014 - May 14, 2014	May 15, 2014	July 1, 2014
May 15, 2014 - June 11, 2014	June 12, 2014	July 1, 2014
Summer Intensive Fall 2014 and Intersession 2015		
April 10, 2014 - May 14, 2014	July 10, 2014	September 1, 2014
May 15, 2014 - June 11, 2014	July 10, 2014	September 1, 2014
June 12, 2014 - July 9, 2014	July 10, 2014	September 1, 2014
July 10, 2014 - August 13, 2014	August 14, 2014	September 1, 2014
August 14, 2014 - September 10, 2014	September 11, 2014	October 1, 2014
September 11, 2014 - October 8, 2014	October 9, 2014	October 24, 2014
Spring 2015		
October 9, 2014 - November 12, 2014	November 13, 2014	February 1, 2015
November 13, 2014 - December 10, 2014	December 11, 2014	February 1, 2015
December 11, 2014 - January 7, 2015	January 8, 2015	February 1, 2015
January 8, 2015 - February 11, 2015	February 12, 2015	March 1, 2015
February 12, 2015 - March 11, 2015	March 12, 2015	April 1, 2015
March 12, 2015 - April 8, 2015	April 9, 2015	May 1, 2015
April 9, 2015 - May 13, 2015	May 14, 2015	July 1, 2015

**Schedule B: Monthly Payment Plan
April 2014–May 2015
JHU Carey Business School**

Semester	Payment Plan Enrollment Start Date	Payment Plan Enrollment End Date	First Payment Due	Payment Plan Options
Summer 2014	March 31, 2014	June 15, 2014	June 15, 2014	TWO installments due the 15th of each month. First payment due June 15; remaining balance due on July 15.
Summer Intensive Fall 2014 Intersession 2015	April 28, 2014	Sept 15, 2014	Sept 15, 2014	FOUR installments due the 15th of each month. First payment due September 15; remaining balance due on the 15th of Oct, Nov, and Dec.
Spring 2015	April 28, 2014	Feb 15, 2014	Feb 15, 2015	FOUR installments due the 15th of each month. First payment due Feb 15; remaining balance due on the 15th of March, April, and May.
Annual Plan for Full-time Programs	April 15, 2014		Aug 15, 2014	TEN installments due the 15th of each month. First payment due Aug 15; remaining balance due on the 15th of Sept, Oct, Nov, Dec, Jan, Feb, Mar, April, and May.
To enroll in a monthly payment plan, contact Tuition Management Systems (TMS) either by phone at 1-888-713-7238 or visit their website at www.afford.com/jhucarey .				

**2014–2015 Course Withdrawal Schedule Policy
JHU Carey Business School**

	January intersession	Courses that meet 8 class sessions	Courses that meet 10–14 class sessions	Courses that meet 15 or more class sessions
No notation on transcript if course is dropped	prior to the 2nd class meeting	prior to the 2nd class meeting	prior to the 3rd class meeting	prior to the 4th class meeting
Withdrawn ("W") on transcript if course is dropped	from the 2nd to the 3rd class meeting	from the 2nd to the 3rd class meeting	from the 3rd to the 6th class meeting	from the 4th to the 8th class meeting
May not withdraw or change to audit	once the 4th class begins	once the 4th class begins	once the 7th class begins	once the 9th class begins

2014–2015 Refund Schedule JHU Carey Business School

Refund	January Intersession	Courses that meet 8 class sessions	Courses that meet 10 class sessions	Courses that meet 15 weeks or longer & Full-Time Programs
100%	From the day of registration prior to the beginning of the first class meeting or 1st day of orientation for full time programs..			
80%	from the 1st class meeting and prior to the beginning of the 2nd class	from the 1st class meeting and prior to the 2nd class meeting	from the 1st class meeting and prior to the 2nd class meeting	from the 1st class meeting and prior to the 3rd class meeting
70%	from the 2nd class meeting and prior to the 3rd class meeting	from the 2nd class meeting and prior to the 3rd class meeting	from the 2nd class meeting and prior to the 3rd class meeting	from the 3rd class meeting and prior to the 4th class meeting
50%	from the 3rd class meeting and prior to the 5th class meeting	from the 3rd class meeting and prior to the 4th class meeting	from the 3rd class meeting and prior to the 5th class meeting	from the 4th class meeting and prior to the 7th class meeting
0%	once the 5th class begins there is no refund	once the 4th class begins there is no refund	once the 5th class begins there is no refund	once the 7th class begins there is no refund
<p>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.</p> <p>Download the petition form here 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.</p>				

Appendix B

Downtown Baltimore Shopping, Dining, Etc.

Harbor East Dining

Bagby Pizza Company

1006 Fleet St, 21202

Phone: 410-605-0444

Reviews on this local pizzeria are mixed. Some love its thin crust; others think it is too pricy for what it is. We think—bottom line—great thin crust pizza, but it must be eaten immediately in-restaurant or else it gets cold. Bring your own wine/beer (pick up a bottle at Bin 604 down the street). They just added pizza by the slice which should make it more competitive in this area.

Charleston

1000 Lancaster Street, 21202

Phone: 410-332-7373

Perennially named the best restaurant in town (because in our opinion it absolutely is) and priced to match. Total splurge—order the tasting menu with wine pairings. For the most special occasions—perhaps after landing the job or internship!

Chiu's Sushi

608 South Exeter Street, 21202

Phone: 410-752-9666

Better sushi than Ra, but no good specials, apart from a few (very few) at lunch. When you need the good sushi, head here but be prepared to pay a bit more—though not extravagant by any means.

Cinghiale

822 Lancaster Street, 21202

Phone: 410-547-8282

Baltimore's culinary star Cindy Wolf dazzles in this Italian palazzo. Well, it's not quite palazzonice, but it's certainly classy and up-scale. The service is impeccable. The food is good, though most say it is not worth the hefty price tag. One of the best bars in town—particularly if you are in the mood for wine. Tuesday night they have several bottles for half price—a great bargain! Another bargain is the Sunday Supper option which is a reasonably priced prix-fixe with antipasto, pasta and dessert.

Flemings

720 Aliceanna Street, 21202

Phone: 410-332-1666

A chain, but still included here because of its proximity to the school. If you don't want to wait for parents or others to take you here, check out the happy hour prices. Large plates of their great food are only \$6. Specials change periodically, but don't miss the crab cakes (yes, this steak place's crab cakes are excellent).

James Joyce

616 President Street, 21202

Phone: 410-727-5107

Every area needs a fun Irish bar and we have one of the best right in our neighborhood. Traditional Irish fare, and reasonable prices. Great outdoor patio when the weather is nice.

Lebanese Taverna

719 South President Street, 21202

Phone: 410-244-5533

This is the closest restaurant to the school, and one with great weekday specials. Current favorites are the 'Three- 4 Twelve' happy hour on weeknights and the Monday and Tuesday late night snack specials. Pretty good Lebanese food, decent portions and delicious bread with every meal. Definitely one to check out.

Oceanaire

801 Aliceanna Street, 21202

Phone: 443-872-0000

Another of Harbor East's upscale chain restaurants, but always good and fresh seafood. Out of the price range for us most of the time, but definitely a place to splurge once in a while—especially during restaurant week when they have their same menu (mostly) for an even better price.

Pazo

1425 Aliceanna Street, 21231

Phone: 410-534-7296

The place to see and be seen. With an authentic Spanish ambience designed in a huge warehouse, Pazo has a provincial yet modern European feel. Cinco Happy Hour is reasonable priced, but

regular prices are steep for us. And, the food doesn't quite measure up to the price. Great for a special occasion when the atmosphere has to be top-notch. Dress to impress.

Ra

1390 Lancaster Street, 21231

Phone: **410-522-3200**

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 high-top tables in the lounge you can watch the scene unfold.

Roy's

720 Aliceanna Street, 21202

Phone: **410-659-0099**

baltimore.asp

Another pretty place around the school and another chain, but very good food in an upscale setting. Try the Hawaiian martini—it's like vacation in a glass.

Taco Fiesta

618 South Exeter Street, 21202

Phone: **410-234-3782**

Fast-food Mexican food and a step above most national chains. Cheap and filling.

Talara

615 President Street, 21202

Phone: **410-528-9883**

A pricey fusion of Asian and Latin cuisines, this place attracts the young professional crowd for the atmosphere and innovative food. Expensive and not quite worth it. Best to go during happy hour when prices are cheaper. Décor is one of the best in town, with big windows offering full view of the street and bars.

Teavolve

1401 Aliceanna Street, 21231

Phone: **410-522-1907**

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.

Little Italy Dining

Aldo's

306 South High Street, 21202

Phone: **410-727-0700**

The best of the upscale Italian restaurants in a section of town known for them. Go during restaurant week when prices are reasonable or for when parents and relatives visit in order to get the full experience.

Amicci's

231 South High Street, 21202

Phone: **410-528-1096**

Reasonably priced, huge portions of above average, home-style Italian comfort food. This no frills restaurant (though oddly enough it has a more upscale bar) gives you the most for the price in all of Little Italy. Comfortable and upbeat atmosphere.

Da Mimmo

217 South High Street, 21202

Phone: **410-727-6876**

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.

Germano's

300 South High Street, 21202

Phone: **410-752-4515**

This comfortable, family owned restaurant is no-frills charming with good food to match. Decent, moderately priced (though not cheap).

La Scala

1012 Eastern Avenue, 21202

Phone: **410-783-9209**

The main attraction here is the only indoor bocce court in all of Little Italy. The food, though better than average, sometimes takes a back seat to the excitement!

La Tavola

248 Albemarle Street, 21202

Phone: **410-685-1859**

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.

Mustang Alley's

1300 Bank Street, MD 21231
Phone: **410-522-2695**

Baltimore's only upscale bowling alley. This place has it all, whether you want to go for the bowling, the bar, the fusion food with an Asian flair, or salsa dancing on Thursday nights. Lanes are more expensive than most, but drinks are affordable. Chow down on sweet potato fries as you watch the bowlers groove to pop music and beat each other's scores.

Piedigrotta

1300 Bank Street, 21231
Phone: **410-522-6900**

This Italian bakery's owner/operator is a pastry chef from Italy credited with inventing Tiramisu. Their array of reasonable lunch options includes an amazing variety of baked pasta 'pies'. Being off the tourist path means you can really relax in this café over fresh baked focacce or unmatched desserts, like semi-fredo.

Sabatino's

901 Fawn Street, 21202
Phone: **410-727-9414**

One of the best-known restaurants in Little Italy. Amazing salad dressing, which is why it has been a tradition for many families to go here for years for all sorts of occasions. But, besides that, the food, while good, is overpriced at best. Then again, did we mention the really wonderful salad dressing? Worth talking about that again.

Vaccaro's

222 Albemarle Street, 21202
Phone: **410-685-4905**

Italian dessert and the best of the best. Gelato, cookies, even chips-and-dip (cannoli chips dipped into cannoli filling). Really, there's very little better in terms of sweets. Many locations but this was the original.

Fells Point Dining

Ale Mary's

1939 Fleet Street, 21231
Phone: **410-276-2044**

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.

Alexander's Tavern

710 South Broadway, 21231
Phone: **410-522-0000**

A fun place right on Broadway. Excellent food. Just another neighborhood bar and restaurant—Baltimore is full of them—but this one has great specials during the week. And, don't miss the upstairs where you can play Guitar Hero or table shuffleboard all night long.

Arcos

129 South Broadway, 21231
Phone: **410-522-4777**

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
Phone: **410-327-5795**

"Eat Bertha's Mussels" has been the slogan here for years. And, the mussels are fantastic and there's a wide variety of sauces to choose from. The first choice you have is butter or olive oil—the staff will push the more traditional butter, but we have found the olive oil to be even better. Live music periodically.

Black Olive

814 South Bond Street, 21231
Phone: **410-276-7141**

Truly one of Baltimore's great dining experiences, with a seafood counter where you can pick your dinner. This quaint Fells Point restaurant has wonderful service and not to be missed food. Sit at the small bar to have a light bite and wine or sangria to experience this wonderful restaurant—without the hefty price tag. Great for a quiet romantic dinner. Save room for the amazing baklava.

Blue Moon Cafe

1621 Aliceanna Street, 21231
Phone: **410-522-3940**

You may have to get here at 6am to avoid waiting for a table, but it would be worth it. In primetime on weekends you can expect to wait up to two hours for a precious table in this tiny space on Aliceanna, but there's plenty to do in the area so put your name in and walk around Fells for a bit—the meal will be worth it. As featured on the Food Network, the Cap'n Crunch French Toast is phenomenal, and the cinnamon rolls and egg dishes are delicious as well.

Bonaparte Breads

903 South Ann Street, MD 21231
410-342-4000

A French Bakery that sits right on the water in the heart of Fells Point. If the charming brick exterior isn't enough, the extraordinary French pastries and super strong coffee will keep you coming back. While the busiest times are usually Saturday and Sunday mornings, they also have lunch specials which offer both hot and cold sandwiches and assorted bread selections.

Bop (Brick Oven Pizza)

800 South Broadway, 21231
Phone: 410-563-1600

Located in the heart of Fells, this pizzeria serves up good, reasonably priced (though, as we are reminded, far from New York style) slices or pies in a bustling atmosphere. The atmosphere is non-existent but worth it for the amount of time you'll spend there. The pizza won't sit on your plate for long and the service is fast at the counter.

Cat's Eye Pub

1730 Thames Street, MD 21231
Phone: 410-276-9866

Known for its great music and slightly older crowd, this is the place to be late night to hear great bands for little or no cover charge.

Greene Turtle

718-722 South Broadway, 21231
Phone: 410-342-4222

A small Maryland chain that began in the college town of College Park. Food is not special and neither are the drinks, but it is one of the popular places on Broadway. Good for large groups.

Horse You Came In On

1626 Thames Street, 21231
Phone: 410-327-8111

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.

Jimmy's Restaurant

801 South Broadway, 21231
Phone: 410-327-3273

A no frills diner which attracts everyone with its cheap food and large portions. A cross section of the city—everyone in town seems to end up here at one time or another.

John Steven

1800 Thames Street, 21231
Phone: 410-327-5561

Outdoor courtyard seating is this restaurant's best feature. OK food, but some like the crab cakes a lot.

Kali's Court

1606 Thames Street, 21231
Phone: 410-276-4700

Another one pretty much out of the price range for us (and not always featured on Restaurant week which is a disappointment), we usually check out its cheaper "sister" restaurants, Mezze, Meli and Tapas Adela), but there's a reason that this is one of the best restaurants in town.

Kooper's

1702 Thames Street, 21231
Phone: 410-563-5423

A great moderately priced restaurant any time of the week, though we particularly love cheap burgers on Tuesday nights. Brunch is great too, and the crab cakes are wonderful. Look for the Kooper's Cheeseburger Truck riding around town (perfect for a post-bar bite!)

Leadbetter's

1639 Thames Street, 21231
Phone: 410-675-4794

Another place for local music. Some may call it a dive bar, but it is in Fells Point so it is not quite divvy enough for us! Cheap drinks and good music. Also great to see all the local bands who play here.

Liquid Earth

1626 Aliceanna Street, 21231
Phone: 410-276-6606

Baltimore's premiere vegetarian restaurant, this small out of the way place on Aliceanna serves quality food and you won't miss the meat. Also check out the fantastic juice bar—well worth the visit. We feel like they should have internet here but they don't.

Max's Taphouse

737 South Broadway, 21231

Phone: **410-675-6297**

With a huge (and constantly changing) variety of beers on tap, this is the place to go for sporting events in Fells Point. With TVs at every angle, you are sure to find the game you want to see. If not ask the bartenders. If you don't get a surly response, something's wrong—but we bet you'll get your game on one of the TVs somewhere!

Mezze

1606 Thames Street, 21231

Phone: **410-563-7600**

The sister restaurant to Kali's Court, this is the moderately priced companion. But, the flavors are just as good (if not better) and the small plates make it well worth the trip. Outdoor seating on nice nights, but the dining room is so pretty you won't miss being outdoors.

Nanami Café

907 South Ann Street, 21231

Phone: **410-327-9400**

Great sushi place with outdoor seating overlooking the water. The view isn't great, but the sitting outside on a nice night is. The non-sushi Japanese items are great as well. If you have to wait for a table, pop over to V-NO next door for a quick glass of wine before your meal.

One Eyed Mikes

708 South Bond Street, 21231

Phone: **410-327-0445**

While there are many restaurants located in spaces that look more suited to a rowhouse, we think this is the best. Friendly service, amazing food (you really won't believe its bar food) and a good music selection. What more could you want? Maybe Grand Marnier? You can buy your own bottle to house it on the big glass wall for safekeeping. Peter's Inn

504 South Ann Street, 21231

Phone: **410-675-7313**

A small restaurant with few tables, which only means that they start a waiting list when they open and never stop. There are only few menu

options at night because they take only the freshest of ingredients to put into the meal. All are top-notch and Peter's has long been a culinary favorite among Baltimore foodies.

Pitango Gelato

802 South Broadway, 21231

Phone: **410-702-5828**

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.

Red Star

906 South Wolfe Street, 21231

Phone: **410-675-0212**

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.

Slainte

1700 Thames Street, 21231

Phone: **410-563-6600**

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.

Tapas Adela

814 South Broadway, 21231

Phone: **410-534-6262**

The latest addition from the folks at Kali's Court restaurant group, this dark tapas restaurant is warming up to us. The portions are a good size, the outer restaurant area, like the bar, is very fun, but the tables in the back are too dark and tucked away (unless that's what you are looking for!). The food is very good—just as you'd expect from this group and the drinks are innovative.

V-NO

905 South Ann Street, 21231

Phone: **410-342-8466**

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 Hotel

1710 Thames Street, 21231
Phone: **410-537-5055**

Live music on weekends. Fantastic brunch during the day. Great food specials at night. Is there anything this place doesn't have? If so, we can't find it. Popular hangout at any time of the day.

Wharf Rat

801 South Ann Street, 21231
Phone: **410-276-9034**

When we think of the Wharf Rat, we think of beer and lots of it. Never overly packed, but rarely empty, this spirited restaurant appeals to both families and singles. If you're hungry order the pizza, it's surprisingly good!

Woody's

1700 Thames Street, 21231
Phone: **410-563-6600**

Gorgeous setting. Horrible food. Even worse service. Great drinks. For that day that you absolutely have to be outside, but are not in a hurry or particularly concerned about speedy service. Did we mention gorgeous setting? There's no place better on a pretty day—too bad about the food and service. The drinks will get you through your relaxing time here.

Ze Mean Bean

1739 Fleet Street, 21231
Phone: **410-675-5999**

Charming setting, but the food is hit and miss. When it hits though, it hits big. Also a coffee café in the morning, this Russian/Polish restaurant features authentic food, and even boasts live music occasionally.

Daily Grind Coffee House

1720 Thames Street, 21231
Phone: **443-694-9414**

and

The Firehouse Coffee Company

1030 South Linwood Avenue, 21224
Phone: **410-522-5046**

A couple of quirky neighborhood coffee houses that draw in a variety of clientele.

Canton Dining

Annabel Lee

601 South Clinton Street, 21224
Phone: **410-522-2929**

This homage to Poe restaurant looks exactly as you would expect it to—dark wood lines the small restaurant. Always popular and ever exceptional, it is best in the winter on a cold night. You may even catch a raven or two. All the food is great—and their sweet potato fries, while done many places in Baltimore, are probably the best we've had in the city.

Bartenders

2218 Boston Street, 21231
Phone: **410-534-2337**

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!

Blue Hill Tavern

938 South Conkling Street, 21224
Phone: **443-388-9363**

In the higher middle range of prices in the city, but with a fun atmosphere like this, you can see why. Their best feature is an outdoor deck with heat lamps that is perfect on the slightly cool night where you just want to be outside. Another place that's great for happy hour. The food is good, though slightly overpriced in our opinion.

Bo Brooks

2701 Boston Street, 21224
Phone: **410-558-0202**

Bo Brooks has the brand name in Baltimore for seafood, though we find that the food doesn't quite live up to its expectation. The view is fantastic, as it sits right on the water. There is a great outdoor "Tiki Bar" run by the restaurant over the summer. Fun place to be outside (though critics claim that they feel too close to the parking lot). Did we mention free parking?

Canton Dockside

3301 Boston Street, 21224
Phone: **410-276-8900**

Not much to write home about at this dockside restaurant except (and this is a big exception) the crabs are very good—and better than some

of its more well-known neighbors. Atmosphere is a little dingy but the crabs really are good. When you just need a “crab-fix”, this place will more than suffice.

Chesapeake Wine Company

2400 Boston Street, 21224

Phone: **410-522-4556**

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.

Dangerously Delicious Pies

2400 Fleet Street, 21224

Phone: **410-522-7437**

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.

Hudson Street Stackhouse

2626 Hudson Street, 21224

Phone: **410-342-0592**

This restaurant feels like a hockey place for most of the year. All channels during hockey season are tuned into a hockey game, and jerseys abound among the patrons. The food is mediocre but the beer list is great. Definitely the place in town to go if you’re into hockey.

Ikaros

4805 Eastern Avenue, 21224

Phone: **410-633-3750**

Not the best Greek restaurant in Highlandtown (that distinction goes to Samos—see below), but one of the oldest and most well-known. The food is good; the price is right. The setting is old but comfortable. Parking, just like the rest in this section of town, is difficult but worth the search for the space.

Jack’s Bistro

3123 Elliott Street, 21224

Phone: **410-878-6542**

Perennially on all the “Best of Baltimore” lists since it opened about three years ago. Don’t miss the Mac & Cheese & Chocolate (sounds crazy but it’s absolutely delicious) and the menu changes often depending where the last hot spot is that Chef Ted visited. Lots of mainstays on the menu but the specials change often. Also, the best place to eat late night with food specials from 11:00pm—1:00am. Also a daily happy hour (even on weekends which is rare for Baltimore) from 5–7pm.

Jd’s Smokehouse

3000 O’Donnell Street, 21224

Phone: **410-675-4029**

Not everything is smoked at this Canton Square favorite, but they definitely specialize in meats. The brisket gets rave reviews, as do the other meats such as pork and turkey. Vegetarians—never fear. The veggie burger is better than most and the fries are fantastic.

Kisling’s

2100 Fleet Street, 21231

Phone: **410-327-5477**

Basic food at this basic rowhouse bar. Upstairs are pool tables and dart boards, while booths line the downstairs section. A favorite after sporting events in the park, there are often beer specials on weekends.

Langermann’s

2400 Boston Street, 21221

Phone: **410-534-3287**

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

Phone: **410-675-9235**

Long known as a solid sports bar, this place is packed—particularly on weekends—from opening to close. College football is popular here, and there are cheap beer specials during all sporting events. The food is what you’d expect from a sports bar, and the tables are not

plentiful—so grab one if you can. Very young college scene on weekend nights.

Mama's on the Half Shell

2901 O'Donnell Street, 21224
Phone: **410-276-3160**

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 it's almost all good. Pricing is reasonable. The mussels are some of the best in the city and probably the best thing on the menu.

Matthew's Pizza

3131 Eastern Avenue, 21224
Phone: **410-276-8755**

Some say this is the best pizza in town. Their specialty crab pie has never disappointed and the margarita is one of the best. Pricy for pizza, but it can't really be compared to pizza—more like a slice of Italy.

Mike Mcgovern's

1129 South Clinton Street, 21224
Phone: **410-534-2200**

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 Mama's

2907 O'Donnell Street, 21224
Phone: **410-342-2922**

Has Elvis left the building? You can't miss the Elvis references over almost every inch of this Canton landmark which has quality Mexican food at reasonable prices and one of the most fun menus in town. We won't say any more than that for fear of ruining the full experience. Be prepared for a wait. Not many tables + popular restaurant = not as long a wait as you'd expect due to a fast kitchen and quick service.

Ncdevin's

801 South Decker Avenue, 21224
Phone: **410-276-2553**

Are you a Pittsburgh fan? If so, you'll definitely be hurting in this town, but NcDevin's aims to make that hurt go away particularly on football Sundays. This bar, known for its Steelers fanaticism, also has great food and service, and if you go on a non-Steelers game day you'll have a great time (even as you root for the Ravens on Sunday)

Portside

2821 O'Donnell Street, 21224
Phone: **410-522-7678**

For those of you who have experienced the Starboard at Dewey Beach in Delaware, this restaurant will feel very familiar. It should—same owners. A little part of the beach comes to Baltimore, with the same menu as its more popular sister restaurant.

Rosina Gourmet

2819 O'Donnell Street, 21224
Phone: **410-675-9300**

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.

Samos

600 Oldham Street, 21224
Phone: **410-675-5292**

The best Greek restaurant in town, and arguably—according to Tim Zagat—in the country. Amazing food. Wonderful service. You will probably have to wait for a table, but it is definitely worth it. Tough—but fun—to go with big groups, especially as some of the menu items are ripe for sharing. The price is extremely reasonable, and the toughest part of your night will be finding a parking space. BYOB.

Sip & Bite

2200 Boston Street, 21231
Phone: **410-675-7077**

Every town needs a down & dirty (though this is clean) diner with amazing food and service that is usually fine but sometimes surly. The food is outstanding. You may have to wait for a table, but you'll still get your food relatively quickly. A Baltimore institution and one that you will find yourself wanting to return to again and again.

Sushi San/Thai Jae Dee

2748 Lighthouse Point, 21224

Phone: **410-534-8888**

Decent Japanese and Thai restaurant. Very reasonably priced. Mixed reactions on the sushi but we know it's fresh and satisfying. Maybe not as good as some of the Fells Point sushi places, but you won't go hungry and you'll pay a little less for still a very fresh piece of fish. Lots of other choices too if you don't like sushi. Two hours free parking make this place easier logistically.

Tavern on the Square

2903 O'Donnell Street, 21224

Phone: **410-675-1880**

There are better places on the square to both eat and drink, but this one rarely has a wait, and there are plenty of tables near the outdoors when you don't want to be outside but not stuck inside either.

Vaccaro's

2919 O'Donnell Street, 21224

Phone: **410-276-4744**

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.

Federal Hill Dining

Abbey Burger Bistro

1041 Marshall Street, 21230

Phone: **443-453-9698**

Tucked away in an alley off Cross Street, this bistro serves wonderful burgers of all varieties—and even better milkshakes.

Baba's Mediterranean Kitchen

745 East Fort Avenue, 21230

Phone: **410-727-7482**

Some of the best Mediterranean food in town, reasonably priced, served in a simple setting. Very few tables in the restaurant, but long counter to sit at and also very popular for take-out meals. If you do decide to eat there, BYOB.

Blue Agave

1032 Light Street, 1230

Phone: **410-576-3938**

Popular Mexican restaurant in Federal Hill. We don't think the food is as good as most others in town, but they do make a powerful margarita. The food is slightly more expensive than most, but you are also paying for ambience here. It's a very relaxing setting and fantastic service.

Cross Street Market

1065 South Charles Street, 21230

www.southbaltimore.com/shop/crossmkt.html

Oysters and beer, and yes, even sushi are the headliners at this low key marketplace. On Friday afternoons this area is packed, particularly in the fall and spring with after work happy hours. It closes by 8 though, so get there early!

Don't Know

1453 Light Street, 21230

Phone: **410-539-0231**

Definitely a Red Sox and Patriots bar. Great place to watch games. The food is mediocre but the atmosphere is fun and drinks are good. If you must eat, stick to the appetizers, and try to avoid the brunch. If you are rooting for Boston, best place to be in the city.

Illusions Magic Bar

1025 South Charles Street, 21230

Phone: **410-727-5811**

Definitely one of the oddest bars and restaurants in the city, but if you like magic, this could be a spot for you! The owner bought it and showcases his son the magician most nights for 1-2 shows. His son is very talented—often performing on the Tonight Show and Late Night. Quirky and fun—particularly the first time you go.

Little Havana

1325 Key Highway, 21230

Phone: **410-837-9903**

Right on the water, Little Havana boasts outdoor seating, and lots of it. The best meal here is brunch—the rest of the time the food is mediocre, but the brunch is outstanding (and the all- you-can-drink component may make it seem better than it is!) This is definitely a summer after work hot spot in Federal Hill, though the parking situation is difficult, so best to walk or take a cab.

Mad River

1325 Key Highway, 21230

Phone: **410-837-9903**

A fun Maryland-themed sports bar in the heart of Federal Hill. The portions are large and the beer flows like water on weekends in the fall when the Ravens, Maryland and/or Penn State are playing. Each table has its own TV which plays the game of choice and the crowd can get quite rowdy toward the end of the night. There is nothing spectacular about the food, but the weekend crowd is fun...if you're rooting for Maryland or Penn State. Parking is an issue, so arrive early.

Maria D's

1016 Light Street, 21230
Phone: **410-727-5430**

The place to eat late night in Fed Hill. Basic subs, salads and pizzas. Nothing special but cheap and filling.

Matsuri

1105 South Charles Street, 21230
Phone: **410-752-8561**

Fed Hill's most popular sushi restaurant. Reviews are definitely mixed, but we like this sushi—especially at lunch where the specials are fantastic.

Metropolitan

902 South Charles Street, 21230
Phone: **410-234-0235**

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. Open all day.

Miguel's

1200 Steuart Street, 21230
Phone: **443-438-3139**

New Mexican restaurant that is quickly becoming the new popular place to be. Located in Silo Point, the drinks and food are both fantastic, though the service can be a bit slow. We are chalking that up to the management not knowing how popular their restaurant really is and are hoping that it changes as they add more staff. Otherwise, this place is off to a great start.

Mother's

1113 South Charles Street, 21230
Phone: **410-244-8686**

This place is best known for its "Purple Patio"—a gathering held outside before every

Ravens game, with pre-game drinks and food. Don't even try to drive to Fed Hill when the Ravens are in town—you'll never find parking. Best to walk or cab. While Purple Patio is great, Mother's has good food, so try it on a not as crowded night and really enjoy.

Mum's

1132 South Hanover Street, 21230
Phone: **410-547-7415**

We needed to add one dive bar to the list and here it is. Cheap beer (\$1 Natty Bohs anyone?), no atmosphere (they used to have a bar cat until it passed away last year and is still missed by longtime regulars), little food and what there is of it is pre-packaged. But, there's something about this little dive bar that is pretty addictive.

Nick's Fish House

2600 Insulator Drive, 21230
Phone: **410-347-4123**

Gorgeous water views and live music on Sunday night make this a great summer spot for the end of the weekend. The food is not great, but the drink prices and variety are decent. Huge outdoor deck which makes this place fantastic when the weather is good.

No way jose

38 East Cross Street, 21230
Phone: **410-752-2837**

Small place with a great location (right on Cross Street). The food here may be better than Blue Agave for Mexican food, though the atmosphere leaves a little to be desired. Friendly service. Always busy but never too packed (except during Cinco de Mayo). Good variety of food and good pricing.

Pub Dog

20 East Cross Street, 21230
Phone: **410-727-6077**

Great pizzas and beers. This three storied, narrow restaurant is a lot of fun—though you often have to search for a table in order to sit. If you find one though, you are in for a treat. Reasonably priced pizza and drinks make it a favorite in the area. Worst time to go—after an Orioles or Ravens game when it really fills up. If you don't want to sit, there are plenty of places to stand, but too hard to eat the yummy pizza!

Regi's American Bistro

1002 Light Street, 21230
Phone: **410-539-7344**

We think this is one of the best (if not the best) spots on the Hill. Limited outdoor seating (though usually not too long a wait—even on nice days), the food is outstanding and the service is great. Salads are big enough to feed three people and most of the other portions are big too. And, we've never had anything we didn't like here. Slightly on the higher end of pricing.

Ropewalk Tavern

1209 South Charles Street, 21230
Phone: **410-727-1298**

Miss the Reagan years? Then check out this conservative bar/restaurant in Fed Hill. Reagan is the patron saint of this restaurant, and Fox News is often on the TVs. Very popular hangout, particularly on Friday and Saturday nights. The food is better than many of the bars in this area, though it can be hard to find an open table.

Rusty Scupper

402 Key Highway, 21230
Phone: **410-727-3678**

The best view in town, but that's about all there is at this overpriced and not very good harbor restaurant. That said, the view is absolutely outstanding so maybe go over for a drink in the bar and walk around the restaurant to check out the town and the harbor views. Occasional live music on weekends; brunch gets good reviews—better than dinner! Very large buffet for brunch—with a price tag to match.

Ryleigh's

36 East Cross Street, 21230
Phone: **410-539-2093**

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 Café

24 East Cross Street, 21230
Phone: **410-539-8395**

Great food and gelato augment the coffee perfectly at this Fed Hill coffee shop. It's only open until 4 though so make sure you go early (though you can stay all day if you want). The breakfast is worth getting up for.

Thai Arroy

1019 Light Street, 21230
Phone: **410-385-8587**

Good, basic and cheap Thai food. Atmosphere is a bit lacking, but all the other aspects are there.

Wine Market

921 East Fort Avenue
Phone: **410-244-6166**

Not an extensive menu, but the food is wonderful and, located in the back of a wine shop, as you can imagine, the wine list is extensive. Don't find what you're looking for on the menu? Pick out any bottle of wine in the store, and for an extremely reasonable corkage fee, you can have that one with dinner. Best value is neighborhood Mondays when all entrees are 10% off—and you don't even have to live in the neighborhood to enjoy that special!

Local Trivia Games

<http://www.charmcitytrivia.com/index.php>
<http://showtimetrivia.com/>

Department Stores

Target

3559 Boston Street
Baltimore, MD 21224
410-246-8515
Monday through Saturday: **8 a.m.–11 p.m.**
Sunday: **8 a.m.–10 p.m.**

Target

1238 Putty Hill Ave
Towson, MD 21286
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.ubalt.edu/template.cfm?page=3980)
[http://www.cbcmd.edu/iss/
catonsville/Foods.html](http://www.cbcmd.edu/iss/catonsville/Foods.html)

Marketplaces

Lexington Market

400 West Lexington Street
Baltimore, MD 21201-1752
410-685-6169
Monday through Saturday: **8:30 a.m.–6 p.m.**

Cross Street

1065 S. Charles St
Baltimore, MD 21230
Monday-Saturday: **6 a.m.–7 p.m.**

Broadway

1640 Aliceanna Street
Baltimore, MD 21231
410-685-6169
Monday through Saturday: **8:30 a.m.–6 p.m.**

Malls

Towson Town Center

825 Dulaney Valley Road
Towson, Maryland 21204-1010
410-494-8800
Monday through Saturday: **10 a.m.–9 p.m.**
Sunday: **Noon–6 p.m.**

The Mall in Columbia

10300 Little Patuxent Parkway
Columbia, Maryland 21044
410-730-3300
Monday through Saturday: **10 a.m.–9 p.m.**
Sunday: **Noon–6 p.m.**

Arundel Mills Mall

7000 Arundel Mills Cir
Hanover, MD 21076-1282
Phone: **410-540-5110**
Monday through Saturday: **10 a.m.–9:30 p.m.**
Sunday **11 a.m.–7 p.m.**

Drug Stores

CVS (Harbor East)

630 Exeter Street
Baltimore, MD 21202
Phone: **410-962-6520**
Open: **24 hours**
Pharmacy: **contact store**

CVS (Federal Hill)

1000 South Charles Street
Baltimore, MD 21230
Phone: **410-752-9087**
Open: **24 hours**
Pharmacy: **contact store**

Rite Aid (Canton)

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

Bookstores

Barnes & Noble

601 E. Pratt Street
Baltimore, MD 21202
410-385-1709
Monday through Saturday: **9 a.m.–10 p.m.**
Sunday: **10 a.m.–9 p.m.**

Phones

AT&T

1001 Fleet St.
Baltimore, MD 21202
Phone: **410-782-7680**
Monday through Saturday: **9 a.m.–8 p.m.**
Sunday: **11 a.m.–5 p.m.**

Verizon

1002 Fleet St
Baltimore, MD 21202
410-528-5421
Monday through Saturday **9 a.m.–9 p.m.**

Sunday: **10 a.m.–7 p.m.**

Sprint

111 Market Place 125
Candler Building
Baltimore, MD 21202
410-238-7460
Monday through Friday: **9 a.m.–8 p.m.**
Saturday: **10 a.m.–6 p.m.**
Sunday: **Noon–5 p.m.**

T-Mobile

200 E Pratt St.
Baltimore, MD 21202
410-837-5545
Monday through Saturday: **10 a.m.–9 p.m.**
Sunday: **11 a.m.–7 p.m.**

Sporting Goods

City Sports

809 Aliceanna Street
Baltimore, MD 21202
410-837-4420
Monday through Friday: **10 a.m.–9 p.m.**
Saturday: **9 a.m.–9 p.m.**
Sunday: **10 a.m.–8 p.m.**

Banking

Johns Hopkins Federal Credit Union is a full-service financial institution open to the public. 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

Bank of America

Wells Fargo

M&T Bank

Appendix C

Washington DC Center area Shopping, Dining, Etc.

Dupont Circle Dining

Agora Restaurant

1527 17th St NW
Washington, DC 20036

This mid-priced Turkish and Mediterranean mezes restaurant houses a large outdoor patio for plenty of people-watching or an intimate dining room for a date. Better known for the atmosphere than the food, don't be afraid to share (or not) the wide variety of small plates.

Al Tiramisu

2014 P St NW
Washington, DC 20036
Phone: **202-467-4466**

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.

Bistrot Du Coin

1738 Connecticut Ave NW
Washington, DC 20009
Phone: **202-234-6969**

Bistrot du Coin opened its doors on Memorial Day of 2000. The motto is “French, Fun and Friendly”. This is a great neighborhood restaurant where you can eat good food at a fair price. Guest can also expect to get fast service. They are open 7 days a week, 364 days a year and are only closed on Labor day, the first Monday of September.

Bua

1635 P St NW
Washington, DC 20036
Phone: **202-265-0828**

Bua, which means “Lotus” in Thai language, offers one of the best Thai cuisine and top quality sushi in Washington, DC. The sushi bar presents great selections of both nigiri and custom sushi rolls (maki). Bua is a perfect place where friends and family can enjoy

mouthwatering authentic Thai food and great sushi in a lovely atmosphere.

CF Folks Restaurant

1225 19th St NW
Washington, DC 20036
Phone: **202-293-0162**

A favorite lunch place for those working/living in DuPont circle. As one Yelper puts it, “Get a sandwich, get a salad, get some soup, sit down and enjoy your meal in a diner-esque atmosphere (in the nice weather the patio is a lovely option). No frills, pay at the register, leave full and happy. And take some pie to go.”

Chipotle

1629 Connecticut Ave NW
Washington, DC 20009
Phone: **202-387-8261**

Sadly, this is one of very few options for “Mexican” food in the DuPont area. However, the fresh ingredients, fast service, and cheap prices help you overcome the feeling of inauthenticity.

Chop't Creative Salad Company

1300 Connecticut Ave NW
Washington, DC 20036
Phone: **202-327-2255**

This create-your-own salad or wrap place has over 100 variations on the typical salad. They chop everything together (hence the name) to provide a delicious and healthy meal on the inexpensive side.

Dupont Market

1807 18th St NW
Washington, DC 20009
Phone: **202-797-0222**

Small, New York deli-style sandwich shop great for a quick and inexpensive bite. They also sell wine and specialty food items.

Hank's Oyster Bar

1624 Q St NW
Washington, DC 20009
Phone: **202-462-4265**

At this fun neighborhood restaurant, enjoy coastal favorites and New England beach fare classics like lobster rolls, daily fish specials and

meat ‘n’ two. Lightly fried items such as the popcorn shrimp, calamari and Ipswich clams balance Hank’s ice bar options which consist of a selection of raw oysters, tartar and ceviche.

Five Guys Burgers & Fries

1645 Connecticut Ave NW
Washington, DC 20009
Phone: **202-328-3483**

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
Phone: **202-331-3777**

“Authentic Afghan food at its finest and cheapest,” according to one of our students from Afghanistan. Best known for kabobs, don’t be afraid to ask the friendly staff for other recommendations.

Julia’s Empanadas

1221 Connecticut Ave NW
Washington, DC 20036
Phone: **202-861-8828**

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
Phone: **202-332-9200**

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.

Lauriol Plaza

1835 18th Street NW
Washington, DC 20009
Phone: **202-387-0035**

Lauriol Plaza offers affordable, delicious Tex-Mex and Latin American dishes in a sophisticated, urban atmosphere, in downtown Washington, DC. There can be a long wait for a table during

weekend evening hours, so it’s best to go early. It’s the perfect place to see and be seen. They are known for their swirl margaritas and salsa.

Moby Dick House of Kabob

1300 Connecticut Ave NW
Washington, DC 20036
Phone: **202-833-9788**

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
Phone: **202-872-1180**

A higher-end Italian restaurant that is consisted rated in the Top 10 restaurants in the DC area. The minute you walk in, you feel at home. After eating the rustic and unpretentious food, you may never want to leave.

Pesce Restaurant

2002 P St NW
Washington, DC 20036
Neighborhood: **Dupont Circle**
Phone: 202-466-3474

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.

Ping Pong Dim Sum

1 Dupont Circle NW
Washington, DC 20036
Phone: **202-293-1268**

Ping Pong restaurant is a modern take on an ancient Chinese tradition—the Tea House. Hundreds of years ago, merchants on the Silk Road would stop at tea houses to rest, relax and drink tea with their fellow travelers and share Dim Sum—little sweet and savory snacks. Ping Pong may be a twenty-first century Tea House, but they’ve kept all the best bits of that ancient tradition, like meeting to relax and share appetizing food and fragrant tea. Another location in Chinatown.

Pizzeria Paradiso

2003 P St NW
Washington, DC 20036
Phone: **202-223-1245**

Lines can often be long at this mid-priced pizza place, but it's worth the wait for the brick oven pizzas with fresh and local ingredients. Wash it down with one of the many beers the restaurant has on tap and in the bottle.

Potbelly Sandwich Works

1635 Connecticut Ave NW
Washington, DC 20009
Phone: **202-265-8890**

Serving reasonable priced sandwiches, soups, and shakes, lines can be long but move fairly quickly. People swear by the WRECK sandwich and homemade ice cream sandwiches.

The Regent Thai Cuisine

1910 18th St NW
Washington, DC 20009
Phone: **202-232-1782**

This restaurant offers a unique experience that blends classic Thai cuisine with modern techniques and skills. The dishes are skillfully presented but slightly on the higher end of the average Thai restaurant prices.

Raku

1900 Q St NW
Washington, DC 20009
Phone: **202-265-7258**

Raku is a trendy Asian Fusion restaurant with great food and reasonable prices. Most nights this restaurant is very busy, but it is easy to grab a seat at the bar if you don't have a reservation. Food items are always fresh and tasty.

Scion

2100 P St NW
Washington, DC 20037
Phone: **202-833-8899**

A great, mid-priced American restaurant which offers a good beer selection, high-quality burgers, and fantastic happy hour prices.

Shake Shack

1216 18th St NW
Washington, DC 20036
Phone: **202-683-9922**

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 Mussel Bar

1827 Jefferson Pl NW
Washington, DC 20036
Phone: **202-833-1321**

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
Phone: **202-387-9338**

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
Phone: **202-331-8528**

Best known for its delicious brunch, large back patio, and cozy fireplace, the Tabard Inn is a special treat for out-of-town guests. Waits can be long, but there are plenty of drink options to make it seem short.

Teaism

2009 R St NW
Washington, DC 20009
Phone: **202-667-3827**

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
Washington, DC 20037
Phone: **202-956-6650**

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 capital 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

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.

Local Trivia Games

DC loves Its Bar Trivia; here is a list of bars and their trivia nights: <http://www.bardc.com/events/trivia>

Department Stores

Target

3100 14th St NW
Washington, DC 20010
Phone: **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
Phone: **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
Phone: **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
Phone: **202-265-3402**
Monday through Saturday: 9:30 a.m.–9:30 p.m.
Sunday: 11 a.m.–8 p.m.

Drug Stores

CVS

6 Dupont Circle, NW
Washington, DC 20036
Phone: **202-785-1466**
Open: 24 hours
Pharmacy: contact store

CVS

1637 P St, NW
Washington, DC 20036
Phone: **202-328-1250**
Open: 24 hours
Pharmacy: contact store

Rite Aid

1815 Connecticut Ave, NW
Washington, DC 20036
Phone: **202-332-1718**
Daily: 24 hours
Pharmacy: contact store

GROCERY STORES

Whole Foods

1440 P Street Northwest
Washington, DC 20005
Phone: **202-332-4300**
Monday through Sunday: 8 a.m.–10:30 p.m.

Safeway

1701 Corcoran St NW
Washington, DC 20009
Phone: **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
Phone: **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
Phone: **202-296-1921**
Monday through Sunday: 8 a.m.–10 p.m.

Malls

DC USA

1400 Irving Street, NW
Washington, DC 20010
<http://shopdcusa.com/>
Hours vary by store (Metro accessible)

The Fashion Center at Pentagon City

1100 South Hayes Street
Arlington, VA 22202
Phone: **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
Phone: **301-942-3200**
Monday through Saturday: 10 a.m.–9:30 p.m.
Sunday: 11 a.m.–7 p.m.

Bookstores

Barnes & Noble

555 12th St NW
Washington, DC 20004
Phone: **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
Phone: **202-659-8884**
Sunday through Saturday 10 a.m.–10 p.m.

Kramerbooks (and Afterwords Café)

1517 Connecticut Avenue Northwest
Washington, DC 20036
Phone: **202-387-1462**
Sunday: 12 p.m.–12:45 a.m.
Monday through Thursday 7:30 a.m.–12:45 a.m.
Friday 7:30 a.m.–12 a.m.
Saturday: 12 p.m.–12 a.m.

Phone

AT&T

1050 Connecticut Ave., NW
Washington, DC 20036
Phone: **202-822-1350**
Monday through Friday: 9 a.m.–7 p.m.
Saturday: 10 a.m.–6 p.m.

Verizon

1744 L St NW
Washington, DC 20036
Phone: **202-296-4400**
Monday through Friday: 9 a.m.–7 p.m.
Saturday: 10 a.m.–7 p.m.
Sunday: Noon–6 p.m.

Sprint

1208 18th St NW
Washington, DC 20036
Phone: **202-496-9400**
Monday through Saturday: 9 a.m.–7 p.m.
Sunday: Noon–5 p.m.

T-Mobile

1330 Connecticut Ave NW
Washington DC, DC 20036
Phone: **202-429-0715**
Monday through Saturday: 10 a.m.–9 p.m.
Sunday: 11 a.m.–7 p.m.

SPORTING GOODS

City Sports

1111 19th Street NW
Washington, DC 20036
Phone: **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
Phone: **202-299-1003**
Monday through Saturday: 8 a.m.–9:30 a.m.
Sunday: 10 a.m.–7 p.m.

Banking

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100 International Drive
Baltimore, Maryland 21202

