

Handbook and Academic Catalog

2015-2016



JOHNS HOPKINS
CAREY BUSINESS SCHOOL

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Our Mission

The Johns Hopkins Carey Business School supports business knowledge development and education through our own initiatives, innovations, and collaborative programs across the Johns Hopkins University. We create and share knowledge that shapes business practices while educating business leaders who will grow economies and societies, and are 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. Nitze School of Advanced International Studies is in Washington, D.C.; and the Applied Physics Laboratory is in Laurel, Maryland. Academic campuses overseas are in Nanjing, China; Bologna, Italy; and Singapore.

The Johns Hopkins Carey Business School

The Johns Hopkins Carey Business School brings to the field of business education the intellectual rigor and commitment to excellence that are the hallmarks of the Johns Hopkins University. True to the traditions of the university of which it is a part, the school's approach is original and transformative. It offers a uniquely humanistic and multidisciplinary model of business education and research, tapping the rich resources of faculty and programs from the other great divisions of the university—the Schools of Medicine, Public Health, Nursing, Engineering, Advanced International Studies, Arts and Sciences, and Education.

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— e.g., health, security, infrastructure, education, environmental sustainability, population, and 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.

Academic Year Calendar 2015–2016

Summer 2015

March 1, 2015

Deadline for 2015-16 Maryland state scholarships

March 15, 2015

Financial aid priority filing date for academic 2015-16 year for full-time program students and Executive MBA program students

March 30–April 26, 2015

Registration period for all Summer session classes

April 6, 2015

Application for graduation available for academic year 2015-16

April 13, 2015

Full-time and part-time students will be billed for summer 2015 tuition/registrations

April 15, 2015

Financial aid priority filing date for 2015-16 academic year all undergraduate students and part-time program students

May 4, 2015

Late registration and add/drop period for Summer session opens

May 29, 2015

Graduate 8-week Summer session (onsite and online) begins

June 12, 2015

Last day to submit a graduation application for summer 2015

July 1, 2015

Summer 2015 tuition and fees payment is due

July 3–4, 2015

Fourth of July holiday – no onsite classes held

July 15–31, 2015

Summer Intensive Program for some newly admitted international students

July 23, 2015

Graduate 8-week Summer session online classes end

July 27, 2015

Make-up day for Summer session onsite classes (if needed)
Graduate 8-week Summer session onsite classes ends

August 6, 2015

Graduation ceremony for summer 2015 graduates

Fall 2015

March 1, 2015

Deadline for 2015-16 Maryland state scholarships

March 15, 2015

Financial aid priority filing date for 2015-16 academic year for full-time program students and Executive MBA students

April 6, 2015

Application for graduation available for academic year 2015-16

April 15, 2015

Financial aid priority filing date for 2015-16 academic year all undergraduate students and part-time program students
Application deadline for 2015-16 academic year campus-based scholarships for all students

April 27–July 5, 2015

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

Full-time and part-time students will be billed for fall tuition on July 1st

July 1, 2015

Full-time and part-time students will be billed for fall 2015 tuition/registrations

July 15–31, 2015

Summer Intensive Program for some newly admitted international students

July 20, 2015

Late registration and add/drop period for fall semester opens

August 7–14, 2015

Orientation for new Global MBA students

August 8, 2015

Orientation for all new students in part-time programs

August 10–14, 2015

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 17, 2015

Graduate 8-week Fall I session (onsite and online) and 16-week onsite classes begin
Full-time undergraduate 15-week classes begin

September 1, 2015

Fall 2015 tuition and fees payment is due

September 7, 2015

Labor Day holiday - no onsite classes held

September 25, 2015

Last day to submit an application for graduation for fall 2015

October 11, 2015

Graduate 8-week Fall I session
online classes end

October 12, 2015

Graduate 8-week Fall II session
online classes begin

October 12 – 16, 2015

Full-time undergraduate fall break

October 13, 2015

Make-up day for Fall I session onsite classes (if needed)
No 16-week graduate classes held
Graduate 8-week Fall I session
onsite classes end

October 14, 2015

Graduate 8-week Fall II session
onsite classes begin

November 25–28, 2015

Thanksgiving holiday – no onsite classes held

December 6, 2015

Graduate 8-week Fall II session
online classes end

December 14–15, 2015

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

December 15, 2015

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

Interession 2016

Please note that there are currently no classes scheduled during the 2016 Interession. Please visit isis.jhu.edu/ classes for any updates.

November 2–November 29, 2015

Registration period for Interession classes
Full-time and part-time students will be billed
for Interession 2016 classes as they register

January 2, 2016

Interession onsite classes begin

January 13, 2016

Make-up day for Interession (if needed)

January 16, 2016

Interession onsite classes end

Spring 2016**April 6, 2015**

Application for graduation available for
academic year 2015–16

November 1, 2015

Financial aid priority filing date for
spring 2016 only

November 2–29, 2015

Registration period for all spring
semester classes
Full-time students will be billed for spring
tuition on November 2nd
Part-time students will be billed for spring
tuition as they register for classes

December 14, 2015

Late registration and add/drop period for
spring semester opens

January 9, 2016

Orientation for all new students in
part-time programs

January 18, 2016

Martin Luther King Jr. holiday–no
onsite classes held

January 19, 2016

Graduate 8-week Spring I session (onsite and
online) and 16-week onsite classes begin
Full-time undergraduate 15-week classes begin

February 1, 2016

Spring 2016 tuition and fees payment is due

February 19, 2016

Last day to submit an application for
graduation for spring 2016 semester

March 13, 2016

Graduate 8-week Spring I session
online classes end

March 15–16, 2016

Make-up days for graduate 8-week Spring I
onsite classes (if needed)
No 16-week graduate classes held

March 16, 2016

Graduate 8-week Spring I session
onsite classes end

March 17, 2016

Graduate 8-week Spring II session
onsite classes begin

March 21–25, 2016

Full-time undergraduate spring break

May 8, 2016

Graduate 8-week Spring II session
online classes end

May 12–13, 2016

Make-up day for graduate 8-week Spring II
session onsite classes (if needed)
Make-up days for full-time undergraduate
classes (if needed)
Make-up days for graduate 16-week session
onsite classes (if needed)

May 13, 2016

Graduate 8-week Spring II session onsite
classes, graduate 16-week session onsite
classes, and full-time undergraduate
semester classes end

May 17, 2016

Carey graduation ceremony

May 18, 2016

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.

Each student is assigned an academic adviser upon acceptance of admission to an undergraduate or graduate program. Advising may be done in person, by phone, or by email.

Students should seek advising:

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

- 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 following term if enrolled in a one-year program, 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 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 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 iwantmytranscript.com/jhucbs and exchange.parchment.com. Paper transcripts will only be accepted for applicants coming from institutions that do not offer an e-transcript option. Please visit carey.jhu.edu/admissions for more details.

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 online at carey.jhu.edu/admissions/application-process. Paper applications are no longer accepted. Electronic documents are preferred and will expedite the process. If hard copy documents must be sent, mail 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.

Bachelors Programs

The Bachelor of Business Administration (BBA) program will enroll its last incoming class in fall 2016. After this date, no new students will be invited to join the BBA program at the Johns Hopkins Carey Business School. As a result, new applicants for fall 2015 and fall 2016 are strongly encouraged to speak directly with an Admissions Officer at the Carey Business School to fully understand the potential implications for the student experience in this program (i.e. low class enrollment, etc.)

An applicant for admission to a Carey Business School undergraduate program must hold a high school diploma or an equivalent and have earned 60 semester hours or 90 quarter hours of 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.

Masters Programs

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.

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 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. Students have three years to complete the certificate.

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. For information regarding specific degree requirements for each graduate program, please refer to the detailed program descriptions online.

State-Specific Authorization for Online Courses

The Johns Hopkins Carey Business School is currently not accepting applications to the Flex MBA (online format) from students who reside in Indiana, Arkansas, Iowa, and Kansas due to state authorization policies. This list is subject to change and the online application will include the most up to date list. Residents in these states may apply to Carey Business School programs offered onsite at any JHU campus location.

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 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 program at the Carey Business School does 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. Dual degree students may not apply transfer credits from other divisions of Johns Hopkins towards completion of their Carey degree. All credits earned towards the Carey portion of a dual degree must be earned in 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. Only six credits earned as a non-degree student may be counted toward an MBA, MS or Graduate Certificate from the Carey Business School.

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 the undergraduate degree has not been earned from an accredited institution in the U.S. (or Canada). 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 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. I-20s are issued, however, for conditional admissions. 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 carey.jhu.edu/admissions/deadlines.

After receipt of the acceptance letter from the Carey Business School and payment of the enrollment fee, international students who need to obtain an F-1 student visa will be sent an email from the Office of International Services (OIS) with information on the steps required to receive a form I-20 Certificate of Eligibility. This email will be sent to the address listed in the student's application in Apply Yourself. If the information is not received, please contact OIS at carey.intl@jhu.edu. The I-20 is not automatically sent with the acceptance letter.

Before an I-20 is issued, the international student is required to submit financial documentation to the OIS via iHopkins, per the instructions. I-20s will not be issued until the student has accepted the offer of admission, the enrollment fee has been paid, and all required documents have been uploaded to iHopkins.

An overview of the process and the documentation required can be found online at ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/For_Students

Specific figures on the estimated expenses and the amount of funding required in order to be issued an I-20 can be found here: ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/For_Students/Estimated_Expenses_for_Carey_2015-16.pdf

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 in student (F-1) status 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 the one 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 following address:

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

Fees and required documentation for evaluations may vary. Applicants are encouraged

to contact the agency directly for additional information. The following agency is authorized:

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: 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: ies.aacrao.org

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. A new application may be required. Students are not automatically admitted to the 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 Master of Science 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.

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 graduate from the Carey Business School.

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

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 193,000 strong, the entire Hopkins alumni community is a rich and diverse group of individuals and a great resource for current students and other Hopkins alumni.

Many of the school's alumni completed undergraduate or graduate degrees while working full-time and raising families, attending classes on evenings and weekends. Other alumni joined various cohorts in full-time programs for one to two 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 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 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 web.jhu.edu/recreation.

YMCA of Central Maryland

Please visit 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 mysportsclubs.com/

YMCA of Metropolitan Washington

Please visit ymcdc.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 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. (Students may not place an order for business cards before the start of their program.) 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. Information about order student business cards is available at carey.jhu.edu/students/student-resources/student-business-cards.

Career Development Office

The Career Development Office (CDO) is eager to work with students to explore how a degree from Carey can enhance their career. Career coaches are available for one-on-one and group

coaching to help with the successful creation and navigation of their career path. In addition to career coaching, the CDO offers workshops, boot camps, professional development programs,

and high impact experiential adventures in the following areas:

- Self-Discovery
- Industry Insights
- Professional Branding
- Document Creation
- Networking
- Job Search Strategy
- Interviewing
- Career Management

The Career Navigator, our on-line resource library, compliments our coaching and programming. Carey students and alumni have access to on-line assessments, career planning tools and resources, and webinars to support their career development and job search efforts at carey.jhu.edu/career-development/students/career-navigator. To book an appointment with a CDO team member or browse job postings, please log onto Carey Compass.

Current Students can visit carey-jhu-csm.symplicity.com/students and log in with their JHED ID and password to review and complete their profile and upload resumes using the “My Documents” tab.

New alumni can visit carey-jhu-csm.symplicity.com/students and register for an account by completing the preliminary profile information in the Alumni Only section to

review and complete their profile and upload resumes using the “My Documents” tab.

Completing a profile in Carey Compass allows us to customize the job postings and development opportunities the student receives. Once an account has been created in Carey Compass, students can access tools available exclusively to Carey students, including The Vault Guides, Goingglobal, CQ Interactive, Passport Career, and various employer recruitment deadlines. Through the events calendar, students 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 participants 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. We enforce a 48-hour advance cancellation policy. Participation in future CDO events is at risk if policies are not followed. Please arrive early for all events as they begin on time. Doors will close at the start of the event and reopen when the event is finished. Please call 410-234-9270 or email CareerDevelopment@jhu.edu with any questions.

The Career Development Office is also on Twitter twitter.com/JHUCareyCareer and Facebook facebook.com/jhucarey.careerdevelopment.

Computing Services

Johns Hopkins students have free access to Office 365. Software from Adobe, Microsoft and other manufacturers are available at a discounted price. To take advantage of this and other offers, visit 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. Students can download the latest version of Microsoft System Center Endpoint Protection (for Windows, Mac or Linux) at

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 jhu.onthehub.com 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 at it.johnshopkins.edu/help.

Course Schedule

The course schedule is available online at 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 Carey Disability Services. Allow at least four weeks for completed documentation to be reviewed

and accommodations to be approved. For information on policies and procedures, contact Carey Disability Services by email at carey.disability@jhu.edu by phone at 410-234-9243, or visit 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 recommended that students create an account as soon as possible.

To set up a JHU email account, a JHED account must be created first. The JHED account is the Login ID and password students use for all online services at Johns Hopkins University. To set up both a JHED and a JHU email account, please go to the Johns Hopkins Portal Website my.jh.edu/portal/web/jhupub.

To Create a 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. (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.

- 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.

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 all correspondences including billing statements and universal announcements to the students’ JHU email accounts, so it is important for students to activate and monitor this email.

Note: Employee of the Johns Hopkins University or Medical Institutions should already have an established email account and do 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 my.jh.edu/portal/web/jhupub.

- 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 my.jh.edu/portal/web/jhupub

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 my.jh.edu/portal/web/jhupub
- 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
- 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:

- Redirected messages 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.
- Forwarded messages will appear to be forwarded from you. When you reply to a forwarded message, 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. Only the steps above will forward official emails from the school.
- 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 on can be found at: it.johnshopkins.edu/services/email/Office365

English for Speakers of other Languages (ESOL)

English for Speakers of Other Languages (ESOL) classes at the Carey Business School are offered by the English Language Program (ELP). The

English Language Program (ELP) promotes the value of communicative competence for both academic achievement and professional

success. We help students develop their English communication skills and understanding of American business settings. Classes are communicative, interactive and student-driven. There is an emphasis on nuances of expression and intercultural communications skills to serve students in their learning and development.

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.

Tuition and Fees

BEX course fees are included in tuition that full-time students pay each semester, thus there

is no additional fee. Part-time students will pay a per course fee.

Graduate Classes

English Speaking and Writing for Graduate Business Students I, II, III and IV are available at our Baltimore and DC campuses.

Undergraduate Classes

Business English for Undergraduates I, II, III and IV are available at our DC campus.

Conditional Admission

For students who are admitted to Carey conditionally with an ESL requirement, enrollment in English Language Program courses is required each term until proficiency is met.

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. 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 I and Fall II terms together comprise the “fall semester”. Likewise, the Spring I and Spring II 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 spring semester credits to determine their enrollment status.

Deferment of student loan repayment is available for students enrolled at least half-time and in a degree-seeking program. 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 carey.

jhu.edu/admissions/financial-aid/%20financial-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 carey.jhu.edu/admissions/financial-aid/financial-aid-policies/academic-progress

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 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 a 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 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.

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 process a refund of any credit balance remaining on the student's account. 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. 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.

In compliance with the Higher Education Amendments of 1998, students receiving Title IV aid who drop below half-time status or withdraw completely may have their aid returned to the government according to a federal formula. Aid proceeds, which have been previously refunded to the student for living expenses, may have to be repaid immediately as well. For more information please refer to our website at carey.jhu.edu/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 academic courses to be audited).
- 'F' indicates the student's failure to satisfactorily complete the course work. 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 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 can be applied toward degree requirements only once, even if a course is repeated. Both the original and repeated course are 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 a student wishes to withdraw from a

course, an add/drop form must be submitted 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 replace an 'I' (Incomplete) grade.

Each instructor assigns grades according to his/her own system.

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 following table.

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 using isis.jhu.edu/sswf.
- By Mail: Students who wish to receive an official grade report by mail should submit a request via email to carey.registration@jhu.edu. Phone requests for an official grade report will not be accepted.

Repeating a Course

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.

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 once.

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 University Commencement and divisional graduation ceremonies are held in May. The Carey Business School also holds a graduation ceremony in August for summer graduates. The May graduation program will include the names of those students who applied to graduate by the deadlines for the 2015–2016 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 same academic semester they complete their degree requirements. The Graduation Application is available online using ISIS at isis.jhu.edu/sswf. Students in dual and joint degree/certificate programs must apply for graduation from both degree/certificate programs. 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.

Deadlines for submitting the graduation application form for Academic Year 2015–2016

August completion:	June 12, 2015
December completion:	September 28, 2015
May completion:	February 19, 2016

Students who have submitted the Application for Graduation receive an automated

application confirmation which is emailed to their JHU email address. 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 August; those finishing at the end of the fall semester are reviewed in December; and those finishing at the end of spring semester are reviewed in May.

Graduation ceremony information is sent via JHU email in mid-March for the May ceremonies. Information is sent in late June for the August ceremony. 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.

Students who apply on time and complete their studies in the summer and spring will have the choice of attending the Carey ceremonies and receiving their diplomas that day, or having their diplomas mailed. Students who apply on time and complete their studies in the fall will have their diplomas mailed. Diplomas will be mailed to the permanent address listed in ISIS approximately 2–3 weeks after the conferral date. Students in certificate programs will receive their certificates by mail.

Note: Receiving a diploma at an international address can take up to an additional eight weeks, as they are mailed via International Airmail with no tracking number. In order to have it

mailed via Federal Express, please contact the Registrar's Office at 410-234-9250 or carey.graduation@jhu.edu.

Health Insurance for Students

All students enrolled in full-time programs (MBA, MS, BBA, and 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 Student Health benefit plan, which is administered by Consolidated Health Plans (CHP), who has contracted with Cigna for the plan's network of providers. Students are billed each fall and spring for the premium on their ISIS Student Account. Coverage for new students begins on the first day of orientation and ends the following summer. Coverage for returning students begins on August 15, 2015 and ends the following summer. No refunds are issued once enrolled in the Student Health Benefits Plan, except in the case of an insured person entering the armed forces of any country.

If current coverage is ending

Currently enrolled full-time students whose existing health insurance coverage is ending can enroll in the University's student health benefits plan before the published enrollment date by submitting a copy of the termination letter

from the current insurance carrier to Student Services at carey.student@jhu.edu. Student Services will provide an application to complete and return to Student Services. New coverage is available beginning the 15th of each month and continues until the next regular enrollment date.

Insurance Waiver Process

All students enrolled in full-time programs (MBA, MS, BBA, and MA/MBA), and all F-1 visa status students must purchase the University's student health benefit plan and are not permitted to waive coverage. Only students who are already enrolled in a US-based insurance plan through their employer or family may request a waiver of the University's health plan coverage. Students who do qualify for a waiver can log in to ISIS at isis.jhu.edu/sswf and complete a waiver request, or submit a copy of their current insurance card and schedule of benefits to carey.student@jhu.edu for review by Student Services. The deadline to waive coverage will be available on the CHP website. 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 and sexual violence;
- 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, or other legally protected characteristics. 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. This includes sexual harassment, sexual violence, sexual assault (collectively herein "sexual misconduct"), relationship violence, and stalking whether between people of different sexes or the same sex. The foregoing are prohibited by University policy and will not be tolerated. Please carefully review the University's Sexual Harassment Policy and Sexual Violence, Sexual Assault, Relationship Violence and Stalking Policy (collectively, herein the "Sexual Misconduct Policies") available on the website of the Office of Institutional Equity web.jhu.edu/administration/jhuoie/equity_compliance/sexual_violence_policy.html.

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 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 and School policies and procedures. University policies are available online at 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 Misconduct, Relationship Violence and Stalking

The University is committed to maintaining learning and working environments that are free from all forms of harassment and discrimination. 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. Accordingly, discrimination based on sex, 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 is prohibited. The University will not tolerate harassment, sexual misconduct, relationship violence, stalking or retaliation in the workplace or educational environment whether committed by managers, faculty, administrators, staff, or students, or by visitors to our institution of higher learning. Conduct that violates the University's Sexual Misconduct Policies, and Anti-Harassment Policy (available at web.jhu.edu/administration/jhuoie/equity_compliance/harassment_discrimination.html) is misconduct within this Code of Conduct. The University is prepared to receive and resolve complaints of discrimination and harassment (including sexual misconduct, relationship violence and stalking) under the preceding policies that are brought to the attention of any University academic administrator or other responsible employee (as defined in the JHU Procedures referenced below) 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 Misconduct, Relationship Violence and Stalking ("JHU Procedures"), which are available at web.jhu.edu/administration/jhuoie/equity_compliance/procedures.html, and this Code of Conduct. Please review the JHU Procedures carefully. These JHU Procedures should be read in conjunction with these School procedures for cases of sexual misconduct, relationship violence and stalking. To the extent there is any inconsistency between School procedures and JHU Procedures, the JHU Procedures control. Should the Carey Business School receive the initial complaint, the School will report this complaint to the Title IX Coordinator in accordance with the JHU Procedures and coordinate efforts with the Office of Institutional Equity. Both the Complainant and the Respondent 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
 - Failure 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 Director of Student Services or designee. The Director of Student Services 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. All allegations of sexual misconduct, relationship violence and stalking must be reported to the Title IX Coordinator. For a first offense that does not involve sexual misconduct, relationship violence and stalking, 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 Director of Student Services. The Accused will receive notice that a complaint has been received, and the nature of the alleged disciplinary infraction.

All allegations that a student has violated Carey Business School policies or campus regulations, and that do not involve allegations of sexual misconduct, relationship violence or stalking, 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 for Education or designee. If 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 misconduct, relationship violence, and stalking, may be brought to the attention of the Director of Student Services at the Carey Business

School, or the Title IX Coordinator in the Office of Institutional Equity web.jhu.edu/administration/jhuoie/equity_compliance/procedures.html

Title IX Coordinator (and Director, Equity Compliance and Education)
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 in cases of sexual violence or sexual assault, relationship violence or stalking, an accuser may also file a complaint with campus security. Campus security contact information for the following campuses is available at:

Carey Business School – Harbor East
100 International Drive
Baltimore, MD 21202
Telephone: 410-234-9301 or 410-234-9300

Carey Business School – DC Campus
1625 Massachusetts Ave NW
Washington DC 20036
Telephone: 202-588-0590

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 see Appendix B in the JHU Procedures web.jhu.edu/administration/jhuoie/equity_compliance/procedures.html#B.

- b. Subject to the exceptions noted below for complaints of sexual misconduct, relationship violence and stalking, 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 Director of Student Services. The role of the Investigative Committee or Administrative Review is that of fact finding and recommending further action as necessary. The Investigative Committee or Administrative Review shall submit its written report within seven academic days or a time frame within reason. If the Chair or any member of the Investigative Committee suspects a Violation 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.

In case of an investigation of a sexual misconduct, relationship violence or stalking complaint, such will be conducted by OIE and generally consists of two main phases: (a) fact-gathering to enable assessment of the complaint; and (b) the issuance of factual findings and a recommendation. The first phase involves extensive interviews by the Director-Title IX Coordinator or a designee with the complainant, respondent, witnesses and other relevant parties, in addition to gathering relevant documentation, if any. After this phase of the investigation, the Director-Title IX Coordinator or a designee conducts a thorough review of the facts and issues the factual findings and a recommendation for resolution of the complaint to the Vice Dean for Education or designee. If a hearing is involved, then Hearing Panel members will also receive a copy of the factual findings and recommendation.

For complaints of sexual assault, relationship violence, and stalking regardless of whether the complainant or respondent is a student, or faculty or staff member, and for complaints of sexual misconduct in which the complainant or respondent is a student, the first phase of the investigation discussed

above generally takes up to twenty (20) days from the date of filing the complaint, and the second phase of the investigation discussed above generally takes up to thirty (30) days from the date of filing the complaint. In these cases, the School process to determine whether a violation has occurred and to determine appropriate sanctions and remedies will generally be completed within sixty (60) days from the date of filing the complaint, with any appeals resolved reasonably soon thereafter. While every effort is made to adhere to these general time frames, these may vary depending on the complexity of the investigation, the ability to obtain necessary evidence, the severity and extent of the alleged prohibited conduct and other factors. In addition, the University may delay its investigation during the evidence-gathering phase of a law enforcement investigation of the same underlying incident.

Mediation and other informal mechanisms may not be used to resolve complaints of sexual violence, sexual assault, relationship violence or stalking.

- 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.

5. Hearings

An Honor Code Hearing is an academic process based on the basic tenets of scholarship—full and willing disclosure, accuracy of statement, and intellectual integrity in hypothesis, in argument, and in conclusion. An Honor Code Hearing is not a trial. Formal rules of evidence commonly associated with a civil or criminal

trial may be counterproductive in an academic investigation proceeding, and shall not be applied. NOTE: Certain special procedures apply in cases of sexual misconduct, relationship violence and stalking that are noted below.

- a. 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 Director of Student Services, or designee, all of whom are present during the entire hearing. Should exceptional circumstances arise, requiring the seating of additional Hearing Panels simultaneously, the make-up of the Hearing Panel may change but will always include students, faculty and a representative from Student Services.
- b. The Chair will prepare the Case for presentation to the Hearing Panel and invite all requested witnesses to attend the hearing. Where the Accused requests that witnesses be summoned on his or her behalf, the student must furnish the Chair with the names of the witnesses in sufficient time for the Chair to request the presence of such witnesses. It is within the Hearing Panel's discretion to limit the number of witnesses appearing at the hearing to a reasonable number.
- c. The Chair shall administer the proceedings and conduct of the hearing.
- d. At the commencement of the hearing, the Chair shall read the charge(s) in the presence of the Accused and the Hearing Panel, and ask the Accused for a plea of violation or no violation.
- e. The hearing shall not be governed by formal rules of evidence. Statements or documents that are considered inadmissible evidence in a judicial proceeding may be admitted as evidence.
- f. The Chair will maintain order during witness questioning and cross-examination. The Chair has the right to object to questions that are irrelevant or considered asked and answered.
- g. Hearing Panel deliberations will begin in closed session immediately after the conclusion of the hearing. The Hearing Panel will agree on a verdict and recommended sanction, if applicable.

- h. The Accused is presumed innocent until proven in violation by a preponderance of the evidence.
- i. Each Hearing Panel member has one vote. A majority vote of the Hearing Panel shall constitute a valid decision. The Chair only casts a vote in the case of a tie vote among the Hearing Panel members.
- j. A formal record of all official hearings shall be made.
- k. The Chair shall, as soon after the hearing as possible, prepare minutes of the hearing including:
 - i. Date, place and time of the hearing,
 - ii. The names of all persons present at the hearing,
 - iii. A short statement of the charge against the Student,
 - iv. Confirmation that the Student was notified of the allegations and given an opportunity to respond,
 - v. A summary of the findings of fact and conclusions made by the Hearing Panel,
 - vi. A statement of the decision of the Hearing Panel,
 - vii. The sanction recommended by the Hearing Panel, if applicable
- l. The Chair shall promptly inform the Vice Dean for Education of the Hearing Panel's verdict and recommended sanction.
- m. 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.

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.

The University will, upon written request, disclose to the alleged victim of any crime of violence or a non-forcible sex offense, the final results of any disciplinary proceeding conducted by the University. If the University determines that the respondent committed a crime of violence or non-forcible sex offense, it may disclose the final results of its disciplinary process

to anyone, so long as it does not disclose the name of any other student.

6. Procedural Rights

- a. The Accused is presumed innocent until found 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 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.
- e. All witnesses must be available for testimony throughout the course of the hearing.
- f. 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.
- g. Notwithstanding section f. 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.
- h. 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.
- i. 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.

For complaints of sexual assault, relationship violence, and stalking regardless of whether the complainant or respondent is a student, or faculty or staff member, and for complaints of sexual misconduct in which the complainant or respondent is a student, the complainant and the respondent are afforded equal procedural rights (including

the above rights) during the investigation and any hearing that may follow, including the following.

- The complainant and respondent have an equal opportunity to present relevant witnesses and evidence during the investigation and hearing.
- If a hearing is held, the complainant and the respondent will be afforded similar and timely access to any information used in connection with that hearing, consistent with the University's obligations under FERPA (Family Educational Rights and Privacy Act) and other laws protecting privileged and confidential information.
- The complainant and respondent are entitled to the equal opportunity to be accompanied to any related meeting or proceeding by an advisor of their choice. The advisor may counsel and provide support to the party during a meeting or proceeding, but may not participate or speak on the party's behalf. The advisor may make written submission on the party's behalf.
- Right to appeal noted below shall be available equally to the complainant and respondent.

Special Procedures

Notwithstanding the School procedures, for complaints of sexual assault, relationship violence, and stalking regardless of whether the complainant or respondent is a student, or faculty or staff member, and for complaints of sexual misconduct in which the complainant or respondent is a student, the following must be adhered to and supersede any general Carey procedures:

- Testimony. School shall make arrangements so that the complainant and the respondent do not have to be present in the same room at the same time.
- Questioning. If one party wishes to ask questions of the other party and of witnesses, questions must be submitted to the Hearing Panel in written format. The Hearing Panel may, in its sole discretion, revise or not ask any or all submitted questions.
- Information Regarding Romantic or Sexual History. No decision maker will consider the romantic or sexual history of either the

respondent or the complainant in cases involving allegations of sexual misconduct, except for testimony offered by the respondent or the complainant about the parties' shared sexual history. If such information is offered, the other party has the right to respond. Evidence of a prior consensual dating or sexual relationship between the parties by itself does not imply consent or preclude a finding of sexual misconduct.

- Students on Board. Students on the Hearing Panel will be replaced by University employees or faculty for cases involving sexual violence or relationship violence.

7. Appeals

- a. A decision or sanction of the Hearing Panel may be appealed only for the following reasons:
 - i. Any evidence of a material nature and/or witness unavailable at the time of the original hearing and now available which might have affected the Hearing Panel's decision at that time.
 - ii. Any procedural irregularity in the 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.

8. Possible Sanctions

If the violation involves a course, the course instructor is not to impose any sanction, including a grade adjustment, pending consideration of the Case by the Honor Council. The instructor may propose a resolution to the Council; however, imposing sanctions is the responsibility of the Honor Council. This reflects the intent of having sanctions be consistent over time and across the entire student body.

- a. The Hearing Panel's recommendation may include, but is not limited to, any one or more of the following disciplinary sanctions:
 - i. Warning – Notice to the Student, orally or in writing, that continuation or repetition of the conduct found 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 future violations 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.

- b. For students found in violation of a second offense, sanction options i, ii, or iii are not available.
- c. 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.

9. Record Keeping:

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

the University. 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.

10. Amendments to Student Disciplinary Rules:

- a. These Policies and Procedures represent the founding principles of the School's Honor Council. In such cases where events within the Council's jurisdiction are not represented under the auspices of this document, the Council can enact appropriate changes with a three-fourths Council membership vote. Any and all changes are subject to the approval of the 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 4/22/2015

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 a housing search, please visit carey.jhu.edu/students/student-resources/housing-resources. Please contact Off Campus Partners at info@offcampuspartners.com or call 877-895-1234 with any questions.

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 with the search for 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 carey.jhu.edu/students/student-resources/housing-resources.

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

Immunization Law

According to Washington, D.C. Immunization Law 3-20, students under the age of 26 who attend classes in Washington, D.C. must have 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 or program within JHU are also required to submit the form to the Office of the Registrar at the Carey Business School, as these forms are not transferable across schools or programs.

An immunization hold will be placed on a student's account preventing registration if the completed immunization form is not submitted to the Registrar's Office by the end of the registration period for the student's

second semester at the Carey Business School. The immunization form can be found in the Carey Business School student portal or at carey.jhu.edu/uploads/files/Immunization_Form_Aug2014.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 410-800-4096.

In order to safeguard the health and well-being of the entire Carey community, we encourage all students to obtain vaccinations for Chicken Pox, Measles, Meningitis, Mumps, Rubella (MMR), and Tetanus/Diphtheria.

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 the Office of Education 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. Please call the University Weather Emergency Line at 410-516-7781 or 1-800-548-9004 or visit jhu.edu/alert.

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 a student's 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 web.jhu.edu/registrar/FERPA.

International Services

The Office of International Services (OIS), serves international students (specifically those in F-1 status, but also those in other non-immigrant status) at Carey on issues related to

immigration regulations and related matters. 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.

The Office of International Services 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 ois.jhu.edu or to the OIS area of the Carey website at carey.jhu.edu/students/international-services.

Johns Hopkins Carey Business School
Office of International Services
100 International Drive
Baltimore, MD 21202
667-208-7001
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 [facebook.com/CareyInternational](https://www.facebook.com/CareyInternational). This page was created to answer students' questions before and after they arrive in the U.S.

International Student Services for newly admitted students

After receiving the acceptance letter from the Carey Business School and payment of the enrollment fee, international students who need to obtain an F-1 student visa will be sent an email from the Office of International Services (OIS) with information on the steps required to receive a form I-20 Certificate of Eligibility. This email will be sent to the address listed in the student's application in Apply Yourself. If the information is not received, please contact OIS at carey.intl@jhu.edu. The I-20 will not be sent with the acceptance letter.

Before an I-20 is issued, the international student is required to submit financial

documentation to the OIS via iHopkins, per the instructions sent by email. I-20s will not be issued until the student has accepted the offer of admission, the enrollment fee has been paid, and all required documents have been uploaded to iHopkins.

An overview of the process and the documentation required can be found online at ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/For_Students. Specific figures on the estimated expenses and the amount of funding required in order to be issued an I-20 for the Carey Business School can be found at ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/For_Students/Estimated_Expenses_for_Carey_2015-16.pdf.

After arriving in Baltimore or Washington D.C., be sure to check in with the OIS. Part of the process, submitting documents for review, can be completed online. Information on that can be found at ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/For_Students.

There will be orientations for new Carey students in August. These dates can be found at carey.jhu.edu/students/first-steps-for-new-students.

Please note that the OIS is here to serve all international students, regardless of what campus they are affiliated with. Students are welcome to visit, email, or call any of the five OIS offices for assistance. OIS office information can be found at ois.jhu.edu.

For more information on the requirements to maintain F-1 visa status, please refer to the OIS website page on "Maintaining F-1 Status" ois.jhu.edu/Immigration_and_Visas/F1_Student/Maintaining_F1_Status/index.html

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

Regular updates regarding visa-related matters and other items of interest to international students (and other official information) will be emailed periodically to the student's official Johns Hopkins email address.

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 667-208-7001.

ISIS (Integrated Student Information System)

The Integrated Student Information System (ISIS) is Johns Hopkins' university-wide, web-based student information system. Applicants to the Carey Business School can apply online and receive regular application

status communications. Current students can use any web-browser to get 24/7 access to information about financial aid, class schedule, grades, and billing. Access the ISIS system at isis.jhu.edu/sswf.

J-Card

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

Carey Business School. For more information, please contact Campus Operations at carey.Jcard@jhu.edu.

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. Please see ‘Involuntary Leave of Absence and Condition of Enrollment (COE) Policy’ in the University and Carey Business School Policy section of this handbook.

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 library.jhu.edu/#, select Business under the Guides by Topic menu or go to 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 students with the librarians, business resources and library services. View the presentations at guides.library.jhu.edu or choose the Library Orientation tab of the Business Research Guide. Recommended for new business students.
- **Databases** – Access designated links to over 70 valuable databases in business and finance under the Databases sections of the library’s homepage 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 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. Students can access secured resources via the library’s links with their JHED ID and password.
- **Citing Sources & RefWorks** – Create a database to manage and annotate references, create bibliographies in the desired citation style, and properly footnote a paper. View the RefWorks guide on the library’s homepage.
- **JCard & Books** – Students use their JCard to enter JHU libraries, and check out and renew books from the library website through the “My Library Account” link. Visit catalyst.library.jhu.edu/advanced to search for library books. Students can retrieve a book in person, request delivery to a JHU library weekdays.
- **Reserves** – Retrieve electronic readings 24/7 via a designated link in Blackboard, unless instructed otherwise. See campus librarians for print reserves.
- **Document Delivery** – Need books or journal articles that are unavailable through JHU resources? Get articles delivered electronically, or books sent to another JHU library using the Interlibrary Loan link.
- **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	askdc.library.jhu.edu
Montgomery Campus	301-294-7030	askdc.library.jhu.edu
Washington, D.C. (1717 Mass Ave.)	202-452-0714	askdc.library.jhu.edu

Lockers

A limited number of lockers are available for use at the Baltimore Harbor East and Washington DC locations. Lockers are available on a first come first served basis, therefore there is a preference given to those who share lockers. Please visit the front desk to complete an application for use of a locker for the academic year. Lockers can also be shared with another

student. Students will be notified via email once their application has been processed. Students must use the combination lock supplied by the Carey Business School; any unidentified locks will be removed. Please note that lockers are subject to be searched by Carey Business School administration at any time.

Parking

Harbor East

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 the purchased chaser ticket. When leaving the garage, submit the 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 – 7:45pm 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 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 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- Friday 7:00am – 7:00pm; after 7:00pm students 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 \$270/month or \$279.80/month for 24-hour access. To receive monthly parking, order online at ecolonial.com or call 202-295-8100 (pay by credit card only). Please note that students who park in front of another vehicle should retrieve their keys by 7:00pm.

- Colonial Parking garage located at 1730 Rhode Island Ave. The hours are Monday – Thursday 7:00am – 11:00pm, and Friday 7:00am – 3:00am. Students must exit the garage before it closes. The cost is \$19 for all day access and \$10 for access after 4:00pm. There is also an all-day early bird special for those arriving before 9:00am for \$14.
- Saturday parking is available at the Penn parking garage located at 1717 Rhode Island Ave (under St. Matthews Cathedral). 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.

Prices listed above are in effect at time of publication and are subject to change. For additional information, please visit carey.jhu.edu/about/campuses.

Registration

Students are encouraged to register as early as possible during each registration period because a section 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.

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 isis.jhu.edu/sswf to students who are fully admitted and current in their program of study. During registration periods, ISIS is available 24 hours a day, 7 days a week.
- By Mail: Registration and add/drop forms can be obtained from the student portal my.jh.edu/portal/web/jhupub 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 my.jh.edu/portal/web/jhupub in the Registration & Graduation section. The fax number is 410-800-4096.
- By Email: Registration and add/drop forms can be obtained from the student portal my.jh.edu/portal/web/jhupub, in the Registration & Graduation section. The email address is carey.registration@jhu.edu.
- In Person: Registration and add/drop forms can be obtained and completed at the Student Service counter at the Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202.

Note: Financial Aid recipients and students using VA benefits 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 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. Waitlisting for a course is not an official registration; therefore no payment is required until a seat in the class is confirmed. Students may not attend classes for sections in which they are waitlisted.

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 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. Students using VA benefits should contact the VA Certifying Official in the Registrar's Office when adding or dropping a course.

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 course Withdrawal Schedule.

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. Students using VA benefits should contact the VA Certifying Official in the Registrar's Office when withdrawing from a course.

2015 – 2016 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 session	prior to the 2nd class session	prior to the 3rd class session	prior to the 4th class session
Withdrawn ("W") on transcript if course is dropped	from the 2nd to the 3rd class session	from the 2nd to the 3rd class session	from the 3rd to the 6th class session	from the 4th to the 8th classing session
Student may not withdraw from a course	once the 4th session begins	once the 4th session begins	once the 7th session begins	once the 9th session 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 end of the semester, a grade of 'F' replaces the 'I' on the student's transcript.

Course Load – Students may not enroll in more than 18 credits total per semester:

For Graduate level students (fall and spring semesters)

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 either a course offered at Carey, or coursework transferred from another college or university.

Students must request guidelines and proposal forms from their academic adviser and may not register for the independent study until their proposals are approved in writing by their academic adviser, faculty sponsor, and academic program director. Students may not 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 in full-time programs that are not in session who want to enroll in Carey Business School summer courses have to be admitted as a Carey non-degree seeking student. Those students should follow the registration procedures outlined in the Registration section. For more information, contact the Office of the Registrar at carey.registration@jhu.edu. Students in full-time academic programs of the Carey Business School who would like to take classes at other Johns Hopkins divisions during the summer should contact the Registrar's Office of the other division to confirm registration requirements. Students will be responsible for the tuition and fees for summer interdivisional courses.

Note: Financial Aid recipients and students using VA benefits 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.

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.

Student Accounts

For general inquiries about student accounts, specifically receipt of payments, refunds, online tuition payments, financial holds, 1098T forms, 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 (available to university employees and only covers tuition)
- 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 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 Online

The fastest way to have a payment credited is to pay via ISIS Self Service. Students should go to isis.jhu.edu/sswf to view their student account and make payment online. Students in part-time programs can make payments in Self Service by using a credit card (Visa/MasterCard/Discover/American Express) or electronic check. Full time students can only use the electronic check option when paying tuition online.

Paper or electronic ACH checks that are returned by the bank will incur a \$35 returned check fee. The student's account will be placed on financial hold, and the student may be removed from any courses for which they are currently registered. Grades, transcripts and diplomas may be withheld, and student 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 With a Check by Mail

Checks for tuition and fees should be made payable to Johns Hopkins University and should reference the student's JHED ID. Payments can be mailed to the following address:

Johns Hopkins Carey Business School
Office of Student Accounts
6740 Alexander Bell Drive, Suite 110
Columbia, MD 21046

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

Paper or electronic ACH checks that are returned by the bank will incur a \$35 returned check fee. The student's account will be placed on financial hold, and the student may be removed from any courses. Grades, transcripts and diplomas may be withheld, and student 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
Office of Student Accounts
6740 Alexander Bell Drive, Suite 110
Columbia, MD 21046

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

If a credit card payment is declined, a financial hold will be placed on the student's account. The student's account will be placed on financial hold, and the student may be removed from courses. Grades, transcripts and diplomas may be withheld, and student 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.

Monthly Payment Plan

Students have the option of deferring 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 afford.com/jhucarey.

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. To enroll in the payment plan, students should have their Hopkins ID and the full amount of tuition and fees to be budgeted on hand for the call. (January courses should be included in the spring 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 and should have their Hopkins ID and the full amount of tuition, fees and all out of pocket expenses to be budgeted for the entire academic year on hand for the call.
- 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 the agreement.

In addition, if a student is no longer eligible to participate in the monthly payment plan, a \$50 termination fee will be charged to the student account by the Carey Business School and the student will not be allowed to receive any future services until the account is paid in full.

Employer/Sponsor Contract

If an employer or sponsor will pay for all or part of the tuition, please note the following:

- The student must submit a purchase order or contract from the employer or sponsor authorizing the school to bill them directly for tuition and any fees.
- If the contract does not cover the entire cost of tuition and fees, the student is required to pay the remaining balance at the time of registration.
- Students 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 the employer or sponsor.

- A faxed copy of the contract from the employer or sponsor is acceptable. Fax to 410-516-9721.

Johns Hopkins Tuition Remission

JHU employees participating in the tuition remission benefit plan should 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 Student Accounts.
- The application(s) can be mailed, faxed, or emailed, 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, the student is required to pay the remaining balance at the time of registration. Students can select the monthly payment plan to pay for tuition not covered by the tuition remission benefit, or choose to be electronically billed. For more information, or to apply for tuition remission, go to benefits.jhu.edu/tuition/remission.cfm. Additional information is available from Student Accounts at 410-516-9722 or carey.studentaccounts@jhu.edu.

Electronic Billing

Students 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 the student's Johns Hopkins University email account. Billing statements are generated 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.

For our current billing periods and due dates, see Schedule A in the Appendix at the end of this catalog, or online at carey.jhu.edu/students/financial-aid-billing. For students wishing to view or pay their student account or monthly bill online visit isis.jhu.edu/sswf.

Wire Transfer Information

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

Students may choose to wire payment information directly to Johns Hopkins University or use our new service with Western Union. Information for both options is provided below:

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 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 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

Western Union for International Payments

Johns Hopkins University has contracted with Western Union Business Solutions to assist with processing wire payments from international students. This payment option allows students to pay their student account balance to the university in the currency of their choice

and provides a simple and secure method for initiating payments electronically. We encourage all international students to choose this cost-effective and efficient method of payment to the Johns Hopkins University. Log on to ISIS Self-Service account or visit [geoforeducation.com/PRR/Info/SelfEnrol](http://geoforeducation.com/PRR/Info/SelfEnrol.aspx?paramset=JHU-94b7-42b0-a524-49dd9f78842f).

[aspx?paramset=JHU-94b7-42b0-a524-49dd9f78842f](http://geoforeducation.com/PRR/Info/SelfEnrol.aspx?paramset=JHU-94b7-42b0-a524-49dd9f78842f) to begin the wire transfer process. Go to the billing tab and select the Summary or Statements option. The “Pay by International Wire Transfer” link is one of the payment options.

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) 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 students can get the assistance they need when they need it. In most cases, JHSAP will schedule an appointment for the student to come in and speak with a JHSAP counselor. Our goal is to get to know the student, understand what’s going on, and to talk about how the

student can 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 the student is using program, unless the student either chooses to verbally discuss participation in the program, or signs 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 the student may access services. Each time a student contacts the program, a counselor will listen to and assess concerns and will work with the student to develop a plan to address the concerns. If longer-term assistance is appropriate, the student may be referred outside of the program for additional support; this can be through the student’s health plan or community resources. In these circumstances, there may be fees associated with the other services and resources to which the student is 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—students are also encouraged to create new clubs. Visit B-Involved, our online platform for student activities and leadership at jhucarey.collegiatelink.net.

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 them to “Always Be Closing”.

Black, Hispanic, and Indian Association (BHIA)

The B.H.I. Association is committed to enhancing the experience of underrepresented minorities, including Black, Hispanic, and Indian students at Carey. The society supports the recruitment of diverse candidates and is open to all Carey students.

Business in Government (BIG)

A non-partisan club that explores innovation in organizational research to help optimize the organizational performance of national governments and organizations that influence national governments around the world.

Carey Basketball Club

The CBC is for Carey Business School students that have an interest in basketball. It provides an outlet for Carey Business School students to network through playing and watching basketball.

Carey Competes (Business Competition Club)

Using business competitions as a canvas, students will develop and strengthen skill sets

valuable to the classroom and the workplace while fostering opportunities to collaborate and build relationships within the Johns Hopkins community and the outside world.

Carey Consulting Club

The 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 Cuisine Club

CCC is a club for people who enjoy food and/or cooking. Through CCC, students will have an opportunity to prepare food, dine, and learn more about the food industry with friends.

Carey Humanities and Literature

CHL uses literature and related materials as a platform to study the role/value of the humanities in business contexts. Long-term goal is to develop a Humanities in Business Journal with internal/member as well as external contributors.

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.

Carey Leadership Adventures Club

CLAC is committed to providing student-powered adventure experiences that promote personal growth, transformative learning, social responsibility, and environmental stewardship for the Carey community.

Carey Marketing Association

The mission of CMA is to best serve the students, alumni and faculties regarding to the Master of Science in marketing program at the Johns Hopkins University Carey Business School.

Carey Marketing Club

The Carey Marketing Club provides a platform for all Carey Students to learn and excel in the field of Marketing.

Carey Music Club

The CMC's purpose is two-fold: to share and promote information on playing and making music through band practice sessions; and strengthening Carey identity and pride inside students' mind through holding concerts at the end of Fall and Spring semesters.

Carey Photography Club

A forum for students and alumni to develop their professional or interest in photography, as well as to promote aesthetic taste within Carey Business School, encourage innovative views.

Carey Pride

The club is an alliance organization for LGBTQ students/staff and straight allies promoting a stronger community for LGBTQ individuals in the school, social events, and professional development targeted towards LGBTQ students.

Carey Professional Certification Association

Students who are pursuing their professional certifications learning both how to succeed and about possible future professional careers.

Carey Real Estate Club

The Johns Hopkins Carey Real Estate Club's mission is to connect current students at Carey

to the outside world of real estate through interaction with alumni, site visits, speakers, and networking events.

Carey Trading Club

The mission of the Carey Trading Club is to help students develop and strengthen skill sets that are valuable to the classroom and the workplace while fostering opportunities to collaborate.

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, develop professionally, and discuss issues facing women in business today through an open forum in which students, faculty, and staff (regardless of gender) can participate.

Chinese Students and Scholars Association (DC)

CSSA is the association especially service Chinese Students and also hope to promote and introduce China's culture to others.

Corporate Finance Club

The purpose of Corporate Finance Club is to provide an educational and networking platform for students and alumni, who are interested in corporate finance.

Design for America

Design for America 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

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.

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, 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.

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.

Investment Banking Club

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

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

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

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.

Private Equity, Angel Syndicates, and Venture Capitalism Club

PAV Club is set to build professional connections between Carey Business School

and private equity, angel investing, and venture capital industries, in the form of educational sessions, speaker presentations, and formal significant events.

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 purpose of the Student Government Association is to represent the interests of the students of the Carey Business School. Goals include promoting student involvement, acting as a liaison between the student body and the Carey administration, and to stimulate positive change to meet the needs of our constituents. The Johns Hopkins Carey SGA Business School Student Government 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 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 of the Student Success Center:

- 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.

SSC assistance focuses on preparing students to use writing and presenting as a significant part of their continued learning, personal and professional success. Quantitative tutoring aims to assist students with clarifying conceptual and logical steps in solving problems and/or clarify business concepts.

The Student Success Center does not provide extensive review of textbook or lecture material and is not a substitute for classroom instruction. Student Success Center tutors do not do homework; tutors are not a correcting service; writing and presentation skills tutors are

not subject matter experts; students are solely responsible for their grade for each assignment. All students who use the Center's services are expected to come to their sessions prepared by bringing all relevant information including the work they have already completed. All of our quantitative tutors are students who have either successfully completed or are in the process of completing relevant coursework.

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 carey.jhu.edu/students/student-resources/academic-support/student-success-center.

The Johns Hopkins Carey Business School also offers students free access to Lynda.com, an online library of instructional videos covering numerous creative and business topics. Lynda.com users can find instruction on the use of the latest software, such as Microsoft Office, Adobe Creative Suite, and SPSS. The service also covers tips on project management, social media etiquette, business writing and other topics. Please visit carey.jhu.edu/about/lynda for more information.

Summer Intensive

The Summer Intensive focuses on helping participants successfully transition into the American classroom and culture. Individual and group work focused around business concepts helps students prepare for the academic, professional, and social demands of being a student at Johns Hopkins Carey Business School. Participants will build social and cultural knowledge to effectively navigate life in the U.S.

and at Carey; gain knowledge and improve skills, competence, and confidence in spoken and written business communication; understand the American classroom and how to succeed in it; acquire valuable career advice; practice personal and academic skills; and, build self and community awareness. Information is available at carey.jhu.edu/summerintensive.

Textbook Information

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

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

Transcripts and Verifications

A transcript is an official document containing a record of all the coursework taken by a student by term 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. Students must request transcripts from previously attended colleges and universities directly.
- A Johns Hopkins University transcript will not be released without signed authorization from the student. Also, transcripts and grades are not issued to a student if there is 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 iwantmytranscript.com/jhucbs. The 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. A traditional paper transcript may also be requested using this method.

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

- **On-line:** Visit the National Student Clearinghouse at secure.studentclearinghouse.org
- **In person:** Office of the Registrar, 100 International Drive, Baltimore, MD 21202, weekdays between 8:30 am – 4:00 pm
- **By Mail:** Send a written request or transcript request form with photo identification to:
Office of the Registrar
Johns Hopkins Carey Business School
100 International Drive
Baltimore, MD 21202

- **By Fax:** Fax a signed transcript request form with photo identification to 410-800-4096
- **By Email:** Email a signed transcript request form with photo identification to carey.transcript@jhu.edu.

Students may request up to five transcripts in one order. The transcript request form can be found at carey.jhu.edu/uploads/files/TRANSCRIPT_REQUEST_FORM_2014.pdf.

Processing Time

Please allow 3 – 5 business days for processing. Transcripts of coursework completed prior to 2000 may require additional processing time. All requests for transcripts must include the following information:

- Name under which the student was registered
- Student's/Graduate's date of birth
- Dates of attendance and/or graduation year
- Number of transcripts requested
- Mailing or email address (or addresses) or contact telephone number or email address
- Signature
- Photocopy of picture identification with signature

Cost

Up to five transcripts per request are provided at no charge unless same-day service is required. No more than 10 free 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

Students who require immediate service, and cannot come in-person, must provide a prepaid air-bill for overnight service. For more information contact the Office of the Registrar at 410-234-9250 or carey.transcript@jhu.edu.

Verification of Enrollment or Degree Requests

An Enrollment Verification serves as documentation that a student is currently enrolled, and/or has been 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. Please allow 3 – 5 business days for processing.

- In person: Office of the Registrar, 100 International Drive, Baltimore, MD 21202 weekdays 8:30 am – 4:00 pm
- By Mail: Send a signed Request for Verification Services form with photo identification to:
Office of the Registrar
Johns Hopkins Carey Business School
100 International Drive
Baltimore, MD 21202
- 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 signed Request for Verification Services form with photo identification to 410-800-4096
- By Email: Email a signed Request for Verification Services form with photo identification to carey.transcript@jhu.edu.
- Online: Current students may access their ISIS self-service account, isis.jhu.edu/sswf, and request a verification of enrollment.*

**Students enrolled as non-degree may not request verifications through the online process.*

Processing Time

Please allow 3 – 5 business days for processing. Verification of degrees earned or coursework completed prior to 2000 may require additional processing time. All requests for enrollment or degree verification must include the following information:

- Name under which the student was registered
- Student's/Graduate's date of birth
- Dates of attendance and/or graduation year
- Number of verifications requested
- Mailing or email address (or addresses) or contact telephone number or email address
- Signature
- Photocopy of picture identification with signature

Cost

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

Same-day service is available at a cost of \$10 per verification. 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

Students who require immediate service is required, and cannot come in-person, must provide a prepaid air-bill for overnight service. For more information or assistance, contact the Office of the Registrar at 410-234-9250 or carey.transcript@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 about 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 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 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 stops in the downtown area. Local buses serve the city and surrounding counties, while commuter buses are express lines that run from Laurel, Columbia, Bel Air, and Havre de Grace to downtown Baltimore. The MARC is a commuter rail system with three lines that service West Virginia, Frederick, Washington D.C., Baltimore, and Perryville, Maryland with stops in between. For more information, a trip planner, schedules, maps, and fares, visit mta.maryland.gov or call 410-539-5000.

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 ts.jhu.edu. The shuttle runs without stops between the Carey Business School and Mason Hall at the Homewood Campus.

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 baltimorecollegetown.org/shuttle. More information about getting around downtown Baltimore can be found at 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 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).

Tuition and Fees

	Tuition	Application Fee	Matriculation Fee
Global MBA	\$56,100*	\$100	\$500
Executive MBA	\$118,900**	\$100	No
Flexible MBA Programs	\$1,240 per credit	\$100	\$250
MBA/MA in Design Leadership	\$96,000***	\$100	\$500
Full-time MS Programs	\$61,600****	\$100	\$500
2nd Degree MBA to MS	\$25,000	\$100	No
2nd Degree MS to MBA	\$50,000	N/A	No
2nd Degree MS to MS	\$32,000	N/A	No
Part-time MS Programs	\$1,240 per credit	N/A	\$250
Certificate Programs	\$1,240 per credit	\$100	\$250
Business of Health Care Graduate Certificate (online)	\$1,070	\$100	\$250
Full-time Undergraduate	\$44,750*	\$100	\$500
Summer Intensive	\$2,900	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

Tuition Refund Policy for Dropped or Cancelled Courses

Please refer to the Financial Aid portion of this handbook for information about how financial aid refunds are affected by dropping or cancelling courses. Students who become eligible to receive a refund as a result of a dropped or cancelled course will be refunded according to the original method payment. Students who paid tuition by Wire Transfer or Western Union will be refunded in the form of a check, unless otherwise requested. JHU employees who used Tuition Remission benefits, and then drop a course will have the remission benefit reversed at 100%. Tuition Remission does not cover tuition costs for any course which is not completed.

(Please see benefits.jhu.edu/tuition/reimbursement.cfm for more information.)

All fees are non-refundable unless a course is cancelled and it is the only course for which the student is registered.

University and Carey Business School Policies

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*, veteran status, or other legally protected characteristic is prohibited. The University will not tolerate harassment, sexual harassment or retaliation in the workplace or educational environment whether committed by faculty, staff, or students, or by visitors to Hopkins while they are on campus. Each member of the community is responsible for fostering civility, for being familiar with this policy, and for refraining from conduct that violates this policy.
2. For purposes of this policy, harassment is defined as:
 - a. any type of behavior which is based on 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, 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, emails, 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.
5. 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 emails of a sexual or offensive nature; inappropriate jokes, comments or innuendos of a sexual nature; obscene or harassing telephone calls, emails, letters, notes or other forms of communication; and any conduct of a sexual nature that may create a hostile working or educational environment.
6. 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

The current procedures can be accessed at: sexualassault.jhu.edu

Inquiries regarding procedures on discrimination complaints may be brought to Caroline Laguerre-Brown, Vice Provost for

Institutional Equity for the university; or Allison J. Boyle, Title IX Coordinator and the Director for Equity Compliance & Education, Wyman Park Building, Suite 515, Telephone: 410-516-8075, TTY: Dial 711.

Nondiscrimination Policy

Johns Hopkins University is committed to recruiting, supporting, and fostering a diverse community of outstanding faculty, staff, and students. As such, Johns Hopkins 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 in any student program or activity administered by the university or with regard to admission or employment. Defense Department discrimination in ROTC programs on the basis of sexual orientation conflicts with this university policy. The university continues its ROTC program, but encourages a change in the Defense Department Policy.

Questions regarding access to programs following Title VI, Title IX, and Section 504 should be referred to the Office of Institutional Equity, Garland Hall, Suite 130, Homewood campus, 410-516-8075/410-516-6225 (TTY).

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, 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 The 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 Office of Communications and Public Affairs.

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. The 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.

Policy on Alcohol and Drug Abuse and 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.

Policy Addressing Campus Violence

Policy

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

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

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

Enforcement

Information regarding incidents of violent conduct and threats of violence will be

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

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

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

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

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

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

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.

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, or **Allison J. Boyle**, Title IX Coordinator and Director for Equity Compliance & Education, Wyman Park Building, Suite 515, Homewood Campus, 410.516.8075, TTY: Dial 711.

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 pages.jh.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:

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 at web.jhu.edu/administration/jhuoie/equity_compliance/sexual_violence_policy.html#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 at web.jhu.edu/administration/jhuoie/equity_compliance/sexual_violence_policy.html#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. To schedule a BIT program for a student group, please contact Alyse Campbell at 410.516.5133 or acampb39@jhu.edu.

[1] The term "sexual violence" as used in this Policy includes "sex offenses," which includes "forcible sex offenses" and "non-forcible sex offenses." A "forcible sex offense" is any "sexual act directed against another person, forcibly and/or against that person's will; or not forcibly or against the person's will where the victim

is incapable of giving consent” and includes forcible rape, forcible sodomy, sexual assault with an object, and forcible fondling. A “non-forcible sex offense” means “unlawful, nonforcible sexual intercourse” and includes incest and statutory rape. 34 CFR Part 668, Subpart D, Appendix A.

Student Social Security Number Protection and Use

Background

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 email 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, email, spreadsheets, and tables or lists in word processing documents.

1. Student SSN Transmission by Email, Instant Messaging, Etc. SSN Data may not be transmitted (e.g., email, 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 emails 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

References:

University Policy on Family Educational Rights and Privacy
Johns Hopkins Information Technology Policies
Social Security Number Privacy Act, Sec. 14-3401 of the Maryland Commercial Law Code

Software Use Guidelines

Whether you buy software from an outside vendor or from Information Technology at Johns Hopkins (IT@JH), you acquire a license to use it. You do not own it. You acquire the

license either from the company that owns the copyrights, or from IT@JH, which has made arrangements with the company to distribute a set number of copies.

IT@JH makes software available to JHU departments through various bulk purchases and site license agreements. In most cases, departments that purchase software from IT@JH via bulk purchases and/or site license agreements are able to place a copy of that software on one machine that is owned by the university. However, software agreements vary, and patrons should adhere to the terms and conditions specified by each individual license.

Restrictions on the use of software are far from uniform. You should carefully examine each piece of software and the accompanying

documentation. Unless it is explicitly permitted, you do not have the right to make copies of software for others, or receive and use copies of software from others. The university reserves the right to refuse to defend any faculty, student, or staff member who engages in any alleged infringement activity. In other words, you are responsible for ensuring the appropriate use of any software in your possession. As a consequence of this policy, IT@JH employees are forbidden to install software for which ownership cannot be clearly demonstrated.

If you have any questions about the distribution of a software product, contact IT@JH, the software developer or publisher, or the Office of the General Counsel at 410-516-8128.

IN ADDITION TO THE JOHNS HOPKINS UNIVERSITY POLICIES LISTED PREVIOUSLY, ALL STUDENTS ARE REQUIRED TO ABIDE BY THE FOLLOWING CAREY BUSINESS SCHOOL POLICES.

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 designee.

1. 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.

2. Guidelines for Use

a. Involuntary Leave of Absence

In situations when a leave of absence is indicated, the Assistant Dean or designee will encourage the student to initiate a voluntary leave of absence. If the student declines to do so, the Assistant Dean or designee 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 or designee 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.

3. Procedure

When the Assistant Dean or designee becomes aware, by whatever means, of the potential need for action, the following procedures will be initiated:

- a. The Assistant Dean or designee 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 or designee may mandate a mental health or physical evaluation of the student. The Assistant Dean or designee 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 or designee 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 or designee will discuss the implications of an involuntary leave of absence. If the student continues to decline, the Assistant Dean or designee 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 or designee 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 or designee 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.

4. 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 or designee may impose conditions under which the student will be allowed to remain at the University (as described in Section III B). The Assistant Dean or designee will provide written notice to the student when such conditions are instituted.

5. 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.

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.

Statement of Diversity and Inclusion

Johns Hopkins University is a community committed to the values of diversity and inclusion. At the Carey Business School, we firmly believe that excellence is best promoted by creating a community that demonstrates respect for each other, embraces individual differences,

and provides opportunities for each individual to maximize his or her potential. We actively seek to ensure that many different opinions and beliefs, communicated in a respectful manner, are part of and enrich our professional, educational, and personal experience. Every member of our community will be responsible for creating a welcoming environment for all.

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 benefits.va.gov/benefits.

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 tuition costs and benefit eligibility.

Initial Enrollment

1. The veteran applies for his or her VA education benefits through ebenefits.va.gov/ebenefits/homepage.
2. The veteran must apply and be admitted to one of the programs of the Johns Hopkins Carey Business School carey.jhu.edu/admissions.
3. Once the VA education benefits application is processed, a copy of the Certificate of Eligibility (COE) must be provided to the certifying official at Johns Hopkins Carey Business School at the following address:

Johns Hopkins Carey Business School
Office of the Registrar:
VA School Certifying Official
100 International Drive
Baltimore, MD 21202

It may also be emailed to carey.veteran@jhu.edu or faxed to 410-800-4096.

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 the VA at 1-888-442-4551.

Note: Regular, semester-long courses; i.e., courses meeting regularly for the entire length of the semester, will be certified as one certification with the Department of Veterans Affairs. Any course that meets for a compressed period, for example, fall 1 term vs. the entire fall semester, is required by the Department of Veterans Affairs to be certified separately and generally has 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 certifications.

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)/ gibill.aimfederal.com/resources/verify-attendance

- Montgomery G.I. Bill benefits.va.gov/gibill/montgomery_bill.asp
- Enrollment Verification Line 877-823-2378
- Direct Deposit Helpline 877-838-2778
- 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 academic year 2014-2015, Carey supported 20 scholarships in the amount of up to \$1,000 each. The VA matches the award with an additional up to \$1,000. For more information on the Yellow Ribbon program, please go to benefits.va.gov/gibill/docs/factsheets/Yellow_Ribbon_FAQ_March_13.pdf.

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.

When a waiver is not granted based on the information provided, the student may take a waiver examination. The waiver exam must be taken prior to the student's first semester and 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.
- 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. Students should 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)

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 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
Executive 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	
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 or Investments and MS in Applied Economics*	46

Undergraduate Programs

Bachelor of Business Administration	120
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* 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.912.610 Competitive Strategy
- BU.910.610 Financial Resources
- BU.910.611 Financial Resources, Part II
- BU.913.610 Managerial Decision Behavior
- BU.912.611 Operations Management
- BU.911.610 People and Markets
- BU.914.610 Quantitative Methods: Statistics (begins during orientation)
- BU.930.630 Solving Organizational Problems: Collaboration, Evidence, and Experimentation (0 credit)

Thought and Discourse Seminars

- BU.930.610 Strategic Communication (1 credit)

International Project

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

Second semester (17 credits)

- BU.230.620 Financial Modeling and Valuation
- BU.920.610 Management of Technology
- 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.932.610 Ethical Leadership

Discovery to Market Project

- BU.950.610 Discovery to Market (4 credits)

Year Two

First semester (12 credits)

- BU.921.610 Networked Organizations
- BU.911.611 People and Markets, Part II

Thought and Discourse Seminars

- BU.933.610 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:

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 and specialization 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.610.720 Business and the Political Economy
- BU.231.720 Corporate Governance
- BU.610.705 Crisis Management
- BU.330.730 Cybersecurity
- BU.230.750 Financial Crises and Contagion
- BU.610.750 Global Supply Chain Management
- BU.610.630 Insurance and Risk Management
- BU.300.620 Managing Complex Projects
- BU.610.730 Supply and Service Contracting

Entrepreneurship concentration

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

- BU.233.730 Entrepreneurial Finance (required for Concentration or Specialization)
- BU.460.730 New Product Development (required for Concentration or Specialization)
- BU.152.710 Entrepreneurial Ventures (required for Concentration or Specialization)
- BU.152.745 City Lab Practicum: Urban Neighborhood Project
- BU.152.740 City Lab Toolkit: Intro to Urban Social Enterprise (taken in sequence with BU.152.745)
- BU.450.720 Creative Business Thinking
- BU.450.730 Design Thinking
- BU.141.710 Effective Teams
- BU.151.770 Facilitating Strategic Change
- BU.151.620 Global Strategy
- BU.300.620 Managing Complex Projects
- BU.121.610 Negotiation
- BU.152.730 Social Entrepreneurship: The Business of Development (4 credits)

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

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

Health Care Management concentration

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

- BU.550.620 Innovations in 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.555.710 Applied and Behavioral Economics in Health Care
- BU.510.650 Data Analytics
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
- BU.555.620 Evaluating Health Care Innovations
- BU.816.610 Improving Processes in Health Care
- BU.555.610 Leading Health Care Organizations
- BU.557.720 Managing Health Care Services
- 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.410.601 Marketing Research (required for Concentration or Specialization)
- BU.450.710 Marketing Strategy (required for Concentration or Specialization)
- 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.510.650 Data Analytics
- BU.460.700 Digital Marketing and Social Media
- BU.460.730 New Product Development
- BU.430.740 Sales Force and Channels of Distribution
- BU.450.750 Strategic Market Intelligence

Real Estate and Infrastructure concentration

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

- BU.241.610 Real Estate Investment and Development (required for Concentration or Specialization)
- BU.234.610 Real Estate and Infrastructure Finance (required for Concentration or Specialization)
- BU.241.750 Advanced Valuation and Investment Analysis
- BU.241.620 Design and Construction Feasibility
- BU.230.640 Development Modeling and Risk Analysis
- BU.241.725 Global Perspectives in Real Estate
- BU.241.735 Infrastructure Development for Sustainable Cities
- BU.241.740 Project Finance and Public-Private Infrastructure Delivery
- BU.242.720 Real Estate Capital Market Analysis
- BU.152.725 Real Estate Entrepreneurship
- BU.242.710 Real Estate Funds and Portfolio Management
- BU.242.715 Real Estate Infrastructure and Valuation
- BU.242.701 Real Estate Investment Trusts: Analysis and Structuring
- BU.132.615 Real Estate Legal Environment
- BU.242.601 Real Estate Market Feasibility Study

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 principles of 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 giving students a sophisticated grasp of contemporary regional and globally relevant business practices. 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
- 20-month program starting fall semester
- One 3-day Orientation Weekend in Baltimore (Friday August 14 – Sunday August 16, 2015)
- The program consists of (9) week-long residencies, one every 2-3 months including:
- (8) week-long residencies in Baltimore
- week-long international residency

Each course will include additional distance learning components before and after each onsite residency. Prior to each residency, students receive textbooks and access to each course Blackboard site (managed individually by the instructors), where they are expected to review the syllabus, assigned readings, pre-module homework, case studies, and group exercises that are required for partial credit toward the residency. Post-residency work will consist of case studies, additional online sessions, 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 (18 credits)

- BU.790.041 Accessing Capital Markets
- BU.790.049 Advanced Financial Management and Innovation*
- BU.790.028 Analyzing Financial Statements and Managing Financial Resources (3 credits)
- BU.790.052 International Finance
- BU.790.037 Leading Complex Projects
- BU.790.031 Managing Operations
- BU.790.032 Microeconomic Foundations of Managerial Decisions (3 credits)
- BU.790.005 Statistical Analysis (Pass/Fail) (0 credits)
- BU.790.035 Statistical and Behavioral Foundations of Managerial Decisions

Integrated Business Skills (12 credits)

- BU.790.061 Anticipating and Responding to Crisis*
- BU.790.043 Competing in iMarkets*
- BU.790.019 Leading Entrepreneurship and Innovation*
- BU.790.051 Leading Organizational Change*
- BU.790.046 Leading with Business Intelligence
- BU.790.063 Strategically Managing Human Resources

Thought and Discourse Seminars (5 credits)

- BU.790.059 Discourses in Corporate Governance (1 credit)*
- BU.790.039 Discourses in Ethical Leadership (1 credit)
- BU.790.057 Leading for Creativity
- BU.790.060 Risk and Accountability (1 credit)*

Business Administration in Action (8 credits)

- BU.790.048 Business Negotiations In and Between Cultures
- BU.790.056 Business to Business Marketing
- BU.790.054 Innovative Leadership
- BU.790.064 Leading Marketing Strategy*

Experiential Learning Projects (11 credits)

- BU.790.047 Innovating Business in Emerging Markets (4 credits)*
 - BU.790.040 Leading Technology Commercialization (3 credits)
 - BU.790.062 Strategic Capstone (4 credits)*
- *New course name will take effect in the 2016-17 academic year

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. Course waivers are not granted in this program.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (18 credits)

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

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.610.720 Business and the Political Economy
- BU.231.720 Corporate Governance
- BU.610.705 Crisis Management
- BU.330.730 Cybersecurity
- BU.230.750 Financial Crises and Contagion
- BU.610.750 Global Supply Chain Management
- BU.610.630 Insurance and Risk Management
- BU.300.620 Managing Complex Projects
- BU.610.605 Managing National Security Systems (not offered AY 2015-16)
- BU.610.730 Supply and Service Contracting

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. Course waivers are not granted in this program.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (16 credits)

- BU.210.620 Accounting and Financial Reporting
- BU.120.601 Business Communication

BU.131.601 Business Leadership and Human Values
BU.231.620 Corporate Finance
BU.220.620 Economics for Decision Making
BU.220.610 The Firm and the Macroeconomy
BU.232.701 Investments
BU.510.601 Statistical Analysis

Functional Core (8 credits)

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

Elective Courses (12 credits)

Students choose 6 courses from the following:

BU.231.790 Advanced Corporate Finance
BU.210.650 Advanced Financial Accounting
BU.232.790 Advanced Hedge Fund Strategies
BU.232.750 Advanced Portfolio Management
BU.231.720 Corporate Governance
BU.510.650 Data Analytics
BU.233.730 Entrepreneurial Finance
BU.230.750 Financial Crises and Contagion
BU.220.720 Financial Econometrics
BU.230.730 Managing Financial Risk
BU.231.740 Mergers and Acquisitions
BU.230.710 Quantitative Financial Analysis
BU.232.730 Wealth Management

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. Course waivers are not granted in this program.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (18 credits)

BU.210.620 Accounting and Financial Reporting
BU.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.520.601 Decision Models
BU.220.620 Economics for Decision Making
BU.350.620 Information Systems
BU.410.620 Marketing Management
BU.680.620 Operations Management
BU.510.601 Statistical Analysis

Functional Core (6 credits)

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

Elective courses (12 credits)

Students choose 6 courses from the following:

BU.555.710 Applied and Behavioral Economics in Health Care
BU.557.710 Clinical Practice Improvement
BU.510.650 Data Analytics
BU.150.710 Discovery to Market I
BU.150.715 Discovery to Market II

BU.350.720 Emerging Frontiers in Health Care:
Strategy and Technology
BU.555.620 Evaluating Health Care Innovations
BU.816.610 Improving Processes in Health Care

BU.555.610 Leading Health Care Organizations
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. Course waivers are not granted in this program.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (14 credits)

BBU.210.620 Accounting and Financial Reporting

BU.120.601 Business Communication
BU.132.601 Business Law
BU.131.601 Business Leadership and Human Values
BU.520.601 Decision Models
BU.410.620 Marketing Management
BU.510.601 Statistical Analysis

Functional Core (6 credits)

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

Elective Courses (16 credits)

Students choose 8 courses from the following:

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.510.650 Data Analytics
BU.460.700 Digital Marketing and Social Media
BU.460.730 New Product Development
BU.430.740 Sales Force and Channels of
Distribution
BU.450.750 Strategic Market 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 finance, investment, development, management, and capital markets.

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, 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 may choose to structure a real estate

and infrastructure capstone to 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, construction, investment analysis, finance, and development.

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.

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

Hardware:

Intel processor i5 or higher or similar
14.1" Widescreen Display
Memory - 8.0GB
1 GB Video
160GB+ Hard Drive
802.11a/g/— Wireless

Software:

OS - Windows 7 or higher – (English Language Version)
Fully Functioning Anti-Virus (Microsoft System Center Endpoint Protection is provided free of charge by JHU while a student at it.johnshopkins.edu/antivirus)
MS Office Pro + 2013 (available free of charge while a student at: onthehub.com)

Note: Although Macintosh (Apple) Systems can also run Microsoft Office, their features and compatibilities are different. The Microsoft Office Suite software (Microsoft Word, Excel, and PowerPoint) is best run on Microsoft Windows. Additional software such as ARGUS DCF (Valuation Software) will run on Windows, not Macintosh. For Apple owners who do not wish to buy a new laptop, please explore the option of

booting Windows on your Macintosh system. In some cases, the Carey IT department can provide a loaner laptop during class time.

Curriculum – all courses are 2 credits unless otherwise noted

Full-time, Accelerated Course Schedule

Fall Semester

BU.231.620 Corporate Finance
BU.241.620 Design and Construction Feasibility
BU.234.610 Real Estate and Infrastructure Finance
BU.242.720 Real Estate Capital Market Analysis
BU.241.610 Real Estate Investment and Development
BU.132.615 Real Estate Legal Environment
BU.242.601 Real Estate Market Feasibility Study
BU.510.601 Statistical Analysis

Spring and Summer Semester

BU.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.230.640 Development Modeling and Risk Analysis
BU.241.735 Infrastructure Development for Sustainable Cities
BU.241.740 Project Finance and Public-Private Infrastructure Delivery
BU.245.790 Real Estate and Infrastructure Capstone
Choose any combination of capstone and elective courses to equal the required six credits. A sample of electives includes:
BU.241.750 Advanced Valuation and Investment Analysis
BU.241.725 Global Perspectives in Real Estate
BU.152.725 Real Estate Entrepreneurship
BU.242.710 Real Estate Funds and Portfolio Management
BU.242.715 Real Estate and Infrastructure Valuation
BU.242.701 Real Estate Investment Trusts: Analysis and Structuring

Carey REAL—Real Estate Alumni Link, a Relationship and Business Network

The JHU Carey Business School Real Estate Alumni Network is known as Carey REAL—the Real Estate Alumni Link. Carey REAL promotes and facilitates relationship building between students, alumni, faculty, Advisory Board members, and real estate industry leaders. Students in the Edward St. John Real Estate

Program are encouraged to connect with over 1,000 real estate alumni from across Carey Business School in Baltimore and Washington, DC, and around the globe. Educational and

social events are held regularly through Carey REAL in addition to variety of events hosted by local, regional, and national real estate professional organizations.

PART-TIME PROGRAMS

Master of Business Administration

The Flexible MBA 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. Beginning in the fall of 2015, Flexible MBA students will have the option of pursuing their degree online or in the classroom.

Students enrolled in the online Flexible MBA program will also be required to take three weekend residency courses to complete their degree. These weekend residency courses will be held at the Carey Business School's Harbor East campus in Baltimore. Technical support for online classes will be available to primarily support students enrolled in online courses in the Flexible MBA program.

Program Requirements

The flexible MBA curriculum consists of Business Foundations courses, concentration core and elective courses, 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 (Concentration available through online course format)
- Health Care Management (Concentration available through online course format)
- Information Systems
- Interdisciplinary Business
- Management (Concentration available through online course format)
- 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 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.210.620 Accounting and Financial Reporting
- BU.120.601 Business Communication**
- BU.132.601 Business Law
- BU.131.601 Business Leadership and Human Values
- BU.231.620 Corporate Finance
- BU.520.601 Decision Models
- BU.220.620 Economics for Decision Making
- BU.220.610 The Firm and the Macroeconomy
- BU.350.620 Information Systems
- BU.232.701 Investments
- BU.142.620 Leadership in Organizations**
- BU.410.620 Marketing Management
- BU.121.610 Negotiation**
- BU.680.620 Operations Management
- BU.510.601 Statistical Analysis

**Designates courses that students enrolled in the online Flexible MBA program are required to take as residency courses to complete their degree.

Concentration Electives (12 credits):

Enterprise Risk Management

Students choose 6 courses from the following:

- BU.510.650 Data Analytics (required for concentration)
- BU.520.620 Optimization Models (required for concentration)
- BU.610.625 Simulation and Strategic Options

(required for concentration)

- BU.610.720 Business and the Political Economy
- BU.231.720 Corporate Governance
- BU.610.705 Crisis Management
- BU.330.730 Cybersecurity
- BU.230.750 Financial Crises and Contagion
- BU.610.750 Global Supply Chain Management
- BU.610.630 Insurance and Risk Management
- BU.300.620 Managing Complex Projects
- BU.610.730 Supply and Service Contracting

Entrepreneurship concentration

Students choose 6 courses from the following:

- BU.152.710 Entrepreneurial Ventures (required for concentration)
- BU.233.730 Entrepreneurial Finance (required for concentration)
- BU.460.730 New Product Development (required for concentration)
- BU.152.740 City Lab Toolkit: Intro to Urban Social Enterprise
- BU.152.745 City Lab Practicum: Urban Neighborhood Project (taken in sequence with BU.152.740)
- BU.450.720 Creative Business Thinking
- BU.450.730 Design Thinking
- BU.141.710 Effective Teams
- BU.151.770 Facilitating Strategic Change
- BU.151.620 Global Strategy
- BU.300.620 Managing Complex Projects
- BU.150.710 Discovery to Market I (taken in sequence with 150.715)
- BU.150.715 Discovery to Market II (taken in sequence with 150.710)
- BU.152.730 Social Entrepreneurship: The Business of Development (4 credits)

Financial Businesses concentration

Students choose 6 courses from the following:

- BU.210.650 Advanced Financial Accounting
- BU.231.790 Advanced Corporate Finance
- BU.232.790 Advanced Hedge Fund Strategies
- BU.232.750 Advanced Portfolio Management
- BU.231.720 Corporate Governance
- BU.510.650 Data Analytics
- BU.232.710 Derivatives
- BU.233.730 Entrepreneurial Finance

- BU.230.750 Financial Crises and Contagion
- BU.220.720 Financial Econometrics
- BU.230.620 Financial Modeling and Valuation
- BU.231.710 Financial Institutions
- BU.232.720 Fixed Income
- BU.230.730 Managing Financial Risk
- BU.231.740 Mergers and Acquisitions
- BU.230.710 Quantitative Financial Analysis
- BU.232.730 Wealth Management

Health Care Management concentration

Students choose 6 courses from the following:

- BU.550.610 Health Care Financing (required for Concentration)
- BU.550.620 Innovations in Health Care Delivery (required for Concentration)
- BU.550.605 Legal Foundations of Health Care (required for Concentration)
- BU.555.710 Applied and Behavioral Economics in Health Care
- BU.510.650 Data Analytics
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
- BU.555.620 Evaluating Health Care Innovations
- BU.816.610 Improving Processes in Health Care
- BU.555.610 Leading Health Care Organizations
- BU.557.720 Managing Health Care Services
- BU.150.710 Discovery to Market I (taken in sequence with 150.715)
- BU.150.715 Discovery to Market II (taken in sequence with 150.710)
- BU.863.610 The Wire: Business Solutions to Urban Economic, Social and Public Health Issues

Information Systems concentration

Students choose 6 courses from the following:

- BU.510.650 Data Analytics (required for Concentration)
- BU.300.620 Managing Complex Projects (required for Concentration)
- BU.330.790 Applied IS Architecture
- BU.360.701 Competitive Intelligence
- BU.330.730 Cybersecurity
- BU.300.700 Developing Internet Systems and Services
- BU.330.780 Digital Data and Business Intelligence

- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
- BU.610.750 Global Supply Chain Management
- BU.350.710 IT and Global Sourcing Strategy
- BU.520.620 Optimization Models
- BU.330.705 Telecom Clouds and Mobile Applications

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 for Concentration)
- BU.151.770 Facilitating Strategic Change (required for Concentration)
- BU.121.710 Managing Conflict: A Problem-Solving Approach (required for Concentration)
- BU.360.701 Competitive Intelligence
- BU.151.720 Corporate Strategy
- BU.450.720 Creative Business Thinking
- BU.610.705 Crisis Management
- BU.450.730 Design Thinking
- BU.152.710 Entrepreneurial Ventures
- BU.003.903 Global Immersion
- BU.300.620 Managing Complex Projects
- BU.142.720 Managing in a Diverse and Global World
- BU.150.710 Discovery to Market I (taken in sequence with 150.715)
- BU.150.715 Discovery to Market II (taken in sequence with 150.710)
- BU.152.730 Social Entrepreneurship: The Business of Development (4 credits)
- BU.142.730 Strategic Human Capital

Marketing concentration

Students choose 6 courses from the following:

- BU.420.710 Consumer Behavior (required for Concentration)
- BU.410.601 Marketing Research (required for Concentration)
- BU.450.710 Marketing Strategy (required for

- Concentration)
- 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.510.650 Data Analytics
- BU.460.700 Digital Marketing and Social Media
- BU.460.730 New Product Development
- BU.430.740 Sales Force and Channels of Distribution
- BU.450.750 Strategic Market Intelligence

Real Estate and Infrastructure concentration

Students choose 6 courses from the following:

- BU.241.610 Real Estate Investment and Development (required for Concentration)
- BU.234.610 Real Estate and Infrastructure Finance (required for Concentration)
- BU.241.750 Advanced Valuation and Investment Analysis
- BU.241.620 Design and Construction Feasibility
- BU.230.640 Development Modeling and Risk Analysis
- BU.241.725 Global Perspectives in Real Estate
- BU.241.735 Infrastructure Development for Sustainable Cities
- BU.241.740 Project Finance and Public-Private Infrastructure Delivery
- BU.242.720 Real Estate Capital Market Analysis
- BU.152.725 Real Estate Entrepreneurship
- BU.242.710 Real Estate Funds and Portfolio Management
- BU.242.715 Real Estate Infrastructure and Valuation
- BU.242.701 Real Estate Investment Trusts: Analysis and Structuring
- BU.132.615 Real Estate Legal Environment
- BU.242.601 Real Estate Market Feasibility Study

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

Hardware:

- Intel processor i5 or higher or similar
- 14.1” Widescreen Display
- Memory - 8.0GB

1 GB Video
160GB+ Hard Drive
802.11a/g/- Wireless

Software:

OS - Windows 7 or higher – (English Language Version)
Fully Functioning Anti-Virus (Microsoft System Center Endpoint Protection is provided free of charge while a student at it.johnshopkins.edu/antivirus)
MS Office Pro + 2013 (available free of charge while a student at: onthehub.com)

Note: Although Macintosh (Apple) Systems can also run Microsoft Office, their features and compatibilities are different. The Microsoft Office Suite software (Microsoft Word, Excel, and PowerPoint) is best run on Microsoft Windows. Additional software such as ARGUS DCF (Valuation Software) will run on Windows, not Macintosh. For Apple owners who do not wish to buy a new laptop, please explore the option of booting Windows on your Macintosh system. In some cases, the Carey IT department can provide a loaner laptop during class time.

Non-Concentration Business Electives (12 credits)

Students may either choose a second concentration to complete their remaining 12 credits or take electives of interest for a total of 12 credits.

Project-based elective opportunities

The following courses provide real time business projects as the platform for learning. Students interested in applying academic learning to real world issues will benefit from these offerings.

- BU.150.710 Discovery to Market I (taken in sequence with BU.150.715)
- BU.150.715 Discovery to Market II (taken in sequence with BU.150.710)
- BU.152.740 City Lab Toolkit: Intro to Urban Social Enterprise
- BU.152.745 City Lab Practicum: Urban Neighborhood (taken in sequence with BU.152.740)
- BU.151.790 Strategic Management (4 credits)
Continuation of Final Project Course – BU.001.900

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 one half-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.552.62 Accounting and Financial Reporting for Health Care Management
- BU.552.750 Advanced Health Care Economics
- BU.120.601 Business Communication
- BU.557.610 Business of Health Care: Theory and Practice for Medical Services
- BU.557.710 Clinical Practice Improvement
- BU.231.620 Corporate Finance
- BU.520.601 Decision Models
- BU.220.610 The Firm and the Macroeconomy
- BU.552.650 Fundamentals in Health Care Economics
- BU.551.640 Health and Business Law

BU.551.601 Health Care Leadership Ethics Seminar
 BU.551.790 Health Care Strategic Management
 BU.551.710 Health Care Strategy
 BU.551.620 Leadership in Health Care Organizations
 BU.557.720 Managing Health Care Services
 BU.410.620 Marketing Management
 BU.450.710 Marketing Strategy

BU.553.610 Medical Informatics
 BU.121.610 Negotiation
 BU.510.601 Statistical Analysis
 BU.142.730 Strategic Human Capital

Capstone (4 credits)

Electives (10 credits)

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.

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

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.610.720 Business and the Political Economy
 BU.231.720 Corporate Governance
 BU.610.705 Crisis Management
 BU.330.730 Cybersecurity
 BU.230.750 Financial Crises and Contagion
 BU.610.750 Global Supply Chain Management
 BU.610.630 Insurance and Risk Management
 BU.300.620 Managing Complex Projects
 BU.610.605 Managing National Security Systems (not offered AY 2015-16)
 BU.610.730 Supply and Service Contracting

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. The Master of Science Finance part-time program is offered in an evening/weekend 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.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.231.620 Corporate Finance
BU.220.620 Economics for Decision Making
BU.220.610 The Firm and the Macroeconomy

BU.232.701 Investments
BU.510.601 Statistical Analysis

Functional Core (8 credits)

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

Elective Courses (12 credits)

Students choose 6 courses from the following:

BU.231.790 Advanced Corporate Finance
BU.210.650 Advanced Financial Accounting
BU.232.790 Advanced Hedge Fund Strategies
BU.232.750 Advanced Portfolio Management
BU.231.720 Corporate Governance
BU.510.650 Data Analytics
BU.233.730 Entrepreneurial Finance
BU.230.750 Financial Crises and Contagion
BU.220.720 Financial Econometrics
BU.230.730 Managing Financial Risk
BU.231.740 Mergers and Acquisitions
BU.230.710 Quantitative Financial Analysis
BU.232.730 Wealth Management

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.210.620 Accounting and Financial Reporting
BU.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.520.601 Decision Models
BU.220.620 Economics for Decision Making
BU.350.620 Information Systems
BU.410.620 Marketing Management

BU.680.620 Operations Management

BU.510.601 Statistical Analysis

Functional Core (6 credits)

BU.550.620 Innovations in Health Care Delivery

BU.550.610 Health Care Financing

BU.550.605 Legal Foundations of Health Care

Elective courses (12 credits)

Students choose 6 courses from the following:

BU.555.710 Applied and Behavioral Economics in Health Care

BU.557.710 Clinical Practice Improvement

BU.510.650 Data Analytics

BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology

BU.555.620 Evaluating Health Care Innovations

BU.816.610 Improving Processes in Health Care

BU.555.610 Leading Health Care Organizations

BU.557.720 Managing Health Care Services

BU.150.710 Discovery to Market I

BU.150.715 Discovery to Market II

BU.863.610 The Wire: Business Solutions to Urban Economic, Social and Public Health Issues

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.520.601 Decision Models

BU.350.620 Information Systems

BU.131.601 Business Leadership and Human Values

BU.680.620 Operations Management

BU.510.601 Statistical Analysis

Functional Core (12 credits)

BU.330.790 Applied IS Architecture

BU.510.650 Data Analytics

BU.300.700 Developing Internet Systems and Services

BU.350.710 IT and Global Sourcing Strategy

BU.300.620 Managing Complex Projects

BU.330.705 Telecom Clouds and Mobile Applications

Elective Courses (12 credits)

Students choose 6 courses from the following:

- BU.360.701 Competitive Intelligence
- BU.610.705 Crisis Management
- BU.330.730 Cybersecurity
- BU.330.780 Digital Data and Business Intelligence
- BU.350.720 Emerging Frontiers in Health Care: Strategy and Technology
- BU.152.710 Entrepreneurial Ventures
- BU.610.750 Global Supply Chain Management

- BU.550.620 Innovations in Health Care Delivery
- BU.550.610 Health Care Financing
- BU.550.605 Legal Foundations of Health Care
- BU.520.620 Optimization Models

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.210.620 Accounting and Financial Reporting

- BU.120.601 Business Communication
- BU.132.601 Business Law
- BU.131.601 Business Leadership and Human Values
- BU.520.601 Decision Models
- BU.410.620 Marketing Management
- BU.510.601 Statistical Analysis

Functional Core (6 credits)

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

Elective Courses (16 credits)

Students choose 8 courses from the following:

- 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.510.650 Data Analytics
- BU.460.700 Digital Marketing and Social Media
- BU.460.730 New Product Development
- BU.430.740 Sales Force and Channels of Distribution
- BU.450.750 Strategic Market Intelligence

Master of Science in Real Estate and Infrastructure

This program is ideal for mid-career real estate professionals with industry 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, investment analysis, finance, and development.

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. Additional information will be available prior to the beginning of the semester.

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

Hardware:

Intel processor i5 or higher or similar
14.1" Widescreen Display
Memory - 8.0GB
1 GB Video
160GB+ Hard Drive
802.11a/g/- Wireless

Software:

OS - Windows 7 or higher – (English Language Version)
Fully Functioning Anti-Virus (Microsoft System Center Endpoint Protection is provided free of charge by JHU while a student at it.johnshopkins.edu/antivirus)
MS Office Pro + 2013 (available free of charge while a student at onthehub.com)

Note: Although Macintosh (Apple) Systems can also run Microsoft Office, their features and compatibilities are different. The Microsoft Office Suite software (Microsoft Word, Excel, and PowerPoint) is best run on Microsoft Windows. Additional software such as ARGUS DCF (Valuation Software) will

run on Windows, not Macintosh. For Apple owners who do not wish to buy a new laptop, please explore the option of booting Windows on your Macintosh system. In some cases, the Carey IT department can provide a loaner laptop during class time.

Curriculum – all courses are 2 credits unless otherwise noted

Business Foundations (8 credits)

BU.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.231.620 Corporate Finance
BU.510.601 Statistical Analysis

Functional Core (18 credits)

BU.241.620 Design and Construction Feasibility
BU.230.640 Development Modeling and Risk Analysis
BU.241.735 Infrastructure Development for Sustainable Cities
BU.241.740 Project Finance and Public-Private Infrastructure Delivery
BU.242.720 Real Estate Capital Market Analysis
BU.234.610 Real Estate and Infrastructure Finance
BU.241.610 Real Estate Investment and Development
BU.132.615 Real Estate Legal Environment
BU.242.601 Real Estate Market Feasibility Study

Elective Courses (8 credits)

Students choose 4 courses from the following:

BU.241.750 Advanced Valuation and Investment Analysis
BU.241.725 Global Perspectives in Real Estate
BU.152.725 Real Estate Entrepreneurship
BU.242.710 Real Estate Funds and Portfolio Management
BU.242.715 Real Estate and Infrastructure Valuation
BU.242.701 Real Estate Investment Trusts: Analysis and Structuring
BU.249.701 Special Topics in Real Estate

Capstone (2 credits)

BU.245.790 Real Estate and Infrastructure Capstone

Continuation of Final Project Course – BU.001.900

Carey REAL—Real Estate Alumni Link, a Relationship and Business Network

The JHU Carey Business School Real Estate Alumni Network is known as Carey REAL—the Real Estate Alumni Link. Carey REAL promotes and facilitates relationship building between students, alumni, faculty, Advisory Board

members, and real estate industry leaders. Students in the Edward St. John Real Estate Program are encouraged to connect with over 1,000 real estate alumni from across Carey Business School in Baltimore and Washington, DC, and around the globe. Educational and social events are held regularly through Carey REAL in addition to variety of events hosted by local, regional, and national real estate professional organizations.

Dual Degree Programs

MBA/JD

The MBA/JD program is a dual degree offered by the University Of Maryland Carey School Of Law and the Johns Hopkins 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 carey.jhu.edu/academics/%20master-of-business-administration/dual-degree-programs/mba-jd.

Program Requirements

Students complete 42 credits towards the MBA, which the Johns Hopkins Carey Business School provides, and will accept 12 credits transferred from University Of Maryland Carey School Of Law to complete the 54-credit degree. Students complete 76 credits which University Of Maryland Carey School Of Law provides towards the JD and will accept 9 credits transferred from Johns Hopkins Carey Business School 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 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 full-time MBA 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 carey.jhu.edu/academics/

[master-of-business-administration/dual-degree-programs/mba-md](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/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 carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-master-of-public-health.

Program Requirements

The program requires 127 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 jhsp.h.edu/academics/degree-programs/master-of-public-health/academic-overview/combined-degrees-and-programs.html.

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 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 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 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 Carey Business School. For more information, please visit carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-design-leadership

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 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 advanced.jhu.edu/academics/%20dual-degree-programs/government-mba.

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 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 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 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 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 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 ep.jhu.edu/programs-and-courses/programs/environmental-engineering-and-science.

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 ep.jhu.edu/programs-and-courses/programs/environmental-engineering.

MBA/MS in Nursing

The MBA/MS in Nursing is not accepting applicants for the 2015–2016 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 (Online only)

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 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. 24/7 Personal Support is available to support students/faculty involved in the Business of Health Care Certificate courses. All courses in this program are online.

Course descriptions for courses offered by other schools within the University are available at 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. Course waivers are not permitted for this certificate.

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
- BU.550.605 Legal Foundations of Health Care

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.221.637 Health Information Systems
- PH.312.633 Health Management Information Systems
- PH.221.646 Health Systems in Low and Middle Income Countries
- PH.300.651 Introduction to the U.S. Healthcare System
- PH.221.706 Management of Health Systems in Developing Countries I
- PH.317.605 Methods in Quantitative Risk Assessment
- PH.309.730 Patient Safety and Medical Errors
- PH.309.631 Population Health Informatics
- PH.221.722 Quality Assurance Management Methods for Developing Countries
- PH.311.615 Quality of Medical Care

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

School of Medicine (one of the following)

- 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
- ME.600.902 Leading Change through Health IT

Final Elective (one of the following)

- PH.309.600 Evaluating Quality Improvement and Patient Safety Programs
- BU.550.610 Health Care Financing
- PH.221.637 Health Information Systems
- ME.600.900 Health Information Systems: Design to Deployment
- PH.312.633 Health Management Information Systems
- ME.600.901 Health Sciences Informatics, Knowledge Engineering and Decision Support
- PH.221.646 Health Systems in Low and Middle Income Countries
- ME.600.904 HIT Standards and Systems Interoperability

- PH.300.651 Introduction to the U.S. Healthcare System
- NR.110.605 Leadership and Management in Health Care
- ME.600.902 Leading Change through Health IT
- PH.221.706 Management of Health Systems in Developing Countries I
- PH.221.707 Management of Health Systems in Developing Countries II
- PH.317.605 Methods in Quantitative Risk Assessment
- PH.309.730 Patient Safety and Medical Errors
- PH.309.631 Population Health Informatics
- NR.110.560 Program Evaluation and Development in Health Care
- PH.221.722 Quality Assurance Management Methods for Developing Countries
- PH.311.615 Quality of Medical Care

Course descriptions for courses offered by other schools within the University are available at isis.jhu.edu/classes.

BU = Classes offered at Carey Business School

ME = Classes offered at the School of Medicine

NR = Classes offered at the School of Nursing

PH = Classes offered at the School of Public Health

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.360.705 Advanced Competitive Intelligence
- 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
Information Systems Elective
Information Systems Elective
Information Systems Elective

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

Students may pursue an MS Degree in Applied Economics and a Graduate Certificate in Financial Management or in Investments. Those interested, including current students of either school, should apply to the Dual MS Degree in Applied Economics/Graduate Certificate in Financial Management or in Investments through Advanced Academic Programs. The Carey Graduate Certificate in Investments accompanies preparation for the Chartered Financial Analyst (CFA) examination, which is preserved in the Dual Diploma program.

Interested students should contact carey.admissions@jhu.edu.

Certificate Requirements

Please see previous certificate descriptions above for course requirements for either certificate. Information about the MS requirements is available at advanced.jhu.edu/academics/dual-degree-programs/applied-economics-financial-management-investments-certificate/degree-requirements.

Graduate Certificate in Investments

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

The Graduate Certificate in Investments is designed to meet the demands of professionals in the rapidly developing field of investments and finance. The curriculum is both rigorous and contemporary, applying modern investment theory to real-world scenarios. Case studies and projects are used at various points of the curriculum. The certificate program is structured to complement preparation for the Chartered Financial Analyst (CFA) examinations. Course waivers are not permitted for this certificate.

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.231.620	Corporate Finance
BU.232.710	Derivatives
BU.232.720	Fixed Income
BU.232.701	Investments
BU.510.601	Statistical Analysis
	Finance Elective 1
	Finance Elective 2

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

Graduate Certificate in Financial Management or 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.001.340 First Year Seminar Series I (0 credit)
- 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

Spring Year 1 (15 credits)

- BU.001.341 First Year Seminar Series II (0 credit)
- BU.365.301 Information Technology Strategy
- BU.125.315 Negotiations: Principles & Applications
- BU.145.315 Organizational Leadership
- BU.235.301 Principles of Finance
- BU.685.325 Quantitative Methods & Modeling

Fall Year 2 (15 credits)

- BU.105.320 Global Business
- BU.445.315 International Marketing Strategy
- BU.355.475 Project Management
- BU.805.490 Senior Capstone I
- BU.145.325 Teamwork & Diversity in a Global Environment
- BU.001.350 Professional Development (0 credit)

Spring Year 2 (15 credits)

- BU.235.420 Behavioral Finance
- BU.235.410 Financial Theory and Practice

BU.155.430 Global Strategic Management
BU.242.410 Real Estate Investment 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 for credits earned at the Carey Business School.

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.001.316

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. 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. 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. 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. This course is for first year students only and cannot be repeated. *Grading: Pass/Fail*

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. This course is for first year students only and cannot be repeated. *Grading: Pass/Fail*

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. This course is for second year full-time undergraduate students and cannot be repeated. *Grading: Pass/Fail*

BU.001.351
Professional Development for Career Success
(0 credits)

This interactive course is designed to help first year GMBA students develop critical professional skills that are necessary in any business organization. Course topics are selected based on industry research on what employers are looking for in MBA students. Each session is designed and scheduled so that students may build a solid foundation of both interpersonal and intrapersonal skills. Active participation is essential so that students develop these skills in sequence and receive feedback from instructors and peers throughout the course.

BU.001.611
English Speaking and Writing for Graduate Business Students I
(0 credits)

This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. This course is the prerequisite for English Speaking and Writing for Graduate Business Students II. Meets for 3 hours a week for eight weeks.
Grading: Pass/Fail

BU.001.612
English Speaking and Writing for Graduate Business Students II
(0 credits)

This course is a continuation of English Speaking and Writing for Graduate Business Students I. This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. Meets for 3 hours a week for eight weeks.
Grading: Pass/Fail

BU.001.614
English Speaking and Writing for Graduate Business Students III
(0 credits)

This course is a continuation of English Writing and Speaking for Graduate Business Students II. This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. Meets for 3 hours a week for eight weeks. *Grading: Pass/Fail*

BU.001.615
English Speaking and Writing for Graduate Business Students IV
(0 credits)

This course is a continuation of English Writing and Speaking for Graduate Business Students III. This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. Meets for 3 hours a week for eight weeks. *Grading: Pass/Fail*

BU.001.900
Continuation of Final Project Course
(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 either BU.151.790 or BU.245.790. Students are reminded that graduation is subject to approval that all degree requirements have been completed.

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 (NGOs) interact. Students learn to apply global business concepts in understanding of national political economics, legal systems, and socio-cultural environments.

BU.120.601
Business Communication
(2 credits)

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

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.131.601
Business Leadership and Human Values
(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 U.S. and abroad. Topics include forms of business organization, contracts, torts and product liability, international business transactions, ethics, antitrust law, environmental law, securities regulation, and discrimination and employment issues. Students are expected to utilize library and Internet resources to complete assignments.

BU.132.615
Real Estate Legal Environment
(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 Real Estate Law II.

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 roles 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.141.710
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.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 will promote effectiveness at any level.

BU.142.720
Managing in a Diverse & Global World
(2 credits)

Business organizations and other critical organizations operate in both a market and a nonmarket environment. Successful, globally minded 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 focused intervention to better judge when and how political developments may affect business or organization interest. 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.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.150.710
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? Discovery to Market I provides the foundational content for the project work in 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
Discovery to Market II
(2 credits)

This is the second course in the two-part Discovery to Market sequence. Discovery to Market I provides the foundational content for the project work in Discovery to Market II. 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 I to team project work on scientific inventions. 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.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 owners and stakeholders. Students learn analytical techniques for diagnosing the industrial landscape of a business, a firm’s overall portfolio, and identifying and analyzing specific business options. These concepts and frameworks will help students learn to 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 understanding of how organizational change is achieved and discover and enhance the personal capabilities to navigate change. The course will examine the various theories and concepts of change, along with experiences and dilemmas in practice that together help students gain an understanding of what contributes to implementing successful, lasting change; and 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. Students must complete 46 credits, including 32 Business Foundation credits, and be approved by their adviser prior to enrollment. All students initially appear as waitlisted for this course.

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.152.725
Real Estate Entrepreneurship
(2 credits)

The real estate industry is made up of real estate entrepreneurs. This course examines how to become a real estate entrepreneur and compete in today’s marketplace. Course topics focus on the skills and knowledge real estate entrepreneurs successfully employ to thrive. Students learn techniques such as how to create wealth, real estate pro-formas, back-of-the-envelope calculations, leverage, attracting external investors, and creating a winning business plan. Students work in teams on case studies.

Prerequisite(s): BU.241.610

BU.152.730
Social Entrepreneurship: The Business of Development
(4 credits)

This is a course offered jointly by the 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.152.740
City Lab Toolkit: Intro to Urban Social Enterprise
(2 credits)

The City Lab 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 City Lab 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 City Lab 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 City Lab neighborhood, context, stakeholders, and the term project which will be completed in the second course. Please 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 City Lab 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 City Lab 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 City Lab 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. Please 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 trade agreements such as GATT and NAFTA, are studied.

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.910.611

BU.215.315
Advanced Accounting
(3 credits)

A study of accounting's role in aiding in decision making is an important tool for 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 Macroeconomy (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 U.S. 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.914.610

BU.220.720

Financial Econometrics (2 credits)

Econometrics is a set of empirical techniques that allows for the analysis of economic and business phenomena and forecasting future trends. Financial econometrics provides a set of tools for modeling of empirical, time varying, financial data and testing market behavior and price formation, with practical applications for statistical techniques of finance. Financial asset prices follow prolonged periods of high volatility followed by more

tranquil periods. Several modeling tools are developed that allow forecasting or predicting risk, or volatility, when risk is changing through time. Returns on assets tend to correlate highly in market downturns. Factor models are introduced, as are recent modeling innovations that allow for the covariance between assets to change through time. Statistical models are introduced that account for long run relationships among asset prices and income levels, as well as models for within day price dynamics, based on high-frequency financial data. The course prepares students to conduct empirical research in an academic or business setting.

Prerequisite(s): BU.220.620 and BU.510.650

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 discussed.

Prerequisite(s): (BU.231.620 OR BU.910.611) AND BU.232.701

BU.230.640

Development Modeling and Risk Analysis (2 credits)

This course emphasizes the estimation of development and investment budgets including construction costs, construction loan interest, tenant improvements, lease-up reserves, marketing costs, and other soft costs. Ongoing property operations, including lease-up and refit allowances, are also examined. In this context, various capital structures are analyzed including mortgage loans, various equity investors, and possible refinancing opportunities. Additionally, critical risks are examined using sensitivity analysis, Monte Carlo simulation, scenario analysis to calculate the most-likely returns, and the probability of loss. This course was previously titled Development II.

Prerequisite(s): BU.241.610 OR BU.231.620

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, this course exposes students to hands-on computer exercises in advanced quantitative topics, and trains students to become familiar with simulation techniques in modern financial engineering. Matlab is widely used in science disciplines and is emerging as one of the most popular programming platforms in the financial industry.

Prerequisite(s): BU.232.701 AND BU.232.710

BU.230.730
Managing Financial Risk
(2 credits)

This 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 AND BU.232.710

BU.230.750
Financial Crises 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 landscape and laws of modern financial markets evolved and where they might be headed.

Prerequisite(s): BU.231.620 OR BU.910.611

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.234.610 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.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. Students cannot earn credit towards a degree or certificate for both 231.720 and 800.610 as they 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 such as investments, and mergers and acquisitions.

Prerequisite(s): BU.231.620 OR BU.910.611

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 the valuation of equities, fixed-income securities, and alternative investments. This exploration builds on a thorough exposure to the concepts of risk, risk aversion, and compensation for risk in financial markets. It leads to an understanding of the importance of diversification in controlling portfolio risk for effective asset management.

Prerequisite(s): ((BU.210.620 AND BU.231.620) 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.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 AND BU.231.620

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 clients' 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)

This is an advanced course designed as a comprehensive study of primarily institutional investment analysis and portfolio management. It will approach investment management as a rational decision-making process based on the theoretical foundation and best practice techniques of investments.

The course is presented to help understand how the basic theories of managing a portfolio of financial assets within the risk return framework will be addressed. Due to the increasing globalization in the capital markets, portfolio management has become an international business. Thus, an understanding of valuation of equities and fixed income securities, options and futures, and other investment instruments within a global setting is necessary to maintain optimal investment in a dynamic environment. The course emphasizes portfolio management as a dynamic process in which the concepts from security analysis are factored into the dynamics of strategic and tactical investment decision-making criteria. The course covers the formulation of appropriate investment portfolio objectives for a key institutional investor. Alternative techniques for achieving them; and determination and allocation of asset classes including bonds, equities, and alternative investment instruments into efficient portfolios will be discussed, as well as portfolio optimization, risk management, asset selection and allocation, investment management, monitoring, and criteria for evaluating the performance, revising and rebalancing a portfolio.

Prerequisite(s): (BU.210.620 OR BU.910.611) AND (BU.230.620 OR BU.922.610)

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. It is also recommended that students complete BU.232.710 and BU.232.720 prior to taking this course.

Prerequisite(s): (BU.231.620 OR BU.910.611) AND BU.232.701.

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 and Infrastructure Finance (2 credits)

This course examines selected techniques and issues in the area of real estate finance. Special emphasis will be placed on the design and valuation of mortgage instruments. This class will be conducted using a lecture format. While lectures will follow the textbook to some extent, supplemental readings will be required. Students are assumed to have some knowledge of finance. Before taking this class, it is important for students to have a clear understanding of the time value of money concept and knowledge of how to use

spreadsheets to solve time value of money problems. Knowing how to use a calculator to solve present value problems (but without a clear understanding of the underlying concept) is not sufficient for tackling the course material of this class. Use of calculators or spreadsheets will not be taught in this class. Course was previously titled Real Estate Finance I.

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, and 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.241.610
Real Estate Investment and Development
(2 credits)

This course provides an overview of real estate development and investment processes, and introduces students to various disciplines, professionals, and industry sectors and how they interact and participate in these processes. Students learn to apply direct capitalization models and discounted cash flow models to estimate real estate values by converting future income expectations into present values. These values are compared to current costs and prices to determine the financial feasibility of proposed projects and existing properties. The concept of highest and best use is also introduced and discussed. The use of Excel and Argus software is introduced along with financial calculators and the Co-Star database. This course was previously titled Development I.

BU.241.620
Design and Construction Feasibility
(2 credits)

This course examines site planning, building design, and managing the construction project. The class is divided into two sections. The design section focuses on the conceptualization of the project, and the construction section looks at the management of the implementation of the project. 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. This course was previously titled Managing Construction Projects.

BU.241.621
Site Planning, Design, and Construction
(2 credits)

Site planning, design, and construction have major implications for real estate projects. This course examines site planning and building design principles in architecture, and concentrates on project development from both the architect's and developer's perspective. Students are exposed to the architectural design process and main principles. They also become familiar with skills such as sketching, drawing freehand, and using architectural and engineering scales to review drawings. A project's form, function, and cost are reviewed, illustrating both successful and less effective designs. Students present their work to a panel of leading industry professionals in project management for review. This course was previous taught as Site Planning and Building Design.

BU.241.725
Global Perspectives in Real Estate
(2 credits)

This course focuses on real estate and infrastructure investment and financing issues around the globe. Using a case approach supplemented by assigned articles and textbook readings, the course examines the global nature of the real estate asset class, the market players and the issues they encounter when identifying opportunities, and executing real estate strategies in various global markets. Topics covered include risks and returns of international real estate investment; challenges in international real estate development; identification of opportunities and execution of real estate strategies around the world; REITs around the globe; and global real estate portfolio considerations.

Prerequisite(s): BU.241.610 OR BU.234.610 OR BU.231.620

BU.241.735
Infrastructure Development for Sustainable Cities
(2 credits)

This course provides an understanding of the demand for, and supply of, sustainable infrastructure related to the pace of urbanization across the globe. The challenges for both developing and developed countries is examined from the perspective of potential new strategies, new technologies, new business models, and new financing techniques that could make a difference in addressing a full range of infrastructure needs while addressing sustainability objectives. In terms of sustainability, this will include an understanding of the demand and supply side, cultural factors, the policy framework, and the potential impact of technology and innovation. This course was previously titled Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices.

BU.241.740
Project Finance and Public-Private Infrastructure Delivery
(2 credits)

Project financing, as an alternative to conventional direct financing, is a well-established technique for large capital-intensive projects. It grew in importance in the 1990s as a means of financing projects designed to help meet the tremendous infrastructure needs existing in both developed and developing countries. Whether project financing is suitable for such a purpose will depend, ultimately, on if this financing method offers the most cost-effective means of accomplishing the project after all social and private benefits and costs are considered. This course will discuss the basic project financing framework; the rationale for using project financing as opposed to direct conventional financing; the identification and management of risks associated with a large scale project; evaluating a project's viability using analytical tools; sources of project funds; using public-private partnerships as a mode of project financing; and the crafting of contractual arrangements to allocate a project's risk and economic rewards among the parties involved. This course was previously titled Project Finance for Infrastructure.

Prerequisite(s): BU.234.610 OR BU.231.620

BU.241.750
Advanced Valuation and Investment Analysis
(2 credits)

This course will integrate advanced valuation principles with the science of econometrics. Trend analysis, in the form of regression analysis, is used to reveal the influences on value for real estate. This integrates the results of regression analysis into the discounted cash flow methodology. This course is intended to prepare the student for real-world challenges in valuing complex real estate.

Prerequisite(s): BU.242.715 OR BU.510.601

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 Feasibility Study
(2 credits)

Understanding the urban environment is the key to understanding the marketability of real estate. Likewise, understanding the marketability of real estate is the key to making wise investment decisions. Students will examine the forces that form, shape, and influence the growth of cities with the goal of understanding how real estate benefits or suffers from these dynamics. Students will explore the techniques for forecasting demand and supply in specific markets, as well as evaluating sites based on product criteria. Products include residential, commercial, and retail properties. Final sessions deal with feasibility analysis. This course was previously titled Real Estate Capital Market Analysis.

BU.242.701
Real Estate Investment Trusts: Analysis and Structuring
(2 credits)

This course examines the role that Real Estate Investment Trusts play in commercial real estate capital and investment. Topics include the history, legal structure, and financial basis for establishing REIT portfolios. Students will examine the role of public and private capital markets in facilitating commercial real estate investments through REITs using real world examples. The primary course objective combines public company finance theory with practical real estate capital applications for intelligent business decisions in complex scenarios. Subjects include a history of the REIT industry; how REITs compete for capital and control investment risk; how to value individual REIT stocks and REIT shares generally; the regulatory and capital markets process for the REIT IPO; quarterly and annual filings; follow-on capital raising; and recent developments and strategies in the REIT industry. This course was previously titled Capital Markets and Real Estate.

Prerequisite(s): BU.234.610 OR BU.231.620

BU.242.710
Real Estate Funds and Portfolio Management
(2 credits)

A significant amount of commercial real estate investments is held in the form of large real estate funds. These funds typically range in size from \$50 million to over \$50 billion. Many of the large office buildings, regional malls, apartment buildings, and industrial parks in the country are held in these funds. Some funds invest in seniors housing, student housing, parking, healthcare, and even farm and timberland. The managers of these funds are large institutional investment management firms that are managing the properties on behalf of wealthy investors, pension funds, endowments, and sovereign wealth funds. The purpose of this course is to understand how these funds are organized, how they arrive at an investment strategy, and how to evaluate how they have actually performed relative to that strategy. Case studies and actual industry data will be used to reinforce the concepts discussed in the course. This course was previously titled Managing Real Estate Portfolios.

Prerequisite(s): BU.241.610 OR BU.231.620

BU.242.715**Real Estate Infrastructure and Valuation
(2 credits)**

This course integrates the real estate curriculum with the valuation process. The three traditional approaches to value (land and site valuation; building cost estimates, depreciation, direct capitalization; and yield capitalization) will be covered in the course. This course is integral for students pursuing the appraisal/valuation concentration within the MS Real Estate and Infrastructure Program. This course was previously titled Advanced Valuation and Investment Analysis.

BU.242.720**Real Estate Capital Market Analysis
(2 credits)**

This course examines selected topics and issues related to real estate capital markets. Special emphasis will be placed on mortgage backed securities (MBSs) and Real Estate Investment Trusts (REITs). This class will be conducted using a lecture format. While lectures will follow the table of contents of the textbook rather closely, quite often supplemental readings are required. Students are assumed to have some knowledge of real estate finance. Before taking this class, it is important that students have a clear understanding of the design of mortgages and knowledge of how to use spreadsheets to solve mortgage related problems. Knowing how to use a calculator to solve present value problems is not sufficient for tackling the course materials of this class. This course was previously titled Real Estate Finance II.

Prerequisite(s): BU.234.610 OR BU.231.620

BU.245.790**Real Estate and Infrastructure Capstone
(2 credits)**

This course provides students with supervised professional real estate industry experience in a variety of areas. It integrates all aspects of the MS Real Estate and Infrastructure curriculum. Different projects have different activities. The projects are selected according to student interest and training needs. All projects result in a written report and an oral presentation, but the structure of the presentations will differ. Examples include a development/investment proposal resulting from participation in industry sponsored university competition; a feasibility study for an actual greenfield or redevelopment site;

or a written participation/observation report based on a supervised internship. Students must receive permission from their academic adviser before enrolling in this course. This course was previously titled Real Estate Practicum.

BU.300.620**Managing Complex Projects
(2 credits)**

This course equips students 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. Particular attention is paid to understanding project complexity, risk, and uncertainty so that students are prepared to address these challenges to success. Students 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.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 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 healthcare 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
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, and examines how the ubiquity and massiveness of digital data and the application of business

intelligence have changed competitive landscapes. Business intelligence techniques 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, and healthcare. 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 analyzing strategic concepts, allowing 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 an 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.350.620
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. No credit given to MS IS students. MS IS graduates seeking an MBA degree are waived with replacement from this course.

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): BU.350.620

BU.350.720
Emerging Frontiers in Health Care: Strategy & Technology
(2 credits)

This course examines healthcare organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and healthcare delivery processes and how they relate to information systems is a main focus. The intent of the course is to identify the key issues confronting the management of healthcare information systems today, examine their causes, and develop reasonable solutions to these issues. Specific federal regulations, vendor solutions, and financial implications as they relate to healthcare information systems are also examined. Course formerly offered as Health Care Information Systems: Emerging Frontiers in

Health Care and Technology. Students cannot use credits for both BU.350.720 AND BU.320.701 towards any degree or certificate requirements.

Prerequisite(s): BU.220.610 OR BU.220.620 OR BU.350.620 OR BU.912.610

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.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.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 AND BU.410.620) OR BU.914.610

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 OR BU.911.611

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 is divided into three sections (1) Customer Centricity & Data Evolution (2) Leveraging & Quantifying Data and (3) CRM Management.

Prerequisite(s): BU.410.620 OR BU.911.611

BU.420.730
Behavioral Analysis for Marketing Decisions
(2 credits)

Marketing begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. This course will explore the most recent scientific research in marketing, psychology, and behavioral economics on judgment and decision making. This course develops students' 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 one 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. The methodology of market research to build the tools students will need to interpret consumer behavior is examined. Readings will include 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 OR BU.911.610

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 OR BU.911.610

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 BU.911.610) AND (BU.510.601 OR BU.914.610)

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) OR (BU.911.611 AND BU.914.610)

BU.430.740
Sales Force and Channels of Distribution
(2 credits)

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 OR BU.911.611

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 business 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 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, branding, segmentation, targeting, positioning, product development, pricing, 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 OR BU.911.611

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.450.730
Design Thinking
(2 credits)

This course offers students the opportunity to learn and participate in design thinking: a human-centered process utilized by some of the most creative and competitive business organizations. With emphases on research, ideation, and prototyping, design thinking helps students leverage their creativity and collective expertise to achieve innovative solutions. During this course, students will work in teams to solve complex problems while applying the entire design thinking process. A large component of the course is experiential, but students will examine design thinking through multiple academic lenses (design and design theory, organizational behavior, and social psychology).

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 a competitor's next marketing moves and incorporating them when setting their own marketing strategies. Students will learn to apply game theoretic tools in various marketing contexts to understand the strategic implications of competitors' as well as own marketing decisions. The course also aims to prepare students to design products with the 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 OR BU.911.610

BU.460.700
Digital Marketing & Social Media
(2 credits)

This course is designed to give the student an understanding of the digital marketing environment and how it functions. It 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 OR BU.911.610

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
New Product Development
(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 policies are also covered. The course relies heavily on case studies and guest speakers, with some optional readings available.

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 discusses quantitative methods that have proven to be particularly useful for decision making in business settings. The course covers a variety of models and methodologies. While a number of software programs are available, the course will leverage the capabilities of Excel for a large number of topics. An emphasis will be placed on formulating problems, translating those formulations into useful models, optimizing and/or displaying the models, and interpreting results. The lessons of this course prepare students to perform the analysis required in subsequent courses and in practice. Topics such as Linear and Integer Linear Programming, Network Flow, Decision Analysis, and Monte Carlo Simulation will be discussed to demonstrate applications in planning and control for different types of business decisions.

Prerequisite(s): BU.510.601 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 healthcare, patient consent and rights, and healthcare reform. Students cannot earn credit for both BU.551.640 and BU.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 industry are discussed, as are 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 concepts 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
Innovations in 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 U.S. 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.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 substitutes and complementarities 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.557.710
Clinical Practice Improvement
(2 credits)

This course teaches healthcare providers techniques for achieving better clinical outcomes at lower costs including techniques of clinical practice improvement (CPI). CPI is a systematic method to determine optimal care by linking relevant measures of patient characteristics, processes, and outcomes. The system is designed to generate valid statistical inferences about the operational elements of the process of clinical care. By using consensus combined with objective feedback, CPI eliminates inappropriate treatment variation for well-defined groups of comparable patients. In short, CPI is the rigorous application of the scientific method to the day-to-day practice of medicine.

BU.557.720
Managing Healthcare 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 healthcare, customer relationship management, and optimization for service delivery. The basic tools of economics and operations research and management are employed to gain critical insights into the structure, conduct and performance of healthcare organizations.

Prerequisite(s): (BU.510.601 AND BU.520.601) OR (BU.914.610 AND BU.913.610)

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 of insurance instruments in such strategies.

Prerequisite(s): BU.520.601

BU.610.705
Crisis Management
(2 credits)

This course examines the options faced by managers when organizations face crisis due to external factors outside the organization's control as well as internal failures and/or errors. Students 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.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.520.601 OR BU.913.610

BU.685.325
Quantitative Methods & Modeling
(3 credits)

This course discusses quantitative methods for decision making for business. It presents some of the various techniques that have been developed to help managers and other

decision makers solve the problems that they encounter. Computer software is used to demonstrate strategies and methodologies, which allow students to focus on the benefits and limitations of the various methodologies presented. Topics include: linear programming, queuing theory, operations research and management science techniques, and risk management methodology.

BU.790.005
Statistical Analysis
(0 credits)

The course covers descriptive statistics, probability, discrete and continuous distributions, hypothesis testing and estimation, regression, forecasting and statistical process control. The course emphasizes statistics to solve management problems. Useful Excel spreadsheet functions and their applications will be discussed on many topics. *Grading: Pass/Fail*

BU.790.019
Leading Entrepreneurship and Innovation
(2 credits)

This course introduces executives 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.

BU.790.028
Analyzing Financial Statements and Managing Financial Resources
(3 credits)

The interpretation of financial information and the process of choosing between competing investment opportunities (capital budgeting) are fundamental facets of management. 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. 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 project's 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
Managing Operations
(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 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
Microeconomic Foundations of Managerial Decisions
(3 credits)

This course addresses the normative principles relevant for managerial decision making and a set of spreadsheet tools to help make the relevant managerial decisions. The course addresses core topics in managerial economics and management science and introduces microeconomic principles and analytical methods underlying key managerial decisions.

Students 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
Statistical and Behavioral Foundations of Managerial Decisions
(2 credits)

This 2-part course addresses the normative and behavioral principles relevant for managerial decision-making. Residency 2 introduces how principles of classical and Bayesian statistical analysis are used to account for the uncertainty and risk that is inherent in managerial decision-making. Finally 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. Students 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
Leading Complex Projects
(2 credits)

This course prepares executives 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
Discourses in Ethical Leadership
(1 credit)

This seminar is a highly interactive learning experience focusing on the ethical challenges of business in a complex, global society. The goal of the course is to enable executives to build a framework for high-stakes decision making in a dynamic global context of competing value claims. Throughout the

seminar, executives will explore the architecture of human values from various dimensions: personal, organizational, societal, cultural, and cross-cultural. Executives will examine a variety of complex scenarios and cases they may encounter in a business career. Executives will learn from each other as they explore, discuss, and debate ideas and values. Building on personal values, the seminar provides the opportunity for executives to cultivate skills and dispositions of self-awareness, critical thinking, collaborative inquiry, dialogue, discernment, and decision making that will foster their effectiveness as a leader.

BU.790.040
Leading 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. 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 one’s 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
Accessing 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: fixed income and equities. Students 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.790.043
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.790.046
Leading with Business Intelligence
(2 credits)

This course, which is delivered online, introduces a set of fundamental principles and a framework that guide extracting business insights from data to generate competitive advantage. A key objective of the course is to provide executives with business intelligence toolkits for solving business problems and to

critically evaluate business intelligence projects. The lessons and exercises include understanding and visualizing the data, applying analytical frameworks and methods, and evaluating business intelligence projects with business goals in mind. Executives will apply these techniques in hands-on exercises using software, R.

BU.790.047
Innovation for Humanity Project
(2 credits)

This course involves a team-based service learning experience focused on the challenges of building sustainable, impactful businesses in emerging global marketplaces. The course aims to create in each executive an appreciation of opportunities in critical sectors of human need in these complex, resource-constrained markets that are plagued by fragmented infrastructure. Executives will learn first-hand how businesses serving these needs contribute to community development and 'do well by doing good.' The course has three phases. In Phase 1, executive teams conduct background research to gain perspective on the country-market context and project sector priorities. Executives are assigned to a sponsoring organization to address a specific business problem (the project). Teams 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 Phase 2, the executive teams arrive on location to implement the approved work plan in the field and create the deliverables. At the conclusion of this phase, executive teams develop an initial project presentation for the sponsor and receive feedback on the report. In the final phase, teams use the feedback and related insights to develop a graded final report that is shared with the sponsor.

BU.790.048
Business Negotiations In and Between
Cultures
(2 credits)

People negotiate every day – with employers, coworkers, bosses, spouses, merchants, service providers, and others. 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 the executive 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. Students will develop negotiation skills in a series of simulations and feedback sessions. Together, the class 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. 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.

BU.790.049
Advanced Financial Management
(2 credits)

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 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 two diverse perspectives: corporate finance executive, managers, investors, investment bankers, and equity analysts. The first part takes a long-term view in the value-creation process and focus on the key value drivers that affect corporate value. The second part of the course will introduce short-term managing focusing on Net Working Capital management and the interrelationship with growth decisions and the impact on valuation. This part also addresses the issue of financing decisions and the impact on valuation. In this context, the course will present the difficulties imbedded in each context of corporate management and entrepreneurship management.

BU.790.050
Capstone Project Proposals: Phase I
(2 credits)

This course examines business and corporate strategies and requires students to assume the role of a general manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. The focus throughout is on strategic management—the process of choosing and defining purposes and objectives, formulating and implementing a viable strategy, and monitoring strategic performance. The course is predicated on the thesis that the role of the policy course in the business school curriculum is to develop an ability to see the enterprise as a whole and to understand how and why the various functions of the business are interdependent and need to be coordinated. Hence, the thrust of the course is the organization in its totality - the environment in which it operates, and its internal administrative activities. The emphasis is on the kinds of problems and issues that affect the success of the entire organization. A serious attempt is made to elaborate on the general applicability of the strategy-policy disciplines to all sizes and types of organizations, 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 doing business in the global environment, international financial markets, and international financial management. The first part of the course covers the basic macroeconomic and financial linkages between national economies. The second part of the course focuses on 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 particularly exchange rate risk management, the opportunities and challenges offered by international capital markets and project evaluation and financing in the international context.

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
Innovative Leadership
(2 credits)

The goal of this course is to help the executive use organizational behavior theory to enhance leadership skills. Specifically, this course seeks to provide the analytical frameworks and the practical experience necessary to better influence and lead individuals and groups in organizations. A fundamental assumption underlying the course is that leadership is both art and science. The analytical frameworks will help the executive understand leadership; the practical experience will help students put that

understanding into action. Key leadership tasks require the executive to manage people, information, and processes to accomplish organizational goals, often under conditions that are not of her own choosing. The successful execution of these goals requires the executive to harness the psychology of individuals and groups, in order to motivate others to act. While the course acknowledges that some people are "born leaders," it assumes that most people learn how to lead through sustained analysis and practice.

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 executives 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. Executives learn through the use of readings, case studies, and rigorous analysis.

BU.790.057
Leading for Creativity
(2 credits)

This course explores various ways that leaders can cultivate creativity utilizing findings from empirical research in organizational behavior and social psychology. It seeks to increase participants' understanding of the psychology of individual and group creativity as well as recognize some of the common barriers to

creative problem solving at work. Executives will evaluate their current approaches to leading for creativity as well as brainstorm ways to facilitate greater creativity within their organizations. This course will be taught as a hybrid seminar and workshop and will include hands-on activities designed to help leaders improve their problem solving ability as well as help them promote these skills in others.

BU.790.059
Discourses in Corporate Governance
(1 credit)

The value of a firm depends on corporate governance practices that protect the shareholders (investors). Greater investor shareholder protection lowers the cost of capital. Thus, the set of governance practices, rules, and regulations that promote private business development also promote firm value. Topics include shareholders rights, separation of ownership and control, agency theory, resolution of conflicts of interest, 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, responsibility, accountability and fair and equitable treatment of all shareholders and the value of the shareholder vote.

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
Anticipating and Responding to Crisis
(2 credits)

This course examines the options faced by managers when organizations face crisis because of disasters, unexpected situations or circumstances outside the control of organizations. Students 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.

BU.790.062
Capstone: Final Projects and Project Presentations
(2 credits)

This course examines business and corporate strategies and requires students to assume the role of a general manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. The focus throughout is on strategic management—the process of choosing and defining purposes and objectives, formulating and implementing a viable strategy, and monitoring strategic performance. The course is predicated on the thesis that the role of the policy course in the business school curriculum is to develop an ability to see the enterprise as a whole and to understand how and why the various functions of the business are interdependent and need to be coordinated. Hence, the thrust of the course is the organization in its totality—the environment in which it operates, and its internal administrative activities. The emphasis is on the kinds of problems and issues that affect the success of the entire organization. A serious attempt is made to elaborate on the general applicability of the strategy-policy disciplines to all sizes and types of organizations, 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
Strategically Managing Human Resources
(2 credits)

This course provides an interactive overview of how human resource is managed strategically 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, executive 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
Leading Marketing Strategy
(2 credits)

This course provides executives an in-depth understanding of marketing strategy. It is designed to help executives experience the role of senior business executives in formulating, implementing, and evaluating marketing strategies for a wide variety of complex real-world business scenarios. Executives will analyze and learn the key factors underlying successful and lackluster marketing strategies of both major corporations and smaller firms, across different industries, across different tiers of brands, and across the globe. Through case analyses, in-class discussions, course assignments, and a research project, executives will dive into topics such as industry and market analyses, dynamics of competition, value creation, branding, segmentation, targeting, positioning, product development, pricing, distribution, and promotion.

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 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, U.S. 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, U.S. business culture and positive psychology.
Prerequisite(s): BU.805.490

BU.816.610
Improving Processes in Healthcare
(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 ICUs. 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.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 2
(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 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, 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 students to think critically about how data is interpreted to

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
Managerial Decision Behavior Part 2
(2 credits)

Managerial Decision Behavior Part 2 builds on the normative managerial economics and management science principles addressed in Managerial Decision Behavior I. The course contains two segments. The first segment introduces how principles of classical and Bayesian statistical analysis are used to account for the uncertainty and risks inherent in managers' decision environments. The second segment of the course examines behavioral principles, showing how the normative tenets of decision making are often systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. Cases and experiential exercises are used to examine how these influences may be managed to enhance the quality and effectiveness of managerial decisions.

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.930.610
Thought and Discourse Seminar:
Strategic Communication
(1 credit)

Effective writing, presentation, and interpersonal communication skills are essential elements of the manager's tool kit. The first Thought and Discourse Seminar focuses on strategic communications, a decision-making process that requires consideration of a number of personal and organizational variables. Students apply a strategic model to business cases involving crisis and cross-cultural communication. This involves careful analysis of purpose, audience, cultural context, and channel choice in creating persuasive messages. In addition, students explore nonverbal and visual communication, the use of digital media, and other current topics.

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 Seminar:
Ethical Leadership
(2 credits)

In this course, students will be challenged to think critically the ethics of organizational life. What is an organization's or leader's ethical obligation to the people they serve? How can ethics and pragmatism in business co-exist? And, why do individuals within organizations fall prey to unethical behavior? With cases and empirical research as a backdrop, this highly interactive seminar will challenge students to examine these and other fundamental questions, in an effort to cultivate the skills and dispositions that are required of an effective leader.

BU.933.610
Thought and Discourse Seminar:
Governance and Accountability
(2 credits)

The many corporate scandals that have surfaced in this decade (Enron, WorldCom, Lehman Brothers, AIG) have drawn increasing attention to corporate governance. What gives rise to the kinds of risky behavior that these scandals reveal? What mechanisms do—or should—corporations have in place to prevent such disasters? To whom are they

ultimately responsible: shareholders and owners or a wider spectrum of stakeholders? What are the roles and responsibilities of boards of directors normally and in times of crisis? How do boards monitor performance and compliance among corporate officers, and what kinds of reporting structures exist? What laws and regulations seek to limit and punish corporate malfeasance? How do the approaches to self- and external-regulation of companies differ in other countries and in a global context? These are some of the questions addressed in this seminar. Through lectures, guest speakers, case studies, and team projects, students explore corporate governance, with an eye to best practices.

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 Business 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 2
(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 to GMBA students only.

BU.950.610
Discovery to Market
(2 credits)

The focus of this course is the invention and commercialization of technological discoveries. Technological advances are the underpinning of global economic development, and often represent significant business opportunities. This course covers the concepts and organizational issues involved in generating innovations, identifying opportunities and creating strategies to bring them to market. 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? The course includes both classroom learning and project work in which inventions from universities and government laboratories are assessed. 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.

BU.950.611
Discovery to Market II
(2 credits)

The focus of this course is the invention and commercialization of technological discoveries. Technological advances are the underpinning of global economic development, and often represent significant business opportunities. This course covers the concepts and organizational issues involved in generating innovations, identifying opportunities and creating strategies to bring them to market. 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? The course includes both classroom learning and project work in which inventions from universities and government laboratories are assessed. 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.

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Appendix A

Schedules and Charts

Schedule A: Billing Cycles—April 2015 through May 2016 JHU Carey Business School

The Bill Covers Charges and Payments Applied to Your Student Account Between the Following Dates	Date When the Electronic Bill is Presented on the Web	Statement Due Date**
Summer 2015		
April 9, 2015 - May 13, 2015	May 14, 2015	July 1, 2015
May 14, 2015 - June 10, 2015	June 11, 2015	July 1, 2015
Summer Intensive Fall 2015 & Intersession 2016		
April 9, 2015 - May 13, 2015	July 9, 2015	September 1, 2015
May 14, 2015 - June 10, 2015	July 9, 2015	September 1, 2015
June 11, 2015 - July 8, 2015	July 9, 2015	September 1, 2015
July 9, 2015 - August 12, 2015	August 13, 2015	September 1, 2015
August 13, 2015 - September 9, 2015	September 10, 2015	October 1, 2015
September 10, 2015 - October 14, 2015	October 15, 2015	October 23, 2015
Spring 2016		
October 15, 2015 - November 11, 2015	November 12, 2015	February 1, 2016
November 12, 2015 - December 9, 2015	December 10, 2015	February 1, 2016
December 10, 2015 - January 13, 2016	January 14, 2016	February 1, 2016
January 14, 2016 - February 10, 2016	February 11, 2016	March 1, 2016
February 11, 2016 - March 9, 2016	March 10, 2016	April 1, 2016
March 10, 2016 - April 13, 2016	April 14, 2016	May 1, 2016
April 14, 2016 - May 11, 2016	May 12, 2016	June 1, 2016

DUE DATES AS THEY APPEAR ARE SUBJECT TO CHANGE

**Schedule B: Monthly Payment Plan
April 2015 Through May 2016
JHU Carey Business School**

Semester	Payment Plan Enrollment Start Date	Payment Plan Enrollment End Date	First Payment Due	Payment Plan Options
Summer 2015	March 30, 2015	June 15, 2015	June 15, 2015	TWO installments due the 15th of each month. First payment due June 15th; remaining balance due on July 15th
Summer Intensive and Fall 2015	April 27, 2015	Sept 15, 2015	Sept 15, 2015	FOUR installments due the 15th of each month. First payment due September 15th; remaining balance due on the 15th of October, November, and December
Intersession 2016 and Spring 2016	Nov. 2, 2015	Feb 15, 2016	Feb 15, 2016	FOUR installments due the 15th of each month. First payment due February 15th; remaining balance due on the 15th of March, April, and May
Annual Plan for Full-time Programs	March 30, 2015		Aug 15, 2015	TEN installments due the 15th of each month. First payment due August 15th; remaining balance due on the 15th of September, October, November, December, January, February, March, 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 afford.com/jhucarey .				

**2015–2016 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 student drops course	prior to the 2nd class session	prior to the 2nd class session	prior to the 3rd class session	prior to the 4th class session
Withdrawn (“W”) noted on transcript if student withdraws from course	from the 2nd to the 3rd class session	from the 2nd to the 3rd class session	from the 3rd to the 6th class session	from the 4th to the 8th class session
Student may not withdraw from a course	once the 4th session begins	once the 4th session begins	once the 7th session begins	once the 9th session begins

2015–2016 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 session or 1st day of orientation for full time programs.			
80%	from the 1st class session and prior to the beginning of the 2nd class	from the 1st class session and prior to the 2nd class session	from the 1st class session and prior to the 2nd class session	from the 1st class session and prior to the 3rd class session
70%	from the 2nd class session and prior to the 3rd class session	from the 2nd class session and prior to the 3rd class session	from the 2nd class session and prior to the 3rd class session	from the 3rd class session and prior to the 4th class session
50%	from the 3rd class session and prior to the 5th class session	from the 3rd class session and prior to the 4th class session	from the 3rd class session and prior to the 5th class session	from the 4th class session and prior to the 7th class session
0%	once the 4th 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 who experience events beyond their control may request an exception to the course refund policy by submitting a General Petition Form to the Registrar's Office. Petitions must be submitted in the same semester in which the course was taken, and must be accompanied by documentation of the circumstances leading to the request. Students who experience severe medical problems, a death in their immediate family, or who are called into active military duty may receive a 100% refund. Other requests will be reviewed on a case by case basis, and refund amounts (if awarded) will be decided by the Registrar. Petitions are reviewed monthly, and notification of the final decision is sent to the student by email.</p> <p>The General Petition Form can be downloaded at jh.box.com/PetitionForm2013 and mailed with supporting documentation to the Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202, or faxed to 410-800-4096 or scanned and emailed to carey.registration@jhu.edu.</p>				

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