

Academic Catalog

2009–2010

JOHNS
HOPKINS

CAREY
BUSINESS SCHOOL

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ACADEMIC YEAR CALENDAR 2009–2010

Summer Semester 2009

April 1	Financial aid priority filing date for 2009 summer semester
April 1– May 1	Registration period for 2009 summer semester
May 29	Last day to submit graduation application for 2009 summer semester
June 1	2009 Summer session I begins
July 1	Last day for students to submit incomplete work from 2009 spring semester and May session
July 3* and 4	Fourth of July holiday; no classes held *School closed on Friday, July 3, since 4th of July falls on a Saturday
July 11	Summer session I ends
July 13	Summer session II begins
August 22	2009 Summer session II ends
October 5	Last day for students to submit incomplete work from the 2009 summer semester

Fall Semester 2009

June 1	Financial aid priority filing date for 2009 fall semester.
June 1	Deadline for Maryland State Workforce Shortage Student Assistance Grants application
*July 6– August 25	Registration period for 2009 fall semester
July 1	Deadline for 2009–10 school-based scholarships
August 26	2009 fall semester classes begin
September 7	Labor Day; no classes held
August 28	Last day to submit graduation application for 2009 fall semester

November 25–29	Thanksgiving holiday; no classes held
December 1–7	Final examination period for 15-week classes
December 7	Last day of 2009 fall semester
February 11	Last day for students to submit incomplete work from 2009 fall semester and 2010 January Intersession

January Intersession 2010

Carey Business School no longer holds January Intersession classes

Spring Semester 2010

November 2– January 24	Registration period for 2010 spring semester
November 1	Financial aid priority filing date for 2010 spring semester
January 4	Last day to submit graduation application for 2010 spring semester
January 25	2010 spring semester classes begin
March 1	Deadline for 2010–2011 Maryland State Scholarships
April 1	Financial aid priority filing date for 2010 summer semester
May 22	Last day of 2010 spring semester
May 24	Carey Business School Graduation – Meyerhoff
May 27	University-wide Commencement

May Session 2010

Carey Business School no longer holds May Intersession classes

INTRODUCTION

THE JOHNS HOPKINS UNIVERSITY

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

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

THE 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, and Arts and Sciences. By linking business education to urgent social issues—health, education, environmental sustainability, population, poverty—the Johns Hopkins Carey Business School endeavors to improve lives on a global scale. The school's fulltime MBA program will launch in 2010. Current offerings include a wide range of MBA programs in areas such as organization development, medical services management, life sciences, nursing, government, communication, biotechnology, public health, and information systems; specialized master of science degree programs in finance, information systems, marketing, and real estate; a bachelor's degree completion program in business; and a variety of graduate certificate programs.

ADVANCING BUSINESS EDUCATION AT JOHNS HOPKINS

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

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

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

A NEW GENERATION OF BUSINESS LEADERS

Carey Business students are a new generation of business leaders equipped with both specialized skills and cross-disciplinary knowledge.

Through programs that combine extensive theory with a wealth of work-world experience, they learn from nationally recognized researchers and leaders in their fields.

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

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

ACCREDITATION

The Johns Hopkins University is accredited by the Middle States Commission on Higher Education, 3624 Market St., Philadelphia, PA 19104-2680; 215-662-5606

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

COMMITTED TO TEACHING, RESEARCH,
AND COMMUNITY SERVICE



DEGREE AND CERTIFICATE PROGRAMS

DEGREES AND CERTIFICATES

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

DEGREES AND CERTIFICATES BY PROFESSIONAL PROGRAMS

Graduate Programs

Degree	No. of Credits	Info.
Master of Business Administration	54	36, 38
Concentrations:		
Finance		40
Information Systems		40
Interdisciplinary Business		40
Marketing		40
Management		41
Master of Business Administration in Organization Development	54	42
MS in Finance	36	44
MS in Information Systems	36	44
MS in Marketing	36	46
MS in Organization Development and Strategic Human Resources	42	46
MS in Real Estate	36	37, 47
Concentrations:		
Real Estate Development		
Institutional Real Estate Investment Management		
Real Estate Valuation and Appraisal		
Community Development		
International Real Estate		
Dual Degree Program	MBA/MS in Information and Telecommunication Systems	72 48
Joint Degree Programs	MBA/MS in Biotechnology	77 48
	MBA/Master of Public Health	133 48
	MBA/MS in Nursing in Health Systems Management	57 49
	MBA/Master of Arts in Government	60 50
	MBA/Master of Arts in Communication	60 50
	MBA in Medical Services Management	54 51

Graduate Programs (continued)

	No. of Credits	Info.
Graduate Certificate Programs		
Business Health		
Hopkins Business of Medicine®	12	52
Hopkins Business of Nursing®	12	53
Finance		
Financial Management	22	53
Financial Management/Investments and MA in Applied Economics	54	54
Investments	22	54
Information Systems		
Competitive Intelligence	16	55
Information Security Management	16	55
Management		
Leadership Development Program for Minority Managers	18	56

Note: Students who are receiving federal financial aid must maintain satisfactory progress by advancing 12 credits per year toward their degree. Graduate and post-master's certificate programs of less than 15 credits do not qualify for financial aid.

Undergraduate Programs

Degree	No. of Credits	Info.
BS in Business		
Concentrations:		
Management	last 60	61
Information Systems	last 60	61
Accounting	last 60	60
Finance	last 60	61
Marketing	last 60	61



ADMISSION, REGISTRATION, AND FINANCES

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ADMISSION

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

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

Academic records (transcripts, diplomas, and degree certificates) for degrees earned from non-U.S. institutions must be evaluated by an authorized credential evaluation agency (not the Office of Admissions). The course-by-course evaluation conferring the degree should be submitted in lieu of transcripts for degrees earned at non-U.S. institutions. However, applicants who earned credits at a non-U.S. institution without earning a degree should submit an official English translation of the transcript from the institution where those credits were earned in lieu of a course-by-course evaluation. See the International Credential Evaluation section of this catalog (page 15).

All applications to the Carey Business School should be submitted using the online application system, which can be accessed from the Carey Business School website at carey.jhu.edu/admissions/apply-now.html. Paper applications are no longer accepted. Application mate-

rials (including all relevant supporting documentation) should be mailed separately to:

Johns Hopkins University
Carey Business School
Office of Admissions
6740 Alexander Bell Drive, Suite 150
Columbia, MD 21046-2100

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. No funds are available for repeated courses.

BACHELOR’S PROGRAMS

An applicant for admission to an undergraduate program must hold a high school degree or an equivalent and have earned at least 60 transferable college-level credits from a regionally accredited institution.

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

A student accepted into an undergraduate program must enroll in at least one course per year to maintain active student status. Those who need to stop out for a year or more and who wish to retain active student status must submit a letter to the Carey Business School Office of Admissions within one year of their last completed course at the Carey Business School.

Students who do not request that they maintain active status will be changed to inactive status one year after their last completed course at the Carey Business School. Students whose status is inactive will not be permitted to register for courses until they contact an undergraduate adviser at the Carey Business School about the readmission process.

For more information about admission to undergraduate programs, please contact the undergraduate advising office at 410-516-4234.

MASTER'S PROGRAMS

Master's degree program applicants must hold a bachelor's degree from a regionally accredited college or university. Admission to graduate programs generally requires that a student has earned a cumulative grade point average of at least 3.0 (on a 4.0 scale) during his/her undergraduate program or at least a 3.0 grade point average (on a 4.0 scale) in the last half of his/her undergraduate program. While grade point average is among the important factors considered in all admission decisions, other criteria are also considered by individual programs.

Application requirements can vary by program, and may include other supporting documentation such as letters of recommendation, a current professional resume, essay, and standardized test scores. For information regarding specific admission requirements for each degree program, please refer to the website. An interview may also be required before admission.

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

CERTIFICATE PROGRAMS

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

Note: To be eligible for federal financial aid, graduate certificate programs must include a minimum of 15 or more credits in a nine-month or shorter time frame.

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 five or six years to complete their degree, depending on the program. See the Graduate section (page 35) for details. For information regarding specific degree requirements for each graduate program, please refer to the detailed program descriptions online.

TRANSFER OF CREDITS

Transfer of Undergraduate Credit

Undergraduate degree applicants may transfer credits for courses taken at regionally accredited institutions of higher education when a grade of C or above has been earned. The academic adviser will determine whether transfer credits are appropriate to the student's program.

A maximum of 60 credits may be transferred into an undergraduate degree program in the Carey Business School, including credits by examination. A maximum of six upper-level credit requirements (included in the 60-credit maximum) may be transferred into degree program majors and concentrations. Prospective students should request a preliminary transfer evaluation by calling an undergraduate adviser at 410-516-9742 prior to submitting an application. Please note that the undergraduate programs at the Carey Business School do not award life experience credits.

COMMUNITY COLLEGE TRANSFER STUDENTS

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

TRANSFER OF GRADUATE CREDIT

The maximum number of credits earned at another regionally accredited college or university that may be transferred into a graduate degree program in the Carey Business School varies by program but in no case exceeds six credits. Any request for transfer or waiver of courses must be submitted within the first two semesters from the date of admission.

A matriculated graduate student in the Carey Business School who, under extraordinary circumstances, wishes to take a course offered by another institution to satisfy Carey Business School degree requirements, must obtain written approval in advance from his/her program director, or academic adviser. Approval is granted only in exceptional cases.

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 official TOEFL (Test of English as a Foreign Language) scores if English is not their native language. **The preferred minimum**

TOEFL requirement is 600 (paper-based), **250** (computer-based), or **100** (Internet-based). [The TOEFL code for the Johns Hopkins Carey Business School is 0834.] **In addition**, applicants to certain graduate programs may be required to provide additional evidence of English proficiency, including:

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

The admissions committee will determine and request the additional evidence of English proficiency required for admission to the given graduate program. The committee may grant a waiver from the TOEFL 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 a TOEFL waiver request form when submitting his/her application to the Office of Admissions. The TOEFL waiver form can be found online at onestop.jhu.edu/carey/media/files/admission/TOEFLWAIIVERFORM.pdf.

F-1 Visa Applicants

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

Deadlines for applications and other required documents:

Fall Semester	May 1
Spring Semester	October 15

Please do not send bank statements or other financial documentation for the I-20 with the initial application materials because they must be current when the I-20 is issued. The International Services office will request the financial documents after the student receives the full acceptance letter.

International applicants who hold visa types other than an F-1 visa and who wish to enroll as part-time graduate special (non-degree) students should follow the application directions in this section. International graduate students attending other institutions on student (F-1) visas during the regular academic year are also welcome to enroll as graduate special (non-degree) students during the summer. For more information, contact the Office of Admissions at 1-410-516-4234 or carey.info@jhu.edu. Please note that financial aid is not available for international students.

International Credential Evaluation

Applicants who hold degrees from non-U.S. institutions must have their academic records evaluated by an authorized credential evaluation agency (such as those listed that follow) before they can be considered for admission to a degree/certificate program. For degrees earned at non-U.S. institutions, an official course by course evaluation assessing the degree, the overall grade point average and the courses taken, should be submitted. Please do not send official foreign transcripts. Credential evaluation is used to assess a student's 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 should submit an official English translation of the transcript from the institution with their application in lieu of a course-by-course evaluation.

Send materials to:

Johns Hopkins University
Carey Business school
Office of Admissions
6740 Alexander Bell Drive, Suite 110
Columbia, MD 21046-2100

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

The following are authorized agencies:

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

International Consultants of Delaware, Inc.
P.O. Box 8629
Philadelphia, PA 19101-8629
Telephone: (215) 222-8454 ext. 510
Fax: (215) 349-0026
Email: icd@icdel.com
Website: www.icdel.com

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

International Student Services

Upon receipt of the acceptance letter from the Carey Business School, the international student who needs to obtain a student (F-1) visa is required to contact the International Services office at carey.intl@jhu.edu or 410-516-9740 to request a certificate of eligibility (Form I-20). The I-20 is not automatically sent with the acceptance letter.

Before an I-20 is issued, the international student is required to send financial documentation and a notarized affidavit of support to:

International Services
Johns Hopkins University
10 North Charles Street
Baltimore, MD 21201



Information on the required amount of funds, types of acceptable financial documentation, and forms may be found online at onestop.jhu.edu/carey/international/obtaining-an-I-20-for-f-1-status/.

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

Before leaving the United States for any reason, the I-20 must be signed by an International Services staff member in order for the student to re-enter the country. It is imperative to schedule an appointment with International Services four weeks prior to your departure date.

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

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

Assisting students on F-1 visas is central to the support for international students provided by the International Services office. The office can also assist students who hold other nonimmigrant visas and direct them to the appropriate resources or government offices. If students are unclear about the type of visa they should obtain, they should visit the USCIS website at www.uscis.gov for additional information, or contact International Services at 410-516-9740 or carey.intl@jhu.edu with any questions.

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

CHANGING MAJOR OR DEGREE PROGRAM

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

Students are not automatically admitted to the new programs; their requests must be approved by the appropriate academic program and decisions are communicated directly to students four to six weeks after the request.

Note: Financial aid recipients must notify the financial aid office when changing or adding a degree or certificate program.

ADDING A CERTIFICATE OR DEGREE PROGRAM

Graduate Students

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

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

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

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

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

INACTIVE/DEACTIVATED CERTIFICATE OR DEGREE APPLICATIONS

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

Johns Hopkins University
Carey Business School
Office of Admissions
6740 Alexander Bell Drive, Suite 110
Columbia, MD 21046-2100

Online web address is app.applyyourself.com/AYApplicantLogin/ApplicantConnectLogin.asp?id=JHU-CAREY.

ADMISSION TO OTHER SCHOOLS OF THE UNIVERSITY

Carey Business School students who wish to transfer to one of the other schools in the university (such as Engineering, Public Health, or Education) are required to submit an admission application to that school. Documentation submitted to the Carey Business School will not be forwarded to any other school of Hopkins. Admission to the Carey Business School establishes no claim or priority for admission to any other school in the university.

PROVISIONAL ADMISSION

An applicant may be admitted on a provisional basis pending fulfillment of clearly defined conditions that are stated to the applicant in writing. Such conditions may include successful completion of specific courses that relate to the academic area that the applicant wishes to pursue; attainment of specified minimum scores on standardized tests, such as the Graduate Management Admissions Test (GMAT); writing samples; letters of recommendation; and/or a review of the applicant's resume.

A graduate student admitted on a provisional basis may be required to complete up to ten credits to fulfill conditions for full admission. Credits earned under a provisional admission plan may be applied to a certificate or degree program only if permitted by the program to which the applicant seeks admission. To successfully complete a provisional admission plan, the applicant must complete the required courses with grades of B or better. (A grade of B- is not acceptable.) Please note that graduate students must have a cumulative grade point average of at least 3.0 (on a 4.0 scale) to maintain eligibility for financial aid and to receive approval for graduation.

Upon successfully completing the conditions for admission, students must notify their academic adviser. After verification, students are informed in writing that they are fully admitted to the program to which they have applied. Applicants who do not fulfill the conditions specified will not be admitted to degree or certificate programs, nor may they enroll in the Carey Business School and are so informed in writing.

ACADEMIC ADVISING

By consulting with academic advisers throughout their degree or certificate programs, students can ease the registration process, ensure conformity to program curricula and regulations, select course work to best meet professional goals, and stay on track for timely completion of their academic program. Academic advisers are assigned to each student upon admission to an undergraduate or graduate program. Advising may be done in person, by phone, or by email.

When to seek advising:

- Prospective graduate students may speak with advisers prior to submitting applications for degree programs and must do so to set up a program of study prior to acceptance.
- New students are expected to seek advising prior to registering for their first class.
- Non-degree students should consult advisers prior to applying and/or registering, especially to receive approval to enroll in undergraduate or advanced-level graduate courses.

- Matriculated students who have not registered for a course in more than a year should reassess the remaining curriculum requirements for their academic program prior to registering for additional classes.
- To plan courses in their concentration, students should schedule appointments with advisers prior to registering for advanced-level graduate coursework.
- Undergraduate or graduate students on academic probation or suspension are required to meet with an adviser prior to re-registration.
- To register for graduate-level courses (.500-level), undergraduates must obtain an adviser's signature.
- Undergraduates in degree programs must schedule appointments with advisers at the 75- and 105-credit mark in their curriculum and before registering for their capstone project.

REGISTRATION

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

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

REGISTRATION ELIGIBILITY

Students may register for courses only as indicated in the following table. Please note that some courses are limited to students matriculated in certain degree programs; see course descriptions for restrictions.

Level of Course	Undergraduate students	Applicants to graduate degree programs and graduate special student	Admitted graduate degree- or certificate-seeking students
.300 - .499	eligible*	eligible***	eligible***
.500 - .599	not eligible**	eligible	eligible
.600 - .699	not eligible	with adviser permission	eligible
.700 - .899	not eligible	not eligible	eligible

* Must have completed at least 60 credits and have a 2.0 CUM-GPA or greater.

** Except matriculated undergraduate students who have at least 60 credits, a 3.0 CUM-GPA or greater, appropriate academic background in the subject area, and adviser's approval.

*** Graduate students are eligible to take .300 to .499-level courses, but they will receive undergraduate credit.

Registration Options

Students may register using one of several convenient methods. Details of registration dates are provided on page 20.

Registration begins several months before each semester. Students may access the ISIS System at isis.jhu.edu. Students electing to register online should refer to the instructions available at onestop.jhu.edu/careyregistration. When registering online, via mail, or fax, students may choose to pay then or be electronically billed (refer to the Student Accounts section, page 23, of this catalog for details). Registration materials may also be brought to any campus center or to the Registrar's Office in Columbia.

Registrations are processed as they are received. If a selected course is full, the student is placed in an alternate course if noted on the registration form.

Wait Lists

Student attempting to register for a course that is full (has met its enrollment limit), may be placed on the wait list by going to isis.jhu.edu. Students may also contact the Registrar's Office at 410-516-9816 to be placed on a wait list. Students placed on a wait list for any course will be contacted in the order in which they were placed on the list. Please note that students may wait list for only one section of a particular course. Contact will be made only if an opening occurs prior to the first class meeting of the course via the students JHU email address only. Students may not participate in a class unless officially registered for it. Wait listing for a course is not an official registration.

Adding a Course

To add a course, students must submit an official add/drop form. Students may also add courses using the online registration system. The same payment options for registration also apply for adding a course. (Johns Hopkins employees must submit a tuition remission application for each added course.)

Students who have already registered may add new courses, provided that the course(s) has not met for the first time and is not already closed. Students also may add alternate format courses (e.g., mini-courses or those that meet for one or two weeks) anytime before the first class meeting, provided the course is not closed. Students may not add courses after the first class meeting.

Prior to the second class meeting, when dropping one course and adding another, 100 percent of the tuition from the dropped course may be applied to the tuition of the added course. After the first two weeks of the semester or the second class meeting, a student who wishes to drop an eight or 15-session course and add an alternate format course may apply the appropriate refund from the dropped course to the tuition of the added course.

Auditing Courses

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

Students enrolled for credit who wish to change to auditor status must submit official add/drop forms (dropping the class for credit and adding the same class for audit) before the appropriate deadline each term, as noted in the withdrawal/audit policy chart on page 15. For the last day to change to auditor status for alternate format classes, consult the withdrawal/audit calendar, or call 1-800-GO-TO-JHU (1-800-468-6548).

Dropping or Withdrawing from a Course

Dropping Courses

Students may drop a course without financial penalty up to the date of the first class by going to isis.jhu.edu. Once classes begin, students who drop a course receive a prorated tuition refund. Tuition refunds are calculated from the date of receipt of the add/drop form in the Registrar's Office (see refund schedule). Financial aid recipients will have their aid award adjusted according to credits registered. Students dropping to less than half-time status will have their aid canceled and will be responsible for any debit balance created. The facsimile add/drop form may be used.

Withdrawing from Courses

To withdraw from a course, students must submit official add/drop forms. Students may not withdraw from courses using the online registration system. Notice to the instructor of intent to withdraw is not sufficient, nor are telephone

REGISTRATION START AND END DATES	
Registration Dates For Academic Year 2009–2010	
Semester	Begin and End Dates
Summer Registration	April 1 - May 31, 2009
Summer Session I	June 1 - July 11, 2009
Summer Session II	July 13 - August 22, 2009
Fall/January Intersession Registration	July 6 - August 25, 2009
Fall Start and End Dates	August 26 - December 14, 2009
Spring Registration	November 2, 2009 - January 24, 2010
Spring Start and End Dates	January 25 - May 8, 2010
<i>Note: Students may register late for any course provided that it has not had its first meeting and the course is not already full.</i>	

WITHDRAWAL/AUDIT* POLICY				
Transcript Notation	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 if course is dropped	prior to the 3rd class meeting	prior to the 2nd class meeting	prior to the 3rd class meeting	prior to the 4th class meeting
No notation if course is dropped	from the 3rd to the 5th class meeting	from the 2nd to the 3rd	from the 3rd to the 6th class meeting	from the 4th to the 8th class meeting
May not withdraw or change to audit	once the 6th class begins	once the 4th class begins	once the 7th class begins	once the 9th class begins

withdrawals accepted. The last dates to withdraw without academic penalty (without receiving the grade of F) are listed in the withdrawal/audit calendar of this catalog. Call 1-800-GO-TO-JHU for the last date to withdraw or change to auditor status for other alternate format courses.

Students who withdraw after the dates listed on page 20 or stop attending class at any time without properly submitting an official add/drop form receive an F (Failure) grade for the course. Tuition refunds are calculated from the date of receipt of the add/drop form in the Registrar's Office. Please note that the registration fee is non-refundable. Financial aid recipients will have their aid award adjusted according to credits registered. International students on an F-1 visa are advised to contact International Services at 410-516-9740 before withdrawing or dropping a course.

Course Load

A student who is employed full time is encouraged to take only one or two courses each semester, and must consult an adviser before registering for three or more courses. Courses numbered .500 and above require an average of three hours of outside preparation for each class hour. Full-time graduate students are those who enroll for

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

Interdivisional Registration

During the fall and spring terms, degree-seeking students at the Carey Business School may register for courses in another school at Johns Hopkins by submitting an interdivisional registration form, with all appropriate approval signatures from the host school and the Carey Business School, along with the regular registration form. Students pay the per-credit rate of the school offering the course. Special students are not permitted to register interdivisionally.

Conversely, students from other divisions (except the Schools of Arts and Sciences and Engineering) of the university may take courses offered by the Carey Business School by completing the interdivisional registration form, including all appropriate signatures from their home school and from the Carey Business School, and submitting it to their own registrar for processing. Students in full-time Arts and Sciences and Engineering programs should use the Supplemental Registration Form, available from the Homewood Registrar's Office, which requires

permission of their academic adviser and the appropriate school program director or adviser. This form needs to be submitted to their own school's registrar. Note that Carey Business School students have priority in registering for Carey Business School courses. All Interdivisional students must abide by these policies, procedures, and deadlines. All published prerequisites for the course must be met prior to enrollment. During the summer session, students do not follow the interdivisional registration procedures noted above. Students from other Johns Hopkins divisions who want to enroll in Carey Business School summer courses should follow the registration procedures outlined in the Registration section. For more information, contact the Registrar's Office at 410-516-9816.

Refunds

Students who officially withdraw during an academic term will receive tuition refunds based on the refund schedule. 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. Refunds are not applicable to registration and other non-tuition fees and are not granted to students suspended or dismissed for disciplinary reasons.

Federal aid recipients who withdraw from all coursework may have aid returned to the federal government according to federal "Return of Title IV funds" regulations, a copy of which can be obtained at the Registrar's Office. Those partially withdrawing may have their aid awards adjusted to the reduced cost of attendance.

Students who drop to less than half-time prior to commencing the courses that require half-time attendance will have their federal aid canceled, even if some portions have already been refunded to them for living expenses, students will receive a bill from the school for the balance due.

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

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

According to Washington, DC, Immunization Law 3-20, students under the age of 26 who attend classes in Washington, DC, must get vaccinations for Measles, Mumps, Rubella (MMR)

REFUND SCHEDULE FOR ACADEMIC YEAR 2009-2010				
Note: Registration fees are nonrefundable				
Refund	January Intersession	Courses that meet 8 class sessions	Courses that meet 10-14 class sessions	Courses that meet 15 or more class sessions
100%	From the day of registration prior to the beginning of the first class meeting			
80%	from the 1st class meeting and prior to the beginning of the 2nd class	not applicable	from the 1st class meeting and prior to the 2nd class meeting	from the 1st class meeting and prior to the 3rd class meeting
70%	from the 2nd class meeting and prior to the 3rd class meeting	from the 1st class meeting and prior to the 2nd class meeting	from the 2nd class meeting and prior to the 3rd class meeting	from the 3rd class meeting and prior to the 4th class meeting
50%	from the 3rd class meeting and prior to the 5th class meeting	from the 2nd class meeting and prior to the 3rd class meeting	from the 3rd class meeting and prior to the 5th class meeting	from the 4th class meeting and prior to the 7th class meeting
0%	once the 5th class begins there is no refund	once the 3rd class begins there is no refund	once the 5th class begins there is no refund	once the 7th class begins there is no refund
Exceptions to the refund policy:	Students may receive an exception to the refund policy for extraordinary circumstances beyond their control, provided that the request is made during the same semester in which the course is taken and that the circumstances can be documented. Maximum refunds under such circumstances will be equal to one refund level higher than the student received. Students who experience severe medical problems, a death in their immediate family, or are called into active duty may receive a 100 percent refund. All petitions including supporting documentation should be submitted in writing to: Registrar, Carey Business School, Johns Hopkins University, 6740 Alexander Bell Drive, Suite 150, Columbia, MD 21046.			

and Tetanus/Diphtheria. Students will need to submit proof of immunizations once registered for classes at the Washington DC Center. A **Registration Hold** will be placed on accounts if completed immunization forms are not submitted by the registration period for a student's sec-

ond semester at the university. Download the immunization form at onestop.jhu.edu/carey/media/files/immunization.pdf. Completed immunization forms can be faxed to the Registrar's Office at 410-516-9738.

TUITION AND FEES

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

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

Tuition for each course (including laboratory or computer fees) is included in the course listings.

AY 2009–2010 Course Fees*

Graduate Business Programs

\$890 per credit for graduate-level courses (all campuses)

Undergraduate Programs

\$700 per credit for .100- to .400-level courses at all locations

** For fees related to graduate certificates, cohort programs, and specific courses, refer to program descriptions and course schedule.*

Registration Fee

A \$60 nonrefundable fee per semester is required for registration. The registration fee is not covered by the Johns Hopkins University employee tuition remission plan.

Late Registration Fee

Students registering for the first time during a given term on or after the day of the first class meeting will be charged the \$100 late fee in addition to the registration fee of \$60.

Late Payment Fee

A late payment fee of \$100 will be assessed if payment for tuition and fees is not received by the specified due date listed on the monthly electronic bills.

Returned Check Fee

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

Payment Plan Collection Fee

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

Laboratory Fees

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

Graduation Fees

A fee of \$150 for all undergraduate and graduate degree candidates and \$75 for all certificate candidates is required. The fee must be submitted with the Application for Graduation.

The application must be submitted by the appropriate deadline. The deadline to submit the application and fee for the summer term is May 29, August 28 for fall term, and January 4 for spring term. (Any application submitted after that date may be assessed a late processing fee of \$40 in addition to the regular graduation fee.)

STUDENT ACCOUNTS

Questions Concerning Your Student Account

For general inquiries about student accounts, specifically receipt of payments, refunds, online tuition payments, financial holds, 1098T, collections, company billing, etc., call 1-800-GO-TO-JHU (1-800-468-6548), fax 410-516-9721, or email carey.studentaccounts@jhu.edu.

Payment Options

To pay for tuition and associated fees, students can use one of the following payment options:

- Pay online with an electronic check or credit card.
- Pay with a check by mail.
- Pay with cash, check or credit card at one of the campus locations.
- Enroll in the monthly payment plan.
- Pay with an employer contract.
- Take advantage of Johns Hopkins University tuition remission if you are a university employee (Johns Hopkins University tuition remission covers tuition costs only).
- Pay via electronic billing.

Students with approved financial aid should elect to be electronically billed for any charges not covered by their award. See Schedule A for billing periods and payment due dates. A late payment fee of \$100 will be assessed if payment is not received by the due date. Students who choose the monthly payment plan option may use Schedule B as a payment guide. Schedule A and Schedule B can be found online at onestop.jhu.edu/carey/payment.

Students with outstanding balances will be prohibited from registering and receiving services for future courses until the balance is paid in full. Payments from students seeking to register may be kept and applied against prior obligations to the university. Delinquent accounts turned over to our collection agency will be assessed an additional 25 percent of the outstanding debt.

Pay Your Account Online

The fastest way to have your tuition payment credited to your JHU student account is to pay via ISIS Self Service. Payments can be made in Self Service by using your credit card (Visa, MasterCard, Discover or American Express) or an electronic check. You must log into ISIS Self Service using your Johns Hopkins Enterprise

Directory (JHED) Logon ID (LID) and password. Learn more about JHED.

To make payments online or view your student account, go to isis.jhu.edu/sswf/.

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

Pay With A Check By Mail

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

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

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

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

Pay In Person

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

- Columbia Center (6740 Alexander Bell Drive, Columbia, MD, 21046); first floor, information desk
- Montgomery County Campus (9601 Medical Center Drive, Rockville, MD 20850); Go to the main reception desk in the center building for directions.
- Washington DC Center (1625 Massachusetts Avenue, NW, Washington, DC 20036); front desk
- Downtown Baltimore Center (10 North Charles Street, Baltimore, MD 21201)

You may submit all forms of payment at any school location. The university accepts four major cards: MasterCard, Visa, Discover, or American Express. Credit card payments are not processed immediately. When you pay with a credit card, a staff member will verify that the credit card information on the payment form is complete and forward payment to the Student Accounts Office in Columbia to be processed at a later date.

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

Monthly Payment Plan

You have the option of deferring your tuition payment by enrolling in the monthly payment plan each semester. To enroll:

- Contact Tuition Management Systems (TMS) by phone at 1-800-722-4867 or visit their website at www.afford.com/jhucbed.

- Identify yourself as a Johns Hopkins University Carey Business School student when contacting Tuition Management Systems (TMS).
- Know your Hopkins ID before calling. This can be found on the ISIS Self Service home page.
- Know the amount of tuition and fees to be budgeted with the monthly payment plan (January courses should be included in the Fall payment plan).

Please be aware of the following:

- Payment plans are semester-specific and cannot be used to pay past due balances from previous semesters.
- Book charges are excluded from the payment plan.
- A nominal enrollment fee of \$45 is payable each semester.
- See Schedule B for open enrollment and payment due dates for the current payment plan.

If payment has not been made in accordance with the payment schedule, Tuition Management Systems (TMS), has the right to assess a \$40 late payment fee and/or terminate your agreement.

Schedule A: Billing Cycles – March 2009 through May 2010

Charges and Payments Applied to Your Student Account Between the Following Dates	Appear on Your Electronic Bill Presented Online	Statement Due Date
March 12, 2009 – April 8, 2009	April 9, 2009	April 16, 2009
April 9, 2009 – May 13, 2009	May 14, 2009	May 21, 2009
May 14, 2009 – June 10, 2009	June 11, 2009	June 18, 2009
June 11, 2009 – July 8, 2009	July 9, 2009	July 16, 2009
July 9, 2009 - August 12, 2009	August 13, 2009	August 21, 2009
August 13, 2009 - September 9, 2009	September 10, 2009	September 18, 2009
September 10, 2009 - October 7, 2009	October 8, 2009	October 18, 2009
October 8, 2009 - November 11, 2009	November 12, 2009	November 20, 2009
November 12, 2009 - December 9, 2009	December 10, 2009	December 18, 2009
December 10, 2009 - January 13, 2010	January 14, 2010	January 22, 2010
January 14, 2010 - February 10, 2010	February 11, 2010	February 19, 2010
February 11, 2010 - March 10, 2010	March 11, 2010	March 19, 2010
March 11, 2010 - April 7, 2010	April 8, 2010	April 16, 2010
April 8, 2010 - May 12, 2010	May 13, 2010	May 21, 2010



Schedule B: AY 09/10 Payment Plan				
Semester	Payment Plan Enrollment Start Date	Payment Plan Enrollment End Date	First Payment Due	Payment Plan Options
Summer 2009	April 1, 2009	June 1, 2009	June 1, 2009	Two installments due the 1st of each month. First payment due June 1; remaining balance due on July 1.
Fall 2009 and Intersession 2010	July 6, 2009	Sept. 1, 2009	Sept 1, 2009	Four installments due the 1st of each month. First payment due Sept.1; remaining balance due on the 1st of Oct., Nov., and Dec.
Spring 2010	Nov. 2, 2009	Feb. 1, 2010	Feb. 1, 2010	Four installments due the 1st of each month. First payment due Feb.1; remaining balance due on the 1st of March, April, and May.
Students should visit the "pay bills" page on the Onestop website for contact information on enrolling in the plan.				

In addition, if you are no longer eligible to participate in the monthly payment plan, a \$50 termination fee will be charged to your student account by the Carey Business School.

Employer Contract

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

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

Johns Hopkins Remission

If you are a Johns Hopkins University employee participating in the tuition remission benefit plan, please note the following:

- Tuition remission covers tuition costs **ONLY**. Fees are not covered.
- A completed tuition remission application for each course must be submitted to the Office of Student Accounts.

- The application(s) can be faxed to 410-516-9721 or mailed to:

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

- If the remission does not cover the entire cost of tuition, you are required to pay the remaining balance at the time of registration.
- You can select the monthly payment plan to pay for tuition not covered by the tuition remission benefit or choose to be electronically billed.

If you have additional questions about tuition remission, read the Payment FAQs, found online at onestop.jhu.edu/carey/payment, contact Student Accounts at 1-800-468-6548, or send an email to the Office of Student Accounts at carey.studentaccounts@jhu.edu.

Electronic Billing

You are required to have a current Johns Hopkins University email address and a valid Johns Hopkins Enterprise Directory (JHED) Logon ID (LID) and password. (To locate your JHED LID, read the instructions at onestop.jhu.edu/carey/student-services/email.)

Notification of outstanding tuition balances will be sent electronically to your Johns Hopkins University email account. Billing statements are emailed the second Wednesday of each month if activity has occurred since the last billing cycle. Students are required to make payment upon notification of this bill. Balances not paid by the due date will be assessed a \$100 late payment fee. Paper statements are no longer mailed to students.

Students can update their email addresses by calling 1-800-GO-TO-JHU or sending an email to carey.registration@jhu.edu

For our current billing periods and due dates, see Schedule A online at onestop.jhu.edu/carey/payment.

For students wishing to view and/or pay their student account or monthly bill online visit isis.jhu.edu/sswf/.

FINANCIAL AID

The Carey Business School offers financial support that includes federal grants and low-interest loans, state and school-based scholarships and grants, and awards. 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, advance by 12 credits each year, complete all courses for which aid was awarded, and maintain a 3.0 GPA (graduate students) or a 2.0 GPA (undergraduate students). Financial aid is available only for courses that are required of the 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. Only those certificate programs that are 15 credits or longer are eligible for financial aid.

Important Financial Aid Dates

June 1	Financial aid priority filing date for fall 2009 semester Application deadline for Maryland State Workforce Shortage Student Assistance Grants Deadline for 2009–2010 Dean's Undergraduate Scholarships
July 1	Application deadline for 2009–2010 Carey Business School scholarships
Nov. 1	Financial aid priority filing date for spring 2010 semester
March 1	Application deadline for 2010–2011 Maryland State scholarship
April 1	Financial aid priority-filing date for 2010–2011

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; never been convicted of an offense involving possession or sale of illegal drugs; and be admitted prior to the first day of classes for the semester in which they receive aid. Students admitted in midterm will become eligible for aid for the next semester.

Also available are alternative private educational loans that can be used by students who are enrolled less than half time, who have not yet applied for admission, who have been conditionally or provisionally admitted, and to non-citizens enrolled at least half-time as well. International students are encouraged to investigate the possibility of aid through their government or outside agencies before applying for these loans, which require a citizen co-signer. 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. These loans may not exceed tuition charges for the specific required credits, registration or course fees, and a book allowance less any direct tuition payments. No funds will be available for repeated courses.

The academic year consists of the summer, fall, and spring semesters. 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 each year after the spring semester.

Loss of aid eligibility due to non-compliance with satisfactory academic progress policy may be appealed in writing to the Financial Aid Office, including presentation of evidence substantiating the reason for failing to achieve academic progress.

Federal regulations identify the special circumstances that can be taken into consideration in an appeal. The appeal statement will identify what measures the student has taken, or will take, to rectify the situation. The student will be notified of the decision in writing. All decisions are final.

Satisfactory academic progress may be re-established if the student subsequently completes one semester or more (at least half-time in a term) and achieves the required cumulative grade point average. Full details may be found in the brochure "Satisfactory Academic Progress Requirements for Financial Aid Recipients," available at www.onestop.jhu.edu/carey/financial.

Students must demonstrate financial need as calculated by federal methodology to be considered eligible for all need-based aid, including government subsidized direct loans. For purposes of federal loan eligibility, undergraduates must have completed at least 30 credits to qualify for a sophomore-level loan, and at least 60 credits to qualify for upperclassman loan limits.

Unsubsidized direct loans, which are not need-based, are available to students who are ineligible or only partially eligible for the subsidized version.

Deferment of student loan repayment is available for students enrolled at least half-time (6 credits each semester for undergraduates; 4.5 credits for graduate students). The Office of the Registrar certifies loan deferment forms. Students who only need one course to graduate and will enroll less than half-time will go into their grace period as of the date they ceased attending half-time. Deferment is also available for several other reasons, such as for service as a volunteer under the Peace Corps Act or the Domestic Volunteer Service Act of 1973. To receive a paper copy of deferment terms, contact the Financial Aid Office at 410-516-9808.

To be considered for financial aid, a student must file the Free Application for Federal Student Aid (FAFSA) using the official code of E00475 and complete the Application for Financial Aid. Both forms are available online at www.onestop.jhu.edu/carey/financial.

Students must reapply for aid each year by completing the next academic year's Application for Financial Aid and filing a Renewal FAFSA.

Students selected for verification will also have to provide signed copies of their most recent federal tax returns and those of parents or spouses, where applicable, including all schedules filed and W-2 forms. School-based scholarship applicants also must complete the School-based

Scholarship Application and write an essay. Students must be fully admitted prior to the first day of classes for the semester in which they receive aid. Students admitted in midterm will become eligible for aid for the next semester.

Gift aid (scholarships and grants) is 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. Students whose aid award exceeds 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. When aid from all sources exceeds the tuition and fees charged by the school, the student may request a refund of any credit balance remaining after aid has been disbursed by calling the Student Accounts Office at 410-516-9722.

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

In compliance with the Higher Education Amendments of 1998, students receiving Title IV aid who drop below half-time status or withdraw completely will 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. Since such changes in academic status will 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.

Financial Aid Office
Carey Business School
Johns Hopkins University
6740 Alexander Bell Drive, Suite 110
Columbia, MD 21046
410-516-9808
onestop.finaid@jhu.edu

Office hours are 8:30 a.m. to 5:00 p.m., Monday through Friday.

SCHOLARSHIPS, GRANTS, AND AWARDS

Residents of Maryland can be considered for assistance for the next academic year. Most programs require the submission of the FAFSA to the federal processor by March 1 of each year. Workforce Shortage Student Assistance Grants have a June deadline but those who file a FAFSA by March 1 will receive priority based on need. Legislative Scholarships are available to full or part-time students through their Maryland delegates and senators. For more information regarding Maryland State aid and scholarship applications, contact the State Office of Student Financial Assistance at 410-260-4565 or 1-800-974-1024 or visit the Maryland Higher Education Commission (MHEC) website at www.mhec.state.md.us.

A limited number of school-based partial tuition scholarships are available each year. Selection is based primarily on financial need, but scholastic merit is also considered. Carey Business School scholarship applications are available online at www.onestop.jhu.edu/financial from February 1 through June 30. Applications must be completed by the July 1 deadline (June 1 for the Dean's Undergraduate Scholarship). Since need is a factor in the selection process, applicants should file the FAFSA so that results are received prior to June 30. As one application provides consideration for all available funds, it is not necessary for students to apply for specific scholarships. All scholarship award decisions are final, authority resting with the scholarship committee of the Carey Business School.

Students are encouraged to contact other scholarship sources, such as cultural groups and professional organizations.

The following websites provide additional information on financial aid sources:

- Financial Aid Information page (www.finaid.org)
- U.S. Department of Education home page (www.studentaid.ed.gov)
- Student Internet Gateway to the U.S. Government (www.students.gov)

TAX LAW BENEFITS

There are several tax benefits that provide help for those financing the costs of higher education

as listed below. Many have income level caps and there are restrictions on taking advantage of more than one deduction and/or education credit at the same time. Please consult a tax adviser for full information and/or visit the IRS website at www.irs.gov:

- Employer-paid tuition assistance for undergraduate and graduate course work is tax-free up to \$5,250.
- Interest paid on student loans is deductible up to \$2,500 regardless of the age of the loan.
- A Hope Tax Credit—up to \$1,800 credit is available for the first \$2,400 of qualifying educational expenses paid for first- and second-year undergraduate students pursuing degrees or recognized education credentials.
- A Lifetime Learning Credit—up to \$2,000 credit is available for qualifying educational expenses, limited to 20 percent of tuition and required fees paid for any year of postsecondary education. This includes courses taken to acquire or improve job skills, even if the courses are not part of a degree program.
- Students not qualifying for the Hope or Lifetime Learning Credits may be able to deduct up to \$4,000 of qualified tuition and fees paid for by the student, a spouse, or dependents if modified adjusted gross income is not more than \$80,000 if single or \$160,000 if married filing jointly (2008 income cutoff; 2009 limits may differ).

EMPLOYMENT-BASED TUITION BENEFITS

Employment-based tuition benefit programs represent an alternate source of assistance to Carey Business School students. Employers and labor unions often provide educational benefits for their employees as part of a larger benefits package. The assistance may take the form of a contract between the employer and the university or a full or partial tuition reimbursement plan between the employer and the employee. Note that students who participate in employer tuition reimbursement programs should plan to pay all tuition and fees at the time of registration and follow their employer's procedures for requesting reimbursements. Students should contact their employer's human resources office to discuss the availability of tuition assistance. Information on billing or contract procedures may be obtained

from the Student Accounts office at 410-516-9722. Employees receiving tuition assistance may be responsible for taxes on the value of the tuition assistance received and should check with employers for more details.

Johns Hopkins University provides a tuition remission program for full-time employees. For information, contact Training and Education at 443-997-6800.

SCHOOL-WIDE AWARDS

BGE Scholarship

Established in 1998 with a generous gift from the Baltimore Gas and Electric Company, this fund supports students of the Johns Hopkins Carey Business School.

Bloomberg Scholars Program

An alumnus of the Johns Hopkins Whiting School of Engineering and former chairman of the Johns Hopkins University Board of Trustees, the Honorable Michael Bloomberg, mayor of New York City, established the Bloomberg Scholars Program in 1995 to provide full scholarships to students with outstanding academic ability and potential.

Carey Business School Alumni Scholarship

Established in 1986 by the Johns Hopkins Carey Business School with gifts from the annual fund, this scholarship provides support for students with demonstrated financial need.

Carey Business School Grant

Established in 2009, this need-based two-year grant program supports a portion of tuition for continuing students in the Johns Hopkins Carey Business School.

Charles T. and G. Audrey Carter Jr. Scholarship

Established in 1998 by G. Audrey Carter and business alumnus Charles T. Carter, '81, this scholarship supports students of the Johns Hopkins Carey Business School.

Howard E. Cooper Jr. Memorial Scholarship

Mary Cooper Evans established this fund in 1985 in honor of Dr. Howard E. Cooper Jr., professor emeritus and former associate dean of McCoy College, who taught at Johns Hopkins from 1928 until his retirement in 1964. This fund supports students majoring in business.

Dean's Alumni Advisory Board Scholarship

Established in 2009 by the members of the Johns Hopkins Carey Business School's Dean's Alumni

Advisory Board, this scholarship is awarded to an outstanding graduate student in business.

William C. Dulin Scholarship

This scholarship was established in 1987 to honor Dr. William Carter Dulin, former professor of management at the Johns Hopkins Carey Business School. Dr. Dulin was a member of the task force charged with developing the School's first graduate business degree program applicable to the private, public, and nonprofit sectors. This scholarship supports outstanding students studying business management.

Dr. Frederic H. Glade Jr. Scholarship

The Dr. Frederic H. Glade Jr. Scholarship was established by family in 1991 to honor Dr. Glade, who directed the School's former Division of Business and Management from 1969 to 1979.

James G. Green Memorial Scholarship

The James G. Green Memorial Scholarship was established in 2004 by the Green Contracting Company as well as family and friends in honor of the late James G. Green. This fund supports students in the Johns Hopkins Carey Business School who are employed full time.

The Hodson Trust Star Scholarship

Established in 2007 by the Hodson Trust to recognize the service of veterans of the Iraq and Afghanistan conflicts, the scholarship provides financial assistance to eligible Maryland residents who have been deployed in Iraq or Afghanistan after September 11, 2001.

Linda C. Mistler Scholarship

This fund was established in 1998 by Linda C. Mistler, '88, to support students at the Johns Hopkins Carey Business School.

Helen M. and E. Magruder Passano Jr. Scholarship

This scholarship was established in 1997 by Baltimore civic leaders and Johns Hopkins alumni, Helen M. Passano, '78 and E. Magruder "Mac" Passano, '67, '69, to provide support to

students in the Johns Hopkins Carey Business School.

John B. Schneeman Jr. Scholarship

Established in 1986 by the estate of John B. Schneeman, this scholarship provides assistance to students at the Johns Hopkins Carey Business School.

E. William Scriba Scholarship

The E. William Scriba Scholarship was established in 1995 by Elinor and Bill Scriba, '57. This fund provides support for students at the Johns Hopkins Carey Business School.

William H. Thomson Scholarship

This scholarship was established by Dorothy S. Thomson in memory of her husband, William H. Thomson. This fund provides support to outstanding students.

Undergraduate

Carey Alliance Program for Excellence (CAPE) Scholarship Fund

Established in 2009, the fund provides financial assistance to undergraduate students accepted into the CAPE program, and for new and continuing CAPE students who have demonstrated financial need and have fully transferred to the Johns Hopkins Carey Business School.

Dean's Undergraduate Scholarship Fund

Established in 2009, the fund offers undergraduate tuition scholarships to Phi Theta Kappa community college graduates with demonstrated financial need. New and continuing students who demonstrate outstanding commitment to the Phi Theta Kappa hallmarks of leadership, services, scholarship, and fellowship may apply for these competitive awards.

Isaac and Fannie Fox Scholarship

The Isaac and Fannie Fox Scholarship was established in 1998 by Lillian Bernice Fox, '61 in memory of her parents. This fund supports undergraduate students at the Johns Hopkins Carey Business School.

Lillian Bernice Fox Scholarship

Established in 1997 by Lillian Bernice Fox, '61, this fund supports undergraduate students at the Johns Hopkins Carey Business School.

Janice K. and Charles S. Friedman and Gertrude and Edmund Kahn Scholarship

Providing support for undergraduate students, this fund was established by the late Janice K.

Friedman, '37, in memory of her husband, Charles S. Friedman, and her parents, Gertrude and Edmund Kahn.

Joseph and Norbert Grunwald Scholarship

The Joseph and Norbert Grunwald Scholarship was established in 1997 by Norbert Grunwald, '49, retired director of the Gruntal Financial Corporation, in memory of his brother Dr. Joseph Grunwald, '43. Until his death in 1997, Dr. Joseph Grunwald served for many years at the Brookings Institution and as president of the Institute of the Americas. This fund supports undergraduate students at the Johns Hopkins Carey Business School.

Real Estate Program

AFIRE Scholarship

The Association of Foreign Investors in Real Estate established this fund in 2004 to support students in the Edward St. John Real Estate Program and promote the study of international real estate.

Allan L. Berman Real Estate Institute Class of 1993 Scholarship

This scholarship was established in 1998 by members of the Allan L. Berman Real Estate Institute (now the Edward St. John Real Estate Program) class of 1993 for students in the Edward St. John Real Estate Program.

Benjamin Edward Carroll Memorial Scholarship

Established in 2004 by Priscilla Carroll in honor of her father, the late Benjamin Edward Carroll, this fund supports an outstanding student in the Edward St. John Real Estate Program.

Cochran, Stephenson & Donkervoet Scholarship

Established in 2000 by the Cochran, Stephenson & Donkervoet Inc. architectural firm, this fund supports students pursuing the Master of Science in Real Estate in the Edward St. John Real Estate Program, to encourage study in the senior housing field.

Aaron and Fannye Cohen Scholarship

David Cohen, former chairman of the Real Estate Advisory Board, and his wife Susan established the Aaron and Fannye Cohen Scholarship in 2000 in honor of their parents. This fund supports students in the Edward St. John Real Estate Program.

Paul Lee Cordish Scholarship

John P. Kyle, former chairman of the School's Real Estate Advisory Board, established this scholarship in 1998 in honor of his mentor and Johns Hopkins graduate, Paul Lee Cordish. The fund supports a student in the Edward St. John Real Estate Program.

CoreNet Global Mid-Atlantic Chapter Scholarship

This fund was established in 1998 by NACORE, the International Association of Corporate Real Estate Executives, to support students in the Edward St. John Real Estate Program.

CREW – Baltimore and CREW – Suburban Maryland Scholarships

This scholarship was established in 2001 by Commercial Real Estate Women Inc. (CREW), a professional organization for women active in commercial real estate. This fund supports students who live or work in Baltimore or Suburban Maryland and are pursuing a Master of Science in Real Estate who exemplify CREW's mission to encourage the advancement of women in the profession.

Edward St. John Real Estate Roundtable Scholarship

Established in 1997 by the Real Estate Roundtable, the alumni chapter of the Edward St. John Real Estate Program, this fund supports students in the Master of Science in Real Estate program.

M. Shawn Krantz and Joseph D. Shaw Scholarship

Established in 2004 by M. Shawn Krantz and Joseph D. Shaw, this fund supports a student in the Edward St. John Real Estate Program who has excelled in the study of the field of income-producing real estate finance and/or real estate investments.

Maryland Chapter of the Appraisal Institute Scholarship

The Maryland Chapter of the Appraisal Institute established this fund in 2004 to support students in the Edward St. John Real Estate Program and promote the study of valuation in Real Estate.

Opus Scholarship for the Advanced Study of Real Estate

This scholarship was established in 2004 by Opus East LLP and received additional support from the Opus Foundation. This fund supports students studying real estate development in the Edward St. John Real Estate Program.

Claudia F. Pleasants Scholarship

Established in 1997 by Claudia F. Pleasants, '95, this fund provides support for an outstanding student in the Edward St. John Real Estate Program.

Willard G. Rouse III Scholarship

The Willard G. Rouse III Scholarship was established in 2004 by Clayton Emory, past chair of the School's Real Estate Advisory Board, in honor of the late Mr. Willard G. Rouse III, a Baltimore native and visionary real estate developer. This fund supports an outstanding student in the Edward St. John Real Estate Program.

G. Edward Todd Scholarship

This scholarship was established in 1998 by James W. Todd in honor of his father, G. Edward Todd, '33. This fund supports an outstanding student in the Edward St. John Real Estate Program.

Leadership Development Program

Alma D. Hunt/VCM Scholarship

The Alma D. Hunt/VCM Scholarship was established in 1999 by an anonymous donor in honor of Alma D. Hunt, a woman whose humble life and generous spirit were underscored by her compassionate concern to put others first. The scholarship provides tuition assistance to students enrolled in the Leadership Development Program.

Leadership Development Program Scholarship

The Leadership Development Program Scholarship was established by alumni in 1993 in memory of fellow classmate John T. "Bo" Berry. This scholarship provides assistance to graduate students in the Leadership Development Program.

VETERANS ASSISTANCE

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

Information about veterans' benefits and enrollment procedures may be obtained from the Department of Veterans Affairs at **vabenefits.vba.va.gov/vonapp/about_vonapp.asp** or from the Office of the Registrar, Carey Business School, 6740 Alexander Bell Drive, Suite 110, Columbia, Maryland 21046; 410-516-9816.

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

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

Note: This time scale applies only to regular, semester-long courses; i.e., courses meeting regularly for the entire length of the semester. Any course that meets for a compressed period, for example, January intersession, is required by the Department of Veterans Affairs to be certified separately and generally have a different time status assigned that could affect benefits. Contact the VA Certification Officer in the Office of the Registrar at 410-516-9816 with any questions about these types of courses.

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

Initial Enrollment

1. The veteran must first apply and be admitted to one of the schools of the university.
2. He or she then obtains an Application for Program of Education of Training (VA Form 22-1990) from the Department of Veterans Affairs. Forms are available at **vabenefits.vba.va.gov/vonapp/about_vonapp.asp**.

VONAPP stands for Veterans Online Application. Once logged in you will find links to various veterans forms required to apply for Veterans Benefits.

3. After completing the application, the veteran sends it, along with a certified copy of the DD214, Copy 4, to the following address:

Veteran's Certification Officer
Office of the Registrar
Carey Business School
6740 Alexander Bell Drive, Suite 110
Columbia, Maryland 21046

Transfers

When transferring from another college or university, the veteran must obtain a Request for Change of Program or Place of Training (VA Form 22-1995) from the Department of Veterans Affairs by logging into the online application as mentioned above and submit the completed form to the Veteran's Certification Officer.

Re-Enrollment

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

Students receiving veteran's benefits must pursue a program of courses that leads to the exact objective (normally a degree or certificate) indicated on the original VA application.

Any change in program or objective requires submission of a Request for Change of Program (VA Form 22-1995).

Veterans are required immediately to advise the certifying official in the Office of the Registrar (contact phone number: 410-516-9816) 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.

Students from Other Institutions

Students attending other colleges and universities who enroll for the summer session at Johns Hopkins should request that a letter be sent from

the primary institution to the Department of Veterans Affairs stating that the courses and credits at Johns Hopkins are accepted toward the student's degree.

Standards of Progress

Continuation of VA payments is dependent on the veteran meeting the academic standards established by the university for all students,

veterans, and non-veterans alike. The veteran also must meet any standards of progress that are or may be established by VA regulations. In the event that the student fails to meet these standards, the benefits are suspended until the VA completes a review of the student's progress toward his/her objective and determines that the benefits may be resumed.



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FULL-TIME PROGRAMS

GLOBAL MBA

Beginning in the fall of 2010 with a charter class of 80 students, the Johns Hopkins Carey Business School's new Global MBA program will offer a transformative business education.

Tapping Johns Hopkins' world-renowned strengths in science and health-based research, this full-time, two-year program is grounded in an extensive and rigorous coverage of core disciplines and theory, including finance, marketing, management, operations, competitive intelligence, ethics, entrepreneurship, and sustainability. Throughout the program, emphasis is also placed on intellectual debate and inquiry, professional and career development, and real-world internships and projects that deepen understanding and expertise. Students will have the opportunity to apply innovative business concepts to actual business practices, as they learn the processes involved in translating the latest research into a product or technology for the marketplace. In the process, students develop and nurture not only their individual strengths and talents, but are also afforded the chance to explore their evolving roles as future business leaders, stewards within their own communities, and informed, involved world citizens.

Innovative, global in perspective, and interdisciplinary in orientation, the Johns Hopkins Global MBA is designed to be relevant to the future its students will live in and lead.

- Business Processes
- Managerial Decision Behavior

Thought and Discourse Seminars (2 credits)

Intersession (2 credits)

Innovation for Humanity Project (2 credits)

Semester 2 (14 credits)

Integrated Business Skills (10 credits)

- Digital Marketplaces
- Networked Organizations
- Strategic Options
- Business Negotiations
- Competitive Intelligence

Thought and Discourse Seminars (1 credit)

Discovery to Market Project (3 credits)

Year Two

Semester 1 (12 credits)

Professional Specialization

Business Function and/or Industry Vertical (6 credits)

- 3 Electives

Thought and Discourse Seminars (3 credits)

Semester 2 (12 credits)

Professional Specialization

Business Function and/or Industry Vertical (6 credits)

- 3 Electives

Thought and Discourse Seminars (2 credits)

Immersion Electives (4 credits)

- 2 Electives

CURRICULUM

	Courses	Credits
Required Courses:	16	38
Concentration or Electives:	<u>8</u>	<u>16</u>
Total:	24	54

Year One

Semester 1 (14 credits)

Business Essentials (12 credits)

- Financial Resources
- People and Markets

MASTER OF SCIENCE IN REAL ESTATE

Program Locations: Baltimore; Washington, DC

The Edward St. John Real Estate Program offers a Master of Science in Real Estate degree that provides students with a comprehensive understanding of real estate investment, development, and management. The program is delivered in a part-time format in Baltimore and Washington, DC as well as in a full-time, accelerated format in Baltimore.

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

ADMISSION

Applicants must have an undergraduate degree (GPA 3.0 or higher) from a regionally accredited college or university, successful academic coursework in accounting, finance and business statistics, and strong Excel skills. Students must also be proficient with the use of a financial calculator. In addition, prospective candidates must interview with the program director and provide two letters of professional recommendation.

For admission, applicants must take the GMAT or GRE.

PROGRAM REQUIREMENTS

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

Mandatory Workshops

Throughout the first semester, a series of workshops will be scheduled (usually on Saturdays). Topics include: Excel for Real Estate Professionals (Become an Excel Power User), and Communication/Presentation Skills. During the second semester the workshops will be Statistics

and Finance Bootcamps. Workshops in subsequent semesters will include ARGUS software and Negotiation Skills. There is a fee required for these workshops. Additional information will be available at the beginning of each semester.

CURRICULUM

Full-time, Accelerated Course Schedule

Fall Semester

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

Spring Semester

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

May Intersession and Summer Semester

- 767.815 Supervised Internship: Real Estate
- During the summer, students are placed into an internship/practicum experience for the last 4-7 credits of coursework. Internships are supervised by an industry representative and a faculty member to ensure the academic and professional quality of the work experience. This is a unique opportunity for students to gain hands-on work experience with a company in the same area as their desired career path.

Alumni and Business Network

Students in the Ed St. John Real Program benefit throughout the year, students are encouraged to connect with 400-plus JHU-MSRE alumni, Advisory Board members, practitioner faculty, and other students in Baltimore and Washington, DC. Events are held regularly through the JHU Real Estate Forum as well as local, regional, and national real estate professional organizations.

PART-TIME PROGRAMS

MASTER OF BUSINESS ADMINISTRATION

The Johns Hopkins Carey Business School offers the MBA in a variety of part-time formats including the flexible MBA, the MBA Fellows, the MBA in Organization Development, the MBA in Medical Services Management, and joint MBA degrees with other graduate schools within Johns Hopkins University.

THE FLEXIBLE MBA

The flexible MBA is designed for professionals with full-time 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.

THE MBA FELLOWS

The MBA Fellows program is designed for professionals whose busy schedules make attending regular classes a challenge or for those who prefer a problem-based learning methodology. The MBA Fellows program follows a format in

which cohorts participate in project-oriented, action learning that is supported by an online component and intensive residencies.

THE MBA IN ORGANIZATION DEVELOPMENT

The strategic intent of the MBA Organizational Development degree is to prepare graduates to become business leaders and expert practitioners in the rapidly expanding global market for consulting and development services.

Joint Degree MBA programs include:

- Master of Business Administration/
Master of Science in Nursing
- Master of Business Administration/
Master of Public Health
- Master of Business Administration/
Master of Science in Biotechnology
- Master of Business Administration/
Master of Arts in Government
- Master of Business Administration/
Master of Arts in Communication

THE FLEXIBLE MBA PROGRAM

The MBA program seeks applicants who have strong potential to advance into leadership roles in their organizations. Applicants must meet the general requirements for admission to a Carey Business School graduate degree program, outlined in the Admission section (page 12).

The program welcomes applicants with diverse backgrounds; undergraduate business education is not required. The curriculum encompasses the practical, theoretical, quantitative, qualitative, and ethical dimensions of leadership. Students have the opportunity either to broaden their program by pursuing electives across management disciplines or by focusing their study in one of six concentration areas:

- Finance
- Information Systems

- Interdisciplinary Business
- Management
- Marketing
- Real Estate

Flexible MBA students take classes at their own pace from courses offered at any of the four campuses: Baltimore, Washington, DC, Rockville, MD, or Columbia, MD.

ADMISSION

Applicants must have:

- a baccalaureate degree from a regionally accredited college or university
- a strong undergraduate academic record (typically a GPA of at least 3.0 on a 4.0 scale)

- professional work experience (two or more years recommended)
- demonstrated leadership potential

Applicants must submit:

- completed application, resume, and official transcripts, with the application fee
- two letters of professional recommendation (see guidance on content following)
- an essay
- GMAT scores
- TOEFL scores

The MBA Admissions Committee considers the application and supporting information as they contribute to an integrated view of the individual's prospects for academic and professional leadership success.

Guidance on Application Materials

Letters of Professional Recommendation

An applicant should submit letters of recommendation preferably from a current or recent supervisor reflecting professional work experiences and addressing: character; integrity; work habits; attitude; and performance (i.e., the level at which applicant performs, initiative at work, ability to learn and adapt, teamwork and communication, contributions and impact, career progression, and promotion potential).

Essay

Applicants are asked to write a complete essay including information regarding the following:

- What are the skills and competencies I want to develop?
- What are my short-term and long-term career goals?
- What outcomes am I expecting as a result of my graduate experience? What do I want this graduate program to enable me to do?
- How will this graduate program assist me in meeting the needs and goals I've identified?

GMAT

An applicant should request that GMAT results be sent directly from the institutions administering the test the Graduate Management Admissions Council.

Test scores should be sent to the Office of Admissions, 6740 Alexander Bell Drive, Suite 110, Columbia, MD 21046-2100. GMAT scores

must not be more than five years old at the time an application is submitted. The institutional code for Carey Business School GMAT scores is KGB B098.

The GMAT requirement may be waived under two conditions: the applicant holds an acceptable post-baccalaureate degree (e.g., JD, MD, master's, or doctoral degree) or has at least five years of progressive professional experience and a strong academic record, preferably a 3.0 GPA or higher.

TOEFL Waiver

If English is not the applicant's native language, the applicant must take the TOEFL. The institution code for Carey Business School TOEFL scores is 0834. Students who feel they have acquired proficiency in English through academic or professional experience, may request a TOEFL waiver (see page 14).

FLEXIBLE MBA PROGRAM REQUIREMENTS

The Flexible MBA consists of 54 credits that include eight Skills, Tools and Methods Core courses, seven Business Core courses, eight Concentration courses, two non-concentration Elective courses and a Capstone course. Students may declare a concentration upon entering the program, but must declare one after completing the Business Core. Students should contact their adviser to declare concentrations or to select electives they intend to pursue.

Students are expected to be proficient in the latest Microsoft Office software. Students must complete the program of study within six years. In electing courses (see curriculum below), students must adhere to the following requirements:

- obtain a JHED identification number and JHU email account in order to receive school announcements and advisories
- register for a course only when its prerequisite courses or additional stated requirements are completed
- replace a waived course with another course in the program
- register for the capstone course in the final semester and after completing all required courses.

Skills, Tools and Methods Core (16 credits)

- Business Communication
- Business Law
- Decision Models
- Economics for Decision Making
- Ethics and Humanity
- Negotiation
- Statistical Analysis
- The Firm and the Macroeconomy

Business Core (14 credits)

- Accounting and Financial Reporting
- Customer Focused Marketing
- Finance and Capital Markets
- Global Strategy
- Information Systems
- Leading Organizations
- Operations Management

Concentration and Elective Courses (16 credits)

Students interested in more focused study may choose from one of the program's six concentrations, following the requirements listed below.

Finance

Students interested in greater knowledge of finance may choose 8 courses from the following:

- Advanced Financial Accounting
- Corporate Governance
- Derivatives
- Entrepreneurial Finance
- Environmental Finance
- Financial Econometrics
- Financial Institutions
- Financial Management of a Secure Operation
- Financial Risk Management
- Fixed Income Investments
- Investment & Portfolio Analysis
- Mergers and Acquisitions
- Strategic Perspectives in International Business
- Wealth Management

Information Systems

Students interested in a greater knowledge of information systems, may choose 8 courses from the following:

- Advanced Competitive Intelligence
- Advanced Topics: Emerging Frontiers in Information and Communication
- Competitive Intelligence
- Data Mining and Discovery Informatics
- Financial Management of a Secure Operation
- Health Care Information Systems
- High Technology Marketing
- Information Security and Assurance
- IT Enterprise Architecture
- Knowledge Management Systems
- Services Management
- Strategic Information Systems
- Strategic Perspectives in International Business
- Technology, Global Sourcing and Global Markets

Interdisciplinary Business

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

Marketing

Students interested in a greater knowledge of marketing, may choose 8 courses from the following:

- Behavioral Decision-Making
- Channel & Distribution Strategy
- Competitive Intelligence
- Creative Business Thinking
- Customer Relationship Management
- High Technology Marketing
- Innovation & New Product Leadership
- Integrated Marketing Communications
- Market Driven Strategy
- Market Research
- Pricing
- Strategic Brand Management
- Strategic Perspectives in International Business
- Understanding Consumer Behavior

Management

Students interested in a greater knowledge of management, may choose 8 courses from the following:

- Behavioral Decision-Making
- Conflict Management
- Corporate Governance
- Corporate Strategy
- Creative Business Thinking
- Effective Teams
- Entrepreneurship Ventures
- Facilitating Strategic Change
- Managing in a Diverse and Global World
- Market Driven Strategy
- Social Entrepreneurship
- Special Topics in Business Law
- Strategic Human Capital and Leadership Practice
- Strategic Perspectives in International Business

Real Estate

Students interested in a greater knowledge of Real Estate, may choose 8 courses from the following:

- Capital Markets & Real Estate
- Financial Modeling and Real Estate Analysis

- Financing Real Estate Projects
- Land Use Regulation
- Legal Issues in Real Estate
- Managing Real Estate Portfolios
- Market Analysis
- Real Estate Development Process
- Real Estate Risk & Opportunities
- Site Planning and Building Design
- Strategic Perspectives in International Business
- Sustainable Development
- Urban Economics
- Urban Revitalization

Business Electives (4 credits)

Students choose two courses that are outside their area of concentration. Interdisciplinary Studies take an additional two credits of their choosing.

Capstone (4 credits)

The final course in the student's program of study is the Strategic Management course that is concerned with the formulation and analysis of business strategy.

SPECIALIZED MBA PROGRAMS

THE MBA FELLOWS PROGRAM

The MBA Fellows program is a problem-based learning experience offering a blended format of intensive residencies and collaboration via an electronic learning community.

The MBA Fellows Program is for:

- individuals with high potential for leadership
- executives focused on advancing their careers
- individuals with a minimum of two to four years of increasingly responsible professional experience
- individuals who have earned a baccalaureate or graduate degree in any field
- applicants who have the support of their employers for professional development

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

pants meet at the Johns Hopkins Mt. Washington Conference Center in Baltimore, and collaborate on team-based projects. One of these residencies is an international experience that all students are required to attend.

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

ADMISSIONS

In addition to the application materials required for the Flexible MBA (except for the GMAT which is not required), applicants to the MBA Fellows program must submit:

- a sponsor letter from their employer
- an interview. The purpose of the interview will be to gauge the readiness of the applicant for the program. This interview may be performed in person or via telephone.

The tuition of the two-year MBA Fellows Program is a fixed cost that covers registration and graduation fees, books, materials, and lodging (including breakfasts and lunches) at the Mount Washington Conference Center. See the Johns Hopkins Carey Business School Web site for the current program costs.

Staying overnight is required during residency as it enriches the overall learning experience and builds a sense of community among fellow participants. Both informal team project collaboration and formal activities will take place during the evening hours.

Collaboration among participants, access to learning materials, and tutoring by experts is

supported by Blackboard. Teams are not prohibited from meeting in person.

A personal laptop is required for the program. Minimum notebook configuration is as follows:

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

THE MBA IN ORGANIZATION DEVELOPMENT PROGRAM

The MBA in Organization Development (MBAOD) degree provides each student with the following strong and unique foundation by:

- Preparing graduates to become business leaders and expert practitioners in the expanding global market for consulting and development services.
- Ensuring that the graduates master the classic disciplines of business management in the focused context of designing and implementing organizational change processes.
- Providing the graduates of the Program with the conceptual and technical skills to address the wide ranging set of problems that confront for profit and not for profit organizations, local and regional communities, nation states, and the global village of nations.

The general features of the program include:

- Participation in an Assessment Center designed to provide in depth knowledge of personal and professional strengths and growth edges to help guide students' educational experiences. Assessments used include a 360 review of current performance, personality and cognitive ability instruments, participation in a 2 day externally rated business simulation, and pre-testing for current business knowledge.
- Coursework in change management, leadership, strategic human resources management, diagnostic accounting and finance, global

business practices, and research writing and methods.

- Coursework leading to the development of advanced diagnostic and intervention skills for working with individuals, groups, and whole organizational systems.
- Participation in three supervised consulting projects.

ADMISSION

The MBAOD program seeks applicants who have strong potential to advance into leadership roles in their organizations. Applicants must meet the general requirements for admission to a Carey Business School graduate degree program, outlined in the Admission section

PROGRAM REQUIREMENTS

Course scheduling design allows for completion of program in a three year format. Students must complete the required 54 graduate credits within six years. A waived course must be replaced with another course.

CURRICULUM

Foundation (18 credits)

All students are required to complete the six foundation courses before Core courses and Practicum Field Experience I. Exceptions will not be given to enroll in core courses prior to completing the foundation requirements.

- Knowledge of Self: Assessment Center
- Self as Agent of Change
- Professional Writing and Research Methods
- Strategic Human Resources Management
- Diagnostic Accounting and Finance for Non-Financial Executives
- Organizational Development and Systems Theory

Core

- Human Groups: Diagnosis and Intervention
- Work and Management Teams: Diagnosis and Intervention
- Management and Organization Behavior
- Organizations: Diagnosis and Intervention
- Large Human Systems: Diagnosis and Intervention
- Essentials of Global Business Practice

Concentration

Students who are interested in working in a specific field of industry will be encouraged to complete at least six credits of course work in that area in order to be better prepared to operate in these organizational environments and their typical client engagements—for example, finance, marketing, and information technology.

Practicum Field Experiences

Practicum Field Experience I—Completion of all Foundation courses, along with submission of Electronic Portfolio documentation demonstrating successful integration of learning outcomes is required prior to enrollment.

Practicum Field Experience II—Completion of all Core courses, with the exception of Essentials of Global Business Practice, is required prior to enrollment. Submission of Electronic Portfolio documentation demonstrating successful integration of learning outcomes is also required prior to enrollment.

Capstone Field Experience

Completion of all Foundation, Core and Concentration courses required. Submission of Electronic Portfolio documentation demonstrating successful integration of learning outcomes is also required prior to enrollment.

Electronic Learning Portfolio

The Learning Portfolio is a flexible, evidence-based tool that engages students in a process of continuous reflection and collaborative analysis of learning. Students improve their learning by reflecting systematically over time on the learning process and by developing the aptitudes, skills and habits that come from critical reflection. Students create their own files documenting their educational progress and provide evidence of the knowledge, skills, and abilities they develop as a result of participating in the program. Students are required to present their personal documentation to faculty for evaluation at three separate points in the curriculum.

Participation in the practicum course experiences depends on student demonstrations that they are progressing satisfactorily in their learning.

MASTER OF SCIENCE IN FINANCE

Program Locations: Baltimore, Washington, DC

The Master of Science in Finance (MSF) 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.

ADMISSION

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

PROGRAM REQUIREMENTS

The program consists of 36 credits. A waived course must be replaced with another course. Students must complete the program within six years.

CURRICULUM

The program consists of the following courses:

- Required Skills, Tools, and Methods (12 credits)
- Accounting and Financial Reporting
- Statistical Analysis
- Business Communication
- The Firm and the Macro-economy
- Economics for Decision Making
- Ethics and Humanity
- Required Business Core (12 credits)
- Finance and Capital Markets
- Financial Analysis Modeling
- Financial Institutions
- Investment and Portfolio Analysis
- Derivatives

Concentration electives (8 credits) include financial risk, wealth management, mergers and acquisitions, econometrics and environmental finance.

Capstone course (4 credits)

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

MASTER OF SCIENCE IN INFORMATION SYSTEMS

Program Locations: Baltimore, Columbia, Rockville, Washington, D.C.

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

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

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

The MSIS incorporates the rapid changes in technology and explores current innovative and creative uses of systems to fulfill business needs. (For students not requiring a master's degree, several certificate programs are also available.)

The MSIS curriculum builds on the structure and the need for managerial skills education identified in the latest IS curricula research and the model curriculum for Master of Science in Information Systems (MSIS) programs developed by the Association for Computing Machinery (ACM) and the Association for Information Systems (AIS) that is endorsed by numerous other information systems professional organizations. Elective courses focus on detailed technology issues and concepts with an emphasis on technical design, development, acquisition, implementation, security, operation, and maintenance of complex information systems. Students may choose courses in one or several areas, depending on personal interest and career goals.

The MSIS core includes key technical topics and developments as well as links to organizational and technology issues that give students the skills to integrate IS across organizations and manage IS departments, projects, and personnel. Finally, in the Information Systems Capstone course, the hallmark of the program, all aspects of the program are integrated through a practical, hands-on information technology project focused on a local business or organization. Capstone projects require students to function in a real world environment and to integrate the knowledge and skills learned throughout the program.

ADMISSION

The applicant must meet the general requirements for admission to a Carey Business School graduate degree program, outlined in the admission section. Students come from various undergraduate disciplines and work in both technical and nontechnical industries.

PROGRAM REQUIREMENTS

The program requires 36 credits. A waived course must be replaced with another course. Students must complete the required credits in the Carey Business School within six years of admissions.

CURRICULUM

The program consists of 36 credits, which include:

- Required Skills, Tools, and Methods (12 credits)
- Information Systems Financial Management
- Project Management
- Business Communication
- Systems Development
- Ethics and Humanity
- Business Law
- Required Business Core (12 credits)
- Health Care Information Systems: Emerging Frontiers in Health Care and Technology
- Information Security and Assurance
- Business Telecommunications
- Strategic Information Systems
- Strategic Human Capital and Leadership Practice
- Technology, Global Sourcing, and Global Markets

Concentration electives (8 credits)

Specialized electives (8 credits) include knowledge management, competitive intelligence, security architecture, and emerging frontiers in information and communication.

Capstone course (4 credits)

Using knowledge gained in the program, students complete their program with a capstone project (4 credits).

MASTER OF SCIENCE IN MARKETING

Program Locations: Baltimore; Washington, DC

The Carey Business School's 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.

ADMISSION

Applicants must meet the general requirements for admission to a Carey Business School graduate program, outlined in the admission section. Please note that the GMAT/GRE is required to gain admission to this program, but may be waived.

Program Requirements

The program consists of 36 credits. A waived course must be replaced with another course. Students must complete the program within six years.

CURRICULUM

The program consists of the following courses:

Required Skills, Tools, and Methods (12 credits)

- Financial Analysis of Marketing Decisions
- Statistical Analysis
- Business Communication
- The Marketing Environment
- Ethics and Humanity
- Business Law
- Required Business Core (12 credits)
- Market Research
- Market-driven Strategy
- Customer-focused Marketing
- Understanding Consumer Behavior
- Customer Relationship Management
- Integrated Marketing Communications

Concentration electives (8 credits) include innovation and new product leadership, market research, strategic brand management, and creative business thinking.

Applied Research Project (4 credits)

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

MASTER OF SCIENCE IN ORGANIZATION DEVELOPMENT AND STRATEGIC HUMAN RESOURCES

MS in ODSHR Requirements

Students enrolled in the Master of Science in Organization Development and Strategic Human Resources program (ODSHR) prior to Fall 2008 should consult the 2007–2008 Academic Year Catalog for degree requirements.

All degree requirements will be honored under the curriculum and academic year admitted. Students should refer to the degree requirements listed in the Academic Year Catalog in the year their degree commenced.

MASTER OF SCIENCE IN REAL ESTATE PART-TIME PROGRAM

Program Locations: Baltimore; Washington, DC

This program is ideal for mid-career real estate professionals with three to five years of industry work experience. Working with academic and practitioner faculty, students develop the knowledge and skills needed to analyze, understand, and to take advantage of the latest developments in this fast-changing profession.

ADMISSION

Applicants must have an undergraduate degree (GPA 3.0 or higher) from a regionally accredited college or university, successful academic coursework in accounting, finance and business statistics, and strong Excel skills. Students must also be proficient with the use of a financial calculator. In addition, prospective candidates must interview with the program director and provide two letters of professional recommendation.

For admission to the part-time program three to five years of appropriate industry work experience is required.

PROGRAM REQUIREMENTS

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

Mandatory Workshops

Throughout the first semester, a series of workshops will be scheduled (usually on Saturdays). Topics include: Excel for Real Estate Professionals (Become an Excel Power User), and Communication/Presentation Skills. During the second semester the workshops will be Statistics and Finance Bootcamps. Workshops in subsequent semesters will include ARGUS software and Negotiation Skills. There is a fee required for these workshops. Additional information will be available at the beginning of each semester.

CURRICULUM

Part-time Course Schedule

- Required Skills, Tools, and Methods (12 credits)
- Financial Modeling for Real Estate
- Land Use Regulation
- Business Communication
- Urban Economics
- Ethics and Humanity
- Legal Issues in Real Estate
- Required Business Core (12 credits)
- Real Estate Development Process
- Market Analysis
- Site Planning and Building Design
- Financing Real Estate Projects
- Real Estate Risk and Opportunities
- Construction Project Delivery

Concentration Electives (8 credits)

Specialized electives (8 credits) include international real estate development, urban revitalization, sustainable development, and managing real estate portfolios.

Real Estate Practicum (4 credits)

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

Alumni and Business Network

Students in the Edward St. John Real Program are encouraged to connect with 400-plus JHU-MSRE alumni, Advisory Board members, practitioner faculty, and other students in Baltimore and Washington, DC. Events are held regularly through the JHU Real Estate Forum as well as with local, regional, and national real estate professional organizations.

DUAL AND JOINT DEGREE PROGRAMS

MASTER OF BUSINESS ADMINISTRATION/MASTER OF SCIENCE IN INFORMATION SYSTEMS

*Program Location: Baltimore, Columbia, Rockville,
Washington DC*

The Carey MBA/MS in Information Systems helps students develop knowledge and leadership skills essential to success in both business and technology

The program requires students to take 36 credits of MBA coursework, and 36 credits of the MS IS coursework. Students complete a total of 72 credits. The MBA coursework includes core courses and the Strategic Management capstone course. The MS IS includes core and elective courses

This distinctive, flexibly-scheduled program is designed for IS professionals who aspire to managerial or development roles. It also serves professionals from other fields who want to upgrade their knowledge of technology to remain competitively advantaged in their careers.

ADMISSION

The applicant must meet the general requirements for admission to a Carey Business School graduate degree program, outlined in the admission section. Students come from various undergraduate disciplines and work in both technical and nontechnical industries.

PROGRAM REQUIREMENTS

The program requires 72 credits. A waived course must be replaced with another course. Students must complete the required credits in the Carey Business School within six years of admissions.

MASTER OF BUSINESS ADMINISTRATION/MASTER OF SCIENCE IN BIOTECHNOLOGY (MBA/MS)

Offered jointly with the Johns Hopkins
Zanvyl Krieger School of Arts and Sciences

Program Location: Montgomery County

The Carey Business School has joined with the Zanvyl Krieger School of Arts and Sciences to offer a dual graduate program leading to both an MBA and an MS in Biotechnology. This unique program builds on the foundation of the Master of Science in Biotechnology, offered since 1994 by the Zanvyl Krieger School of Arts and Sciences, and the MBA in Medical Services Management, offered since 1999 by the Carey Business School. This dual program is designed to impart knowledge and skills in the principles and science of biotechnology and business that will enable students to be effective managers and leaders in biotechnology-related agencies and organizations. It integrates science and business coursework to make the necessary connections while respecting the intellectual integrity of the two fields. Finally, this carefully developed program streamlines the degree earning process to maximize the relevance and effectiveness of courses and subject areas. Graduates of the program apply the core principles of science and business to the biotechnology industry; are fluent in the language of science and business; can ask the right questions of scientists and businesspeople on critical issues facing their organizations; and can identify, evaluate, and act on scientific and business opportunities in the field.

Admission is selective, and class size is limited. Each applicant must have: a minimum of a baccalaureate degree; strong computer skills; two semesters of college general chemistry, preferably with laboratories; two semesters of college organic chemistry; a minimum of two years of progressively responsible full-time work experience after completion of undergraduate studies; official transcripts submitted for all undergraduate and graduate studies; GMAT or GRE test scores; curriculum vitae or resume; two letters of recommendation; and an essay. Participants progress through the program as a cohort, sharing experiences and knowledge and creating

additional networking and professional linkages and opportunities.

Please view the curriculum for the MS/MBA Biotechnology program, along with other program specific information, on the website at www.advanced.jhu.edu/academic/biotechnology/msmba/.

MASTER OF BUSINESS ADMINISTRATION/MASTER OF PUBLIC HEALTH (MBA/MPH)

Offered jointly with the Bloomberg School of Public Health

Program Locations: East Baltimore (Bloomberg)

The Carey Business School has joined with the Johns Hopkins Bloomberg School of Public Health to offer a dual graduate program leading to both an MBA and a MPH degree. This unique program enables students to integrate the philosophies, functions, and competencies of the fields of public health and business. Students in this program acquire knowledge and skills in the principles of population-based health as well as finance and management, which enables them to be effective managers and leaders in health-related agencies and organizations. Graduates can assess the health needs of a defined population; develop, analyze, and implement targeted health policies and programs; lead a process of change within their own organizations and communities; lead health care organizations to achieve identified goals; and communicate health-related messages to targeted audiences.

ADMISSION

The ideal candidate for the MBA/MPH dual degree has at least two years—ideally, five years—of health-related, professional, post-baccalaureate experience (or a terminal professional degree such as an MD or PhD) before entering the program. Candidates should have at least one college-level course in each of these fields: mathematics, general biology, and health-related science; official test scores from the GRE, MCAT, GMAT, or LSAT; a minimum TOEFL score of 100 on the Internet-based test, 250 on the computer-based test, or 600 on the paper-based test if English is not the primary language; and three letters of recommendation that state potential for success.

Applications for the combined program must be obtained from and submitted to the Bloomberg School of Public Health and will be reviewed by the admissions committees of both schools. For an application, contact the Bloomberg School's admissions office at 410-955-3543 or visit www.jhsph.edu/admissions. The deadline for applications is December 1. Please note the academic policies for the MPH program will be applied to courses taken at JHSPH, and the academic policies for the MBA program will be applied to courses taken at the Carey Business School.

The MBA/MPH program begins in early July of every year. Students can complete this full-time program within 18 months. In addition to the core requirements, most business courses are taken as part of a cohort, which promotes peer learning and collaboration. Additional electives may be taken to focus upon an area of interest in public health or management.

Please view the curriculum for the MBA/MPH program, as well as other program-specific information, on the Web site at www.jhsph.edu/academics/degreeprograms/mph/prospective_students/.

MASTER OF BUSINESS ADMINISTRATION/MASTER OF SCIENCE IN NURSING IN HEALTH SYSTEMS MANAGEMENT (MBA/MSN)

Offered jointly with the Johns Hopkins School of Nursing

Program Location: East Baltimore campus (Johns Hopkins School of Nursing) for MSN courses, MBA courses are offered at all Carey Business School campuses

Today's nurses occupy a unique and pivotal position in the constantly evolving environment of health care management and delivery. Increasingly, nurses are working in settings beyond the conventional hospital, including community-based or home health care and group practices. Nurse managers direct and monitor the total spectrum of patient care; nurse management consultants assist agencies in re-engineering and management issues; and nurse entrepreneurs own free-standing clinics and ambulatory care facilities—all aimed at providing quality health care in a cost-effective fash-

ion. These emerging career choices make the ability to integrate sound business and management skills with sophisticated clinical training essential.

The Master of Business Administration/Master of Science in Nursing in Health Systems Management is designed specifically to address the professional challenges facing nurses and to prepare them for expanding roles in the increasingly complex world of integrated health services. This 57-credit program, jointly administered by the School of Nursing and the Carey Business School, combines the theory and practice of business and nursing otherwise provided by two separate degrees.

ADMISSION

Admission is selective, and applications are accepted and reviewed throughout the year. Each candidate must have a baccalaureate degree from a program accredited by the National League for Nursing Accrediting Commission (NLNAC), or its equivalent; a current Maryland RN license; a statement of personal objectives; three letters of recommendation on School of Nursing forms; and competitive scores on the Graduate Record Examination (GRE). Admission inquiries and requests for applications should be directed to the Office of Admissions and Student Services, School of Nursing, 525 North Wolfe Street, Baltimore, MD 21205-2110, 410-955-7548, email: jhuson@son.jhmi.edu.

PROGRAM REQUIREMENTS

Students must complete 57 credits within six years. With the approval of an academic adviser, a student may transfer a maximum of six graduate credits of prior study from a regionally accredited college or university if the courses are directly applicable to the student's program and were taken within the six-year limit for completion of the degree requirements. Students who successfully complete the Hopkins Business of Nursing certificate program may apply the 12 credits from the certificate to this degree.

MASTER OF BUSINESS ADMINISTRATION/MASTER OF ARTS IN COMMUNICATION

Offered jointly with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences

Program Location: Washington, DC

Prepare for a leadership role in business, industry or nonprofit enterprises by developing professional communication and business management skills. The MBA/MA Communication puts a spin on the traditional MBA. It brings an innovative approach to the challenges of today's business environment.

The MBA/MA Communication prepares managers in public and media relations, advertising, crisis communication, organizational development, and risk communication. It provides managers with the knowledge and skills to solve communication problems in the workplace, use new media to transform existing business practices, reach out to media and clientele, and manage corporate images. This program enables communication professionals to expand their knowledge and skills in business and management, preparing them to take on leadership of nonprofit, public sector, or commercial enterprises.

Students are uniquely positioned for leadership careers in business and communication by completing both the professional managerial education requirements of the MBA and the advanced disciplinary requirements of a specialized MA in Communication.

The MBA/MA features class schedules to accommodate working adults. Classes are offered in the evening so students do not need to break stride in their careers to attend.

Students who pursue the joint degree will take classes in the Communication department at the Zanvyl Krieger School of Arts and Science and in the MBA program at the Carey Business School. They are assigned an adviser from each school who will oversee their coursework. To earn the MBA/MA Communication students must take eight classes in the Communication department and 14 classes in the MBA Program. Students working full time can take up to two courses a semester. Students who do not work full time can take up to four courses a semester.

MASTER OF BUSINESS ADMINISTRATION/MASTER OF ARTS IN GOVERNMENT

Offered jointly with the Johns Hopkins
Zanvyl Krieger School of Arts and Sciences

Program Location: Washington, DC

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

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

Students who pursue the joint MBA/MA degree will take classes in the Government Program at the Zanvyl Krieger School of Arts and Sciences and in the MBA program at the Carey Business School. Twenty-two courses, 23 if the optional Honors Government Thesis is chosen, are required to complete the degree.

Concentrations

Master of Arts in Government students may optionally choose to focus on one of the following concentrations:

- Homeland Security Concentration
- Political Communication Concentration
- Law and Justice Concentration

MBA IN MEDICAL SERVICES MANAGEMENT/HOPKINS BUSINESS OF MEDICINE®

Offered jointly with the Johns Hopkins
School of Medicine

*Program Locations: East Baltimore (Johns Hopkins
Medical Institutions); Washington, DC*

The MBA in Medical Services Management was created and structured specifically for medical professionals—physicians, nurses, other clinicians, senior health care administrators, and medical

practice managers. Participants gain the business tools and knowledge to understand and analyze the changing nature of today's complex medical delivery systems, plus the resources and savvy to anticipate and respond to those changes.

Jointly offered by the Johns Hopkins School of Medicine and the Carey Business School, the MBA in Medical Services Management degree represents Johns Hopkins University's continued commitment to medical management education.

PROGRAM BENEFITS

Participants in the program can expect to gain the knowledge and skills necessary to accomplish the following objectives relevant to their position or practice.

As clinicians:

- apply business fundamentals as they relate to the medical practice
- deliver health care more efficiently and effectively
- run a practice more profitably
- accept increased leadership responsibility
- compete successfully in an increasingly intense environment
- negotiate effectively with payers

As managers/health care administrators:

- successfully undertake the evolving role of physician executive
- identify and integrate the fundamentals of the business of health care
- analyze the financial health of a medical organization
- conduct successful change and transformation within an organization
- enhance overall job performance and effectiveness

As entrepreneurs:

- learn to launch a medically related business
- develop and enhance management skills
- implement the keys to business growth

ADMISSION

Admission is selective, and class size is limited. Applications are accepted and reviewed throughout the year. A candidate must have a minimum

of a baccalaureate degree from a regionally accredited college or university; five years of work experience, after completion of undergraduate studies, of which a minimum of three years work experience must be in the health care industry; curriculum vitae or resume; essay describing long-term goals; official transcripts; and two letters of professional recommendation. Applicants without master's or professional degrees must take the GMAT or GRE.

This unique cohort program is offered twice a year to physicians, nurses, other clinicians, senior health care administrators, and medical practice managers. With the approval of an academic adviser, a student may transfer a maximum of six graduate credits of prior study from a regionally accredited college or university if the courses are directly applicable to the student's program and were taken within the six-year limit for completion of the degree requirements.

REQUIREMENTS

The Master of Business Administration in Medical Services Management program consists of 54 credits.

Curriculum

	Courses	Credits
Graduate Certificate:	4	12
Track:	13	39
Capstone:	<u>1</u>	<u>3</u>
Total:	18	54

757.601 Accounting for Decision-Making in Medicine

- 757.603 Managerial Finance for Medical Services
- 757.604 Leadership and Organizational Behavior in Medical Settings
- 757.701 Health Care and Business: Theory and Practice
- 757.602 Medical Economics
- 757.605 Marketing Management in Medical Organizations
- 757.702 Clinical Practice Improvement
- 757.703 Medical Informatics
- 757.704 Strategic Planning in Medical Organizations
- 757.707 Legal Issues in Medicine
- 757.710 Medical Economics II
- 757.711 Finance for Medical Services II
- 757.712 Negotiation
- 761.624 Foundations of Moral Leadership
- 761.728 Moral Leadership and the Global Economy
- 761.729 Moral Leadership and Corporate Citizenship
- 790.616 Statistics for Business (or equivalent graduate-level statistics course)
- 757.801 Capstone: Integrative Field Experience

CLASS LOCATION AND SCHEDULE

Classes are held at the School of Medicine on the Johns Hopkins East Baltimore campus and at the Carey Business School's Washington, DC Center one evening per week for three hours. Participants progress through the program as a cohort, sharing experiences and knowledge and creating additional networking and professional linkages and opportunities.

GRADUATE CERTIFICATE PROGRAMS

HOPKINS BUSINESS OF MEDICINE® GRADUATE CERTIFICATE PROGRAM

Offered jointly with the School of Medicine

Program Locations: East Baltimore (Johns Hopkins Medical Institutions); Washington, DC

The Hopkins Business of Medicine Graduate Certificate Program gives physicians, other post-baccalaureate clinicians, and health care administrators the knowledge and skills to compete

successfully in today's dynamic and complex health care environment. Understanding the business side of medicine is a key advantage for excelling in this pivotal era. By learning and applying the concepts of business to the organization of care, physicians and other clinicians can take a more active role in structuring and developing the emerging system.

The Hopkins Business of Medicine Graduate Certificate Program is offered jointly by the Johns Hopkins School of Medicine and the Carey Business School.

Admission

Candidates must have a minimum of a baccalaureate degree, three years' work experience in the health care industry, current curriculum vitae or resume, and official transcripts.

Certificate Requirements

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

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

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

The certificate program includes the following four courses:

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

HOPKINS BUSINESS OF NURSING® GRADUATE CERTIFICATE PROGRAM

Offered jointly with the Johns Hopkins School of Nursing

*Program Location: East Baltimore campus
(Johns Hopkins School of Nursing)*

Today's nurses occupy a pivotal position in the changing environment of health care management. With constantly evolving delivery and

financing modes, nurses need to understand and provide quality care in a cost-effective manner. In addition, emerging developments in health care financing make it essential for health care professionals to successfully integrate sound business and management skills with advanced clinical skills.

The program is designed to address the changing financial and organizational challenges facing nurses and to prepare them for current and expanding roles in the increasingly complex environment of integrated health services.

The Hopkins Business of Nursing Graduate Certificate Program is offered jointly by the Johns Hopkins School of Nursing and the Carey Business School.

Admission

Admission is selective. Each candidate is evaluated on the following criteria: a baccalaureate degree from a program accredited by the National League for Nursing Accrediting Commission (NLNAC) or its equivalent; current Maryland RN license; clinical nursing experience; supervisory/management experience; and a current resume or curriculum vitae. An interview may be requested, and basic admission inquiries and requests for applications should be directed to the Office of Admissions and Student Services, School of Nursing, 525 North Wolfe Street, Baltimore, MD 21205-2110, 410-955-7548, email: jhuson@son.jhmi.edu or www.son.jhmi.edu.

Certificate Requirements

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

Curriculum

The Hopkins Business of Nursing program applies the theory and practice of sound business principles to the organization of care delivery and to the clinical and financial outcomes of care.

The certificate program includes the following four courses:

- 300.501 Emerging Health Care Systems and Concepts

- 300.502 Managing Financial Outcomes
- 300.503 Managing Clinical Outcomes
- 300.504 Synthesis and Integration of Nursing and Business

GRADUATE CERTIFICATE IN FINANCIAL MANAGEMENT

Program Locations: Baltimore, Washington D.C.

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

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

Admission

Applicants must meet the general requirements for admission to a Carey Business School graduate degree program, as outlined in the admission section. Professional work experience is not required for the Graduate Certificate in Financial Management. Students currently enrolled in a degree program at the Carey Business School who wish to add the Graduate Certificate in Financial Management should refer to the "How to Apply" section for more information.

Certificate Requirements

The certificate in Financial Management consists of ten courses (22 credits). All courses are two credits, except Advanced Topics in Finance

- Accounting and Financial Reporting
- Statistical Analysis
- Finance and Capital Markets

- Economics for Decision Making
- Corporate Governance
- Derivatives
- Mergers and Acquisitions
- Financial Institutions
- Managing Financial Risk
- Advanced Topics in Finance (four credits)

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

GRADUATE CERTIFICATE IN FINANCIAL MANAGEMENT/ GRADUATE CERTIFICATE IN INVESTMENTS AND MA IN APPLIED ECONOMICS

Offered jointly with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences

Program locations: Baltimore, Washington, DC

To allow students to capitalize on the strong complimentary between Finance and Economics, the Carey Business School and the Zanvyl Krieger School of Arts and Sciences have eliminated the overlap between the MA Degree in Applied Economics and the Graduate Certificate in Financial Management, and the Graduate Certificate in Investments. This enables students to earn both the MA Degree and a Graduate Certificate for a total of 14 courses, eight through Arts and Sciences and six through Carey. Applicants should submit an application to the Dual MA Degree in Applied Economics/Graduate Certificate in Financial Management or the Dual MA Degree in Applied Economics/Graduate Certificate in Investments through Advanced Academic Programs.

Admission

Applicants must meet the general requirements for admission to a Carey Business School graduate degree program, as outlined in the admission section. Applicants should use the application essay to explain how the joint certificate/degree will contribute to their career development.

Certificate Requirements

Please see adviser for the MS in Finance for program requirements.

GRADUATE CERTIFICATE IN INVESTMENTS

Program Locations: Baltimore; Washington, DC

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

The Graduate Certificate in Investments is designed to meet the demands of professionals in the rapidly developing field of investments and finance. The curriculum is both rigorous and contemporary, applying modern investment theory to real-world scenarios. Case studies and projects are used at various points of the curriculum. The final course in the certificate provides students with hands-on experience managing funds through a semester-long portfolio management simulation. The certificate program is structured to complement preparation for the Chartered Financial Analyst (CFA) examinations.

Admission

Applicants must meet the general requirements for admission to a Carey Business School graduate degree program, outlined in the admission section. Professional work experience is not required for the Graduate Certificate in Investments. Students currently enrolled in a degree program at the Carey Business School who wish to add the Graduate Certificate in Investments should refer to the "How to Apply" section for more information.

Certificate Requirements

The certificate in Investments consists of ten courses (22 credits). All courses are two credits, except Advanced

Topics in Finance

- Accounting and Financial Reporting
- Advanced Financial Accounting
- Statistical Analysis
- Finance and Capital Markets
- Investment and Portfolio Analysis
- Derivatives
- Fixed Income Securities
- Wealth Management
- Managing Financial Risk
- Advanced Topics in Finance (four credits)

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

GRADUATE CERTIFICATE IN COMPETITIVE INTELLIGENCE

Program Locations: Columbia, Washington, DC

Competitive intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization's plans, decisions, and operations. Competitive intelligence should be part of all job descriptions, from president to analyst. Basic areas where CI professionals work include the following: competitive intelligence or analysis; market planning, research, or analysis; strategic planning; information center or services; business development; product planning; R&D; financial planning; and counterintelligence.

Upon completion of the Competitive Intelligence certificate, students should be able to apply leading-edge decision making, analytical, and knowledge management techniques, strategies, tools, and methodologies for enhancing organizational intelligence. The "professional of tomorrow" will need to possess these knowledge areas and skill sets to be competitive in the marketplace.

Admission

Applicants must meet the general requirements for admission to a Carey Business School graduate program (outlined in the admission section), but a business background is not required.

Certificate Requirements

The Competitive Intelligence certificate consists of eight courses (16 credits).

- Competitive Intelligence
- Data Mining and Discovery Informatics
- Knowledge Management Systems
- Strategic Information Systems
- Advanced Competitive Intelligence
- Information Systems elective
- Information Systems elective
- Information Systems elective

GRADUATE CERTIFICATE IN INFORMATION SECURITY MANAGEMENT

Program Locations: Baltimore, Washington, DC

The devastating effects of security breaches are well known and increasingly common. This sense of urgency has spurred the creation of a wide range of new technologies. But technology alone is insufficient to protect networks and information; appropriate technology must be thoughtfully integrated with well-designed policies, practices, processes, and training.

In short supply are professionals who can match this breadth and depth of needs with their own portfolio of technological, operational, leadership, and business process strengths. The Graduate Certificate in Information Security Management is focused on developing those strengths.

The Information Security Management program is designed for professionals who currently hold leadership positions or who are on that trajectory. They may be active information security professionals or may be active in related roles that demand this knowledge. This certificate is career-enhancing for IT and functional managers—as well as CEOs—because of the pervasive impact of security incidents disrupting business operations, competitive intelligence issues, and the prevailing need to remain abreast of developments in privacy, ethics, legal, and regulatory arenas. Students will learn from academically and professionally qualified faculty. Johns Hopkins has been recognized as a Center of Academic Excellence in Information Assurance by the National Security Agency.

Program Content

This eight-course, 16-credit certificate presents best practices for managing technical, operational, and organizational processes to secure information, networks, and systems. Students completing the graduate certificate can:

- design and implement risk management programs for tracking the use of information security technologies, products, and services to address organizational information security needs
- make significant contributions to the design and development of information security policies and procedures for organizations

- take leadership roles in information security management initiatives requiring knowledge of effectively integrated organizational processes

Certificate Requirements

The graduate certificate requires the successful completion of the following two-credit graduate courses which may be applied to the Master of Science in Information Systems degree.

- Information Security Foundations
- Financial Issues in Managing Secure Operations
- Security Architecture
- Strategic Information Systems
- Data Mining and Discovery Informatics
- Information Systems elective
- Information Systems elective
- Information Systems elective

LEADERSHIP DEVELOPMENT PROGRAM FOR MINORITY MANAGERS

Program Location: Columbia

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

To meet this challenge, the Carey Business School Leadership Development Program (LDP) was launched in 1990 to support the advancement of high-potential first-level to mid-level minority managers by offering education in the latest management and leadership theory and applications. An intensive 10-month, 18-credit academically centered cohort learning experience for early- to mid-career professionals and managers, LDP offers a robust learning environment to

enhance leadership and career management skills while fulfilling partial requirements for the Master of Business Administration, and the Master of Science in Information Systems for Business degrees.

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

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

Unique features

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

Admissions Criteria

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

Program Requirements

Key components of the Leadership Development Program include:

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

Required Courses

(students take two courses each term)

755.602	LDP Leadership Academy
120.601	Business Communications
210.620	Accounting and Financial Reporting
142.620	Leading Organizations
231.620	Finance and Capital Markets
510.601	Statistical Analysis
121.610	Negotiation
410.620	Customer Focused Marketing
755.736	The Minority Manager: Power, Influence, and Change
755.737	Community and Policy Session for Minority Managers (no credit)

Note: In most cases, part of the 18 credits awarded for successful completion of the program may be applied toward the Carey Flexible +MBA or another graduate degree in the Carey Business School. Students seeking a graduate degree must qualify under the requirements specified for admission to the specific graduate business programs.

UNDERGRADUATE PROGRAM

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UNDERGRADUATE PART-TIME PROGRAM

BACHELOR OF SCIENCE IN BUSINESS

Location: Baltimore and Columbia

The BS in Business is dedicated to the development and achievement of students seeking professional advancement and personal growth through the pursuit of an undergraduate degree. In support of this mission, the program provides majors that combine rigorous theoretical backgrounds with effective current practices.

The program prepares students to adapt to the changing demands of the modern workplace; to pursue further studies at the graduate level; and to help advance their careers, whether in corporate, government, nonprofit, human services, or educational organizations.

Business today is defined by global competition and an infusion of information, driven by a boom in sophisticated technology. Success in this dynamic environment requires an in-depth understanding of the key factors that drive business, as well as outstanding research, analytical, problem-solving, and communication skills.

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

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

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

Business Core (18 credits)

The Business Core is designed to provide an understanding of basic business theory. All students must complete the following courses for a total of 18 credits:

- 210.350 Financial Ratio Analysis Principles
- 231.320 Principles of Finance
- 410.320 Principles of Marketing
- 141.320 Organization Behavior
- 100.320 Global Business
- 680.320 Process & Operations Management

Skills, Tools, & Methods (12 credits)

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

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

Concentrations (21 credits)

Accounting

- Accounting Organizations & Society
- Financial Accounting 1
- Auditing * (required for Maryland CPA exam)

Concentration Electives (9 credits) chosen from:

- Cost & Managerial Accounting* (required for Maryland CPA exam)
- Federal Taxation* (required for Maryland CPA exam)
- Financial Accounting II
- Accounting Information Systems
- Advanced Accounting
- Non-profit & Governmental Accounting

Concentration Capstone (3 credits)

- Corporate Governance

Hopkins Capstone (9 credits)

Students are required to complete Strategic Management and the Senior Project. Both courses integrate prior coursework and should be taken in the last semester, when the student is completing the program.

- Strategic Management
- Senior Project/Thesis

Finance

- Financial Institutions & Society
- Investment Analysis & Capital Markets
- Corporate Finance

Concentration Electives (9 credits) chosen from:

- Working Capital Management
- Security Trading & Market Making
- Equity & Fixed Income Investments
- Money & Banking
- Real Options & Strategic Capital Investments
- International Finance

Concentration Capstone (3 credits)

- Corporate Governance

Hopkins Capstone (9 credits)

Students are required to complete Strategic Management and the Senior Project. Both courses integrate prior coursework and should be taken in the last semester, when the student is completing the program.

- Strategic Management
- Senior Project/Thesis

Information Systems

- Technology & Society
- Networking & Telecommunication
- System Analysis & Design

Concentration Electives (9 credits) chosen from:

- Operating Systems & File Structures*
- Legal & Ethical Issues in Digital Forensics*
- Forensic Computing*
- Network & Intrusion Forensics*
- Encryption & Cryptography*+
- Information Assurance Principles*+
- E-Commerce Security+
- Software & OS Security+

- Securing Networks & Telecommunications+
- Designing, Testing & Auditing a Security Program+

*= Digital Forensics track

+ = Information Security track

Concentration Capstone (3 credits)

- Project Management

Hopkins Capstone (9 credits)

Students are required to complete Strategic Management and the Senior Project. Both courses integrate prior coursework and should be taken in the last semester, when the student is completing the program.

- Strategic Management
- Senior Project/Thesis

Management

This concentration provides the student with a broad-based knowledge of business. The following business courses are required:

- Organizations & Society
- Human Resource Management
- Organizational Development & Change

Concentration Electives (9 credits) chosen from:

- Employment Policy & the Law
- Entrepreneurship
- Global Strategic Management
- Leadership Theory & Practice
- Teamwork & Diversity
- Special Topics in Management

Concentration Capstone (3 credits)

- Corporate Governance

Hopkins Capstone (9 credits)

Students are required to complete Strategic Management and the Senior Project. Both courses integrate prior coursework and should be taken in the last semester, when the student is completing the program.

- Strategic Management
- Senior Project/Thesis

Marketing

- Marketing & Society
- Consumer Behavior
- Marketing Intelligence

Concentration Electives (9 credits) chosen from:

- International Marketing
- Marketing Communications
- Channels & Sales Force Management
- Direct Marketing
- Product & Brand Management
- Pricing

Concentration Capstone (3 credits)

- Marketing Strategy

Hopkins Capstone (9 credits)

Students are required to complete Strategic Management and the Senior Project. Both courses integrate prior coursework and should be taken in the last semester, when the student is completing the program.

- Strategic Management
- Senior Project/Thesis

Admission

Admission to the B.S. in Business program is selective. The degree is designed as a transfer program for students who have completed approximately 60 transferable college-level credits by the time they start. The following are required for consideration for all undergraduate degree programs at the Carey Business School:

- Official transcripts from all previously attended colleges and universities
- Program admissions application
- 500-word application essay
- Application fee
- Resume
- Personal interview
- Grade point average of 3.0 or better
- Adequate communications, analytical and computer skills
- Other program specific requirements

The first 60 credits of the bachelor's degree program must be transferred from another regionally accredited academic institution.

Program Prerequisites

Prior to gaining full admission to a business program, a student is required to complete six communication, math, and computer skills courses (18 credits), six liberal arts courses (18 credits), six business preparation courses (18 credits) and two elective courses (6 credits).

Communication, Math, and Computer Skills (18 credits)

To fulfill the communication, math, and computer skills requirement, students must complete the equivalent of the following courses: Expository Writing; Writing and Research Methods; Introduction to Public Speaking; College Algebra or higher; Calculus I, Applied Calculus or Calculus for Business; and Introduction to Computers

Liberal Arts (18 credits)

Six courses are required including courses from the following groups: two social science courses, two arts & Humanities courses including a U.S. History course and two, biological or physical science courses.

Business Preparation (18 credits)

The following six courses are required: Microeconomics, Macroeconomics, Accounting I, Accounting II, Business Law and an introductory statistics course.

Electives (6 credits)

Six credits of acceptable elective courses are required to fulfill the transfer requirements.

Transfer of Credits

Undergraduate degree applicants are allowed to transfer credits for courses taken at regionally accredited institutions of higher education when a grade of C or above has been earned. Transfer credits will be viewed in context of the student's proposed program of study. They will be judged as appropriate to the student's program by the academic adviser.

Students may also receive credit for extra-institutional learning by achieving a minimum score, as determined by the Carey Business School, on examinations offered by the Advanced Placement (AP) examination program and the College-Level Examination Program (CLEP) approved by the American Council on Education's Center for Adult Learning and Educational Credentials.

A maximum of 60 credits may be transferred for credit. An adviser will review prior courses to determine which credits may be applicable and whether you may be able to earn college credit by taking the College Level Examination Program (CLEP).

Community College Transfer Students

Undergraduate programs have special agreements for the transfer of degree programs with several area community colleges. Students transferring from community colleges should contact an adviser at their community college or the Carey Business School undergraduate academic adviser.

Program Continuity and Completion

A student must be continuously enrolled in the program. Any student not enrolling and success-

fully 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 eight years of starting their first course at the Carey Business School. Any student not successfully completing their program within eight years, must petition for an extension.

COURSE DESCRIPTIONS

COURSE DESCRIPTIONS

BU.001.300 Professional Speaking and Pronunciation for Non-Native Speakers of English

How does pronunciation impact successful performance in academic and business settings? How can you monitor your own pronunciation? How do you know if you are communicating effectively? In this course, students learn how to identify and apply strategies for speaking, how to pronounce English using appropriate rhythm and emphasis, and how to use appropriate intonation patterns for spoken English. Upon completing the course, participants will be able to use oral communication, collaborate and communicate effectively in groups, and develop and deliver formal presentations. Undergraduate credit only. (3 credits)

BU.001.301 Professional Writing for Non-Native Speakers of English

Are strong writing skills essential for conducting business in the real world? What style of writing is appropriate for American academic and business cultures? Upon completing this course, students will be able to construct paragraphs that effectively convey their intended meaning; create multi-paragraph documents with clear theses and appropriate style; plan, produce, and review documents; grasp Standard American English syntax and vocabulary; and write within the constraints of American academic and business cultures. Undergraduate credit only. (3 credits)

BU.001.600 Graduate Internship Project

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

BU.002.501 Elements of Excel

Learn to build linked financial models and to understand their practical applications in the business world. Topics include: creating and copying formulas, using built-in functions, for-

matting, printing, charting and shortcuts. This course is intended for those wanting to reinforce their skills and those with minimal experience developing spreadsheets. (0 credit)

BU.002.502 Excel – Level 2

This course is intended for those with a solid understanding of creating linked financial models, this workshop teaches the essential formulas and features used in the business world. Topics include: if, lookup, financial and statistical functions; conditional formatting; Goal Seek and Solver for what-if analysis; Filter and PivotTable to summarize data; copying to Word and PowerPoint; tips and shortcuts. (0 credit)

BU.002.511 Excel for Accounting

This course is intended for those who have completed Excel – Level 2 workshop. This workshop uses formulas and features specific to building accounting models, using a case study example. Includes: accounting functions, data import and analysis features. (0 credit)

BU.002.512 Excel for Statistical Analysis

This course is intended for those who have completed Excel – Level 2 workshop. This workshop uses formulas and features specific to creating statistical analysis models, using a case study example. Includes: statistical functions, Anova, regression analysis. (0 credit)

BU.002.513 Excel for Financial Modeling

This course is intended for those who have completed Excel – Level 2 workshop. This workshop uses formulas and features specific to creating what-if financial analysis models, using a case study example. Includes: financial functions, nested IF's, data tables, circular references. (0 credit)

BU.002.521 Elements of PowerPoint

Learn the elements of designing, creating and printing presentations using PowerPoint. Apply the layout, design, color scheme, animation and transition options to produce professional presentations. (0 credit)

BU.100.320 Global Business

Ready for a flatter world? This course examines business in global framework. Students examine the global environment and the context within

which small businesses, multinational corporations, multilateral institutions and non-governmental agencies (NGO's) interact. Students learn to apply global business concepts in understanding national political economics, legal systems, and socio-cultural environments. (3 credits)

BU.120.301 Managerial Communication

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

BU.120.601 Business Communication

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

BU.121.610 Negotiation

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

BU.131.301 Ethical Leadership

Would you want everything you have done this year to be on the front page of the Wall Street Journal? If such a story ran, would you be viewed as an 'ethical' leader? This course explores dilemmas in which corporate managers identify, evaluate, and resolve ethical problems related to confidentiality, sexual harassment, stock and bond trading, expense accounts, whistleblowers, and corporate social responsibility. Students are given

opportunities to deal with personal work-related ethical issues. (3 credits)

BU.131.601 Ethics and Humanity

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

BU.132.601 Business Law

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

BU.132.640 Legal Issues in Real Estate

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

BU.141.320 Organizational Behavior

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

BU.142.620 Leading Organizations

Students examine organizational behavior and leadership from diverse perspectives focusing on the individual, group, and organization; climate and culture; industry and society, and the global environment. Experiential in design, the course draws on the organizational life of students and encourages practical application of the theories and ideas considered. High levels of participation are maintained through the use of cases, simulations, discussion, and the class itself as a temporary organization. (2 credits)

BU.210.350 Financial Ratio Analysis Principles

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

BU.210.620 Accounting and Financial Reporting

This course emphasizes the vocabulary, methods, and processes by which business transactions are communicated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account revenue, and expense; as well as preparation and understanding of financial statements, including balance sheets, statements of income, and cash flows. (2 credits)

BU.210.650 Advanced Financial Accounting

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

Prerequisite(s): BU.210.620

BU.220.610 The Firm and the Macro-economy

This macro-economic course emphasizes the role of governments and their effect on the global business environment. Major topics include eco-

nommic growth, inflation, unemployment, exchange rates, fiscal and monetary policy, and international finance. The course provides students with the necessary theoretical framework relevant to helping them develop an economic perspective for analyzing real-world phenomena. (2 credits)

BU.220.620 Economics for Decision Making

This is a microeconomics course with emphasis on the application of economic principles and methodologies to managerial decision problems. Major topics include consumer choice and demand, production and costs, market structures and output/price decisions. (2 credits)

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

BU.220.625 The Marketing Environment

This course introduces participants to the analysis, modeling, and evaluation of economic decisions. It also trains the student in market structures, conduct, performance assessment, and techniques as well as the analysis of industry and competitive platforms. Topics include the analysis of demand and supply models, quantitative demand analysis, theory of individual behavior, production processes and costs, design of cost functions, competitive models and game theory, pricing strategies, and the economics of information. Students gain a thorough understanding of the macro and micro context and challenges that marketing managers face in today's competitive environment in order to develop competitive positioning in global markets. (2 credits)

BU.220.640 Urban Economics

A framework for real estate analysis, including economic and other factors affecting trends in urban structure and land use, is discussed. Appropriate data sources and data analysis techniques are introduced. Major urban development issues, decentralization, population and labor force composition, industrial location, urban and regional growth, land use, and rent relationship issues are also analyzed. (2 credits)

BU.230.620 Financial Modeling

This course comprises a Corporate Finance section and an Investment section. The Corporate Finance section discusses how to value corporations using balance sheet information. The Investment section covers issues in applied asset

pricing such as estimating the volatility of asset returns, evaluating asset betas, constructing efficient portfolios, and quantifying optimal asset allocations. Topics in risk-management, such as value-at-risk, are also discussed. By taking a hands-on approach to Corporate Finance and Investment issues, this course should be viewed as complementary to Finance and Capital Markets and Investments. (2 credits)

BU.230.640 Financial Modeling and Real Estate Analysis

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

BU.230.730 Managing Financial Risk

The course offers an introduction to financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. Topics include market and credit risks, liquidity, and operational and legal risks. Skills taught include Monte Carlo simulation, scenario analysis, stress testing, credit value at risk, and credit derivatives. (2 credits).

Prerequisite(s): BU.220.630 and BU.232.710

BU.231.320 Principles of Finance

How are financial decisions made? Students learn the fundamental principles of financial decision making. This course covers issues that examine the full spectrum of financial decision making while focusing on such concepts and tools as the time value of money and risk-return tradeoffs, using modern technology to track trends for proper financial decision making. (3 credits)

BU.231.620 Finance and Capital Markets

This course is designed to introduce students to the basic, yet fundamental, issues of modern finance. The goal of the course is to provide students with the basic tools needed to successfully complete more advanced finance courses. This course deals primarily with a firm's investment and financing decisions and its interactions with the capital markets. Students develop the fundamental principles of financial valuation and anal-

ysis, which provide a solid foundation for all other finance courses. (2 credits)

Prerequisite(s): BU.210.620 *or* BU.790.611 *or* BE.790.611

BU.231.710 Financial Institutions

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

Prerequisite(s): BU.231.620 *or* BU.756.701 *or* BE.756.701

BU.232.701 Investment and Portfolio Analysis

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

BU.232.710 Derivatives

The aim of the course is to offer a broad overview on forwards, futures, swaps and options. This course will cover both the actual working of derivatives and some of the analytical tools needed to effectively understand derivatives. The emphasis is on how to use derivatives to reduce/control risk. Skills are developed in basic pricing analysis, use of pricing models, and trading and hedging strategies. The strategies are developed to match specific economic goals, such as portfolio risk reduction or variable cost elimination. (2 credits)

Prerequisite(s): BU.231.620 *or* BU.756.701 *or* BE.756.701

BU.232.720 Fixed Income Investments

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

BU.234.610 Financing Real Estate Projects

The intricacies involved in financing real estate projects are the subject of this course. Land, construction, and permanent financing alternatives are presented and analyzed. Capital sources, including commercial banks, savings and loans, life insurance companies, foreign investors, and Wall Street firms are reviewed. Discussions include various financing forms and documents as well as equity arrangements. (2 credits)

BU.235.790 Finance Capstone Advanced Topics

The course combines advanced topics in investments and corporate finance to analyze the impact of financial decisions on strategic investments given investor and corporate strategy constraints. A project or simulation is used to bring the ideas into practice and to illustrate the complexities of the decisions. (4 credits)

BU.239.705 Special Topics in Environmental Finance

Environmental policy is largely being driven by market-based controls. The use of cap-and-trade programs for renewable energy and greenhouse gas emissions is extending into many programs for pollution control and allocation of scarce resources. This course provides a background in the evolution of environmental policy, an overview of various environmental markets, an understanding of environmental brokerage, including buyers, sellers, channels and securities, and how these securities play a role in investment, policy, governance and new project funding. (2 credits)

BU.239.710 Financial Issues in Managing a Secure Operation

This course addresses the risks (financial, reputation, business, and third party), costs, return on investment, and other business issues in developing a secure operation. Topics include qualitative and quantitative risk analysis, audits, metric,

responses to threats, and developing cost effective solutions given constraints in money, assets, and personnel. (2 credits)

BU.241.610 Real Estate Design, Development and Management

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

BU.241.620 Managing Construction Projects

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

BU.241.720 International Real Estate Development

International real estate development and investment projects outside the U.S. offer challenges beyond complex domestic projects. This course addresses a number of legal, design, cultural, and financial issues. This course focuses on the opportunities (and pitfalls) for real estate investment and development in international markets. Students are exposed to most of the world's major markets where potential for profitable real estate activity currently exists. (2 credits)

BU.300.601 Systems Development

This course discusses the systems development life cycle and focuses on the analysis and design of components. Requirements analysis is highlighted, as well as integrating these topics with database systems. Topics include rapid application development, structured analysis, UML, determination of input/output needs, dataflow

requirements, CASE tools, system testing, and alternate design methods. (2 credits)

BU.300.610 Information Systems Financial Management

Investments in new information systems are a large component of a firm's overall budget. Students learn financial skills needed to develop an information technology budget as well as to evaluate investments in information technology. (2 credits)

Note: This course is not open to MBA students.

BU.300.620 Project Management

This course provides techniques for managing each phase of the project life cycle to include crafting scope; defining tasks and work breakdown structures; estimating time and costs; controlling activities via schedules, budgets, and milestone charts; and closing the project by documenting, client debriefing, and team member assessments. Students use project management software throughout the semester. (2 credits)

BU.310.620 Information Systems

This course addresses ways in which technology, brought together with people and processes into systems, contributes to leveraging the creation of business value in this field. (2 credits)

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

BU.320.701 Health Care Information Systems: Emerging Frontiers in Health Care and Technology

This course examines healthcare organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and healthcare delivery processes and how they relate to information systems is a main focus. The intent of the course is to identify the key issues confronting the management of healthcare information systems today, examine their causes, and develop reasonable solutions to these issues. Specific federal regulations, vendor solutions, and financial implications as they relate to healthcare information systems are also examined (2 credits)

BU.330.701 Business Telecommunications

This course deals with telecommunication systems and networks as applied enterprises in the commercial and public sectors. Selections of telecommunications technologies necessary to sup-

port business applications are discussed. This course enables an in-depth understanding of telecommunications systems and networks, proposal writing and evaluations, cost vs. performance trade-offs, requirements developments, and requirements analyses. Technical and managerial aspects of telecommunication systems and networks with an emphasis on communication networks (LAN and WAN) and methodologies using distributed processing are discussed as well. (2 credits)

Prerequisite(s): BU.300.601 or BU.770.514 or BE.770.514

BU.330.715 IT Enterprise Architecture

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

BU.350.710 Strategic Information Systems

This course covers the use of Information System (IS) and Information Technology (IT) in the strategic management process in business organizations. Topics include the impact of IS/IT on organizational structure, generic strategy models, and the managerial, operational, and strategic implications of information and communication technology in the global context. (2 credits)

BU.360.701 Competitive Intelligence

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

BU.370.701 Information Security and Assurance

This course covers the basic principles and concepts in information security and information assurance. It examines the technical, operational, and organizational issues in assuring confidentiality, integrity, and availability. Topics include malicious code, cryptography, security risk management, and security procedures and policies. (2 credits)

Prerequisite(s): BU.300.601 *or* BU.770.514 *or* BE.770.514

BU.410.320 Principles of Marketing

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

BU.410.601 Market Research

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

BU.410.610 Financial Analysis of Marketing Decisions

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

BU.410.620 Customer Focused Marketing

This course covers principles of market-driven managerial decision making that determine com-

petitiveness in dynamic consumer and organizational markets. Particular areas of emphasis include industry analyses, dynamics of competition, market segmentation, target marketing, channels of distribution, and product and pricing decisions. In-depth analytical skills are developed through case analyses, class discussions, role playing, and applied projects. (2 credits)

BU.420.710 Understanding Consumer Behavior

This course provides students with a solid foundation in the dynamic interaction of affect, cognition, behavior, and environmental events in consumer evaluation of purchasing alternatives and decision making. Included is the study of consumers' knowledge and involvement, attention, comprehension, learning, attitude development, and purchase intention. Strong emphasis is given to the design and modeling of response patterns, diffusion of innovations, and consumer behavior for specific products and services. Also discussed is the practical impact of consumer behavior analysis on marketing mix strategies, market segmentation/positioning, product and brand loyalty, persuasion process and promotion, and price affect and cognition. (2 credits)

BU.420.720 Customer Relationship Management

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

BU.430.710 Integrated Marketing Communications

Unifying marketing communications is a strategic process that drives brand communication instead of simple product promotion programs. This course looks at a variety of communications modes (e.g. advertising, direct mail, sales promo-

tion, public relations, Internet marketing, etc.) and combines these to create a unified and consistent message to maximize impact. Students develop a positioning goal and employ research and analysis to aid in developing consumer focused marketing plans from which to create consistent communications. An overview of positioning and examining what constitutes good marketing copy will be studied using real world cases studies. (2 credits)

BU.450.705 Strategic Brand Management

A firm's most powerful asset is its brand because although other aspects of business can be duplicated, a brand cannot. This course examines such critical issues as how to build brand equity, how to measure brand equity, how to formulate brand strategy, and other important brand issues. Students learn to use conceptual and analytic tools to develop and implement winning brands. (2 credits)

BU.450.710 Market Driven Strategy

This course explores key issues in strategic marketing and the formulation of market driven strategies. Particular areas of emphasis include industry analyses, dynamics of competition, segmentation strategies, target marketing, positioning strategies, and evaluation of marketing programs and effectiveness. Strategic thinking and in-depth analytical skills are developed through the application of marketing tools and models. Cross-functional analysis and practical application of marketing concepts and skills are covered in a computer simulation designed to reflect the dynamic, competitive situations markets face by today's managers. (2 credits)

BU.510.301 Statistics for Business Decision Making

Business managers and decision-makers can be inundated with data, but how can these data be organized into useful information? Course participants use statistical concepts and techniques that help in the interpretation of data, including probability, measures of central tendency, hypothesis testing, sampling distribution, and linear regression. These concepts are described within the context of business decision making. Specifically, issues regarding risk quantification, probability distribution, and how these concepts are used in business to create and enhance profits will be addressed. (3 credits)

BU.510.601 Statistical Analysis

Students learn statistical techniques for further study in business, economics, and finance. The course covers sampling distributions, probability, hypothesis testing, regression and correlation, basic modeling, analysis of variance, and chi-square testing. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and SPSS computer software are used. (2 credits)

BU.520.601 Decision Models

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

BU.753.701 Managerial Economics

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, and pricing strategies for multiple products. (3 credits)

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

BU.755.602 LDP Leadership Academy

The Leadership Development Program for Minority Managers (LDP) Summer Academy and Orientation is a three-day module for all students who are enrolled in LDP. The focus and intent of the LDP summer orientation program module is to provide a hands-on, academically driven experience for students who enroll in the 10-month LDP cohort program. The LDP summer orientation experience introduces, as well as integrates, key fundamentals of leadership theory and practice, communication style preferences, mixed group dynamics, group and team formation, and the underlying role of global business policy and global public policy that are direct influences on business, government and society. Students are required to conceptualize, present, and defend a

negotiated solution for an identified organization or society need. Grading: Pass or Fail. (0 credit)

Notes: This course is open only to students in the LDP cohort.

BU.755.606 Introduction to Statistics

Lab/workshop supplements 755.616 Statistics for Business, and offers students additional assistance towards gaining proficiency in the stated subject area. (0 credit)

BU.755.616 Statistics for Business

Students learn statistical techniques necessary 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 emphasis is on using statistics to solve management problems. Case studies, spreadsheets, and computer software are used. (3 credits)

BU.755.731 Management and Organizational Behavior

Students examine organizational behavior, management, and leadership from diverse perspectives. The units of analysis and comparison include the individual, group, and organization, climate and culture, industry and society, and the global environment. All units are studied as contributing factors to the success of complex organizations. Experiential in design, the course draws on the organizational life of students and encourages practical application of the theories and ideas considered. High levels of participation are maintained through the use of cases, simulations, discussions, and the class itself as a temporary organization. (3 credits)

Notes: This course is open only to students in the LDP cohort.

BU.755.736 Minority Manager

This course examines the unique role played by the minority manager in American and global organizations. Using leadership and executive development research as a base, students compare and contrast the typical experiences of minority managers and explore implications for their ability to exercise power and influence organizational change. Conflict management, assimilation, racism, cross-cultural communication, and other issues of diversity are explored as well. (2 credits)

Notes: This course is open only to students in the LDP cohort.

BU.755.737 Community and Policy Session for Minority Managers

The Leadership Development Program is an intensive learning experience in a cohort format. The Community and Policy Session for Minority Managers component is designed to promote a learning community, provide group dynamics/group processes and facilitation skills, and augment what is covered in The Minority Manager: Power, Influence, and Change course. The course is graded on a pass/fail basis. (Pass/Fail credit) (0 credit)

BU.755.738 The Minority Manager: Power, Influence, and Change

This course examines the unique role played by the minority manager in American and global organizations. Using leadership and executive development research as a base, students compare and contrast the typical experiences of minority managers and explore implications for their ability to exercise power and influence organizational change. Conflict management, assimilation, racism, cross-cultural communication, and other issues of diversity are explored as well. (3 credits)

Notes: This course is open only to students in the LDP cohort.

BU.756.701 Corporate Finance

The main goal of this course is to analyze the major financial decisions of corporations. This is not an introductory course. Students are required to be familiar with the basic concepts of corporate finance. This course deals primarily with a firm's investment and financing decisions and its interactions with the capital markets. Topics include valuation and risk, capital budgeting, the cost of capital, capital structure theory, and working capital management. Students develop the fundamental principles of financial valuation and analysis, which provide a solid foundation for all other finance courses. (3 credits)

Notes: Recommended as first MBA core course completed.

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

BU.756.710 Advanced Corporate Finance: A Case Study Approach

By employing a case study approach, students learn how the theoretical concepts and tools studied 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. (3 credits)

Prerequisite(s): BU.756.701

BU.756.711 Venture Capital and Entrepreneurial Financing

This course introduces students to identifying, accessing, and evaluating sources of financing for start-ups and expanding technology companies. The approach is practical and hands-on, with case studies, group interaction, and meetings with practitioners. 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. Entrepreneurs starting, transforming, or expanding technology companies, as well as those interested in financing such companies, would benefit from the course. (3 credits)

Prerequisite(s): BU.756.701

BU.756.715 Financial Risk Management

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

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

BU.756.720 Fixed Income Securities

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

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

BU.756.724 International Financial Management

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

Prerequisite(s): BU.756.701

BU.756.725 Mathematics for Financial Analysis

This course provides the basic mathematical tools needed in modern finance. It is a blend of classic algebra and calculus and focuses on basic principles and general concepts that are relevant to financial analysis. The main objective of this course is to have students familiar with the quantitative techniques currently used in finance. Emphasis is placed on both theory and application. (3 credits)

Notes: This course is open only to students admitted to the MS in Finance program.

BU.756.726 Financial Statement Analysis

This course uses a case methodology approach to examine the information content of financial statements and how this information is used by external decision makers. 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. (3 credits)

Prerequisite(s): BU.790.611 or BU.756.001

BU.756.730 Financial Modeling

Taking a valuation perspective, the course is aimed at helping students gain familiarity with financial spreadsheet modeling techniques and strengthening their understanding of financial analysis; as well as equipping students with practical skills and techniques necessary in modern financial decision making. (3 credits)

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

BU.756.732 Econometrics in Finance

Econometrics is a useful set of empirical techniques that allows one to analyze economic and business phenomena and forecast future trends. This course provides a theoretical foundation and a practical application of regression analysis. It

prepares students to conduct empirical research in an academic or business setting. This course is held in a computer laboratory where students work with real-world data. (3 credits)

Prerequisite(s): BU.756.701

BU.756.744 Wealth Management

This course provides strategies for coordinating financial planning for high-net worth individuals. Students become skilled at identifying and dealing appropriately with client's goals, needs, and problems in the areas of investment and investment planning. The course is designed to address the importance of taxation, retirement, capital accumulation, and estate planning. (3 credits)

Prerequisite(s): BU.790.609 *or* BU.756.004 *or* BU.755.613

BU.756.750 Special Topics in Finance

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

Prerequisite(s): BU.756.701

BU.756.752 Mergers, Acquisitions, and Valuation

Using a case approach, this course explores the incentives for using acquisition, divestiture, and alliances as vehicles to achieve corporate strategic objectives. Students address analytical techniques often employed in restructuring and alliances, negotiation strategies, valuation, and the evolution of these transactions. Also discussed are problems encountered in post-merger integration and alternative modes of market entry, such as joint ventures and internal development. (3 credits)

Prerequisite(s): BU.756.701

BU.756.760 Investment Analysis and Portfolio Management

Through an in-depth study of portfolio theory and asset-pricing models, students acquire the analytical skills necessary to conduct valuations of equities, fixed-income securities, and alternative investments. This exploration leads to an understanding of the concept of portfolio management and the importance of diversification in controlling portfolio risk. (3 credits)

Prerequisite(s): BU.790.609 *or* BU.756.004 *or* BU.755.613

BU.756.761 Derivative Securities

The aim of the course is to offer a broad overview on forwards, futures, swaps and options. This course will cover both the actual working of derivatives and some of the analytical tools needed to effectively understand derivatives. In fact, the course balances theory and application. The overall emphasis is on how to use derivatives to reduce/control risk. Skills are developed in basic pricing analysis, use of pricing models, and trading and hedging strategies. The strategies are developed to match specific economic goals, such as portfolio risk reduction or variable cost elimination. (3 credits)

Prerequisite(s): BU.756.701

BU.756.780 Advanced Portfolio Management

The purpose of this course enables students to have hands-on portfolio management experience. A majority of class time will be devoted to discussing world financial markets, stock bond and commodity prices and other real time metrics. Students acquaint with tools currently employed in the asset management industry through a series of lectures and portfolio management simulation project. Students actively manage risky portfolios in a simulated environment that emphasizes the process of creating, maintaining, and evaluating profitable investment portfolios given constraints of investors. The purpose of this is to give students real world investment experience. (3 credits)

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

BU.757.601 Accounting for Decision Making in Medicine

Through this course, students develop an understanding of the concepts and methods by which all business transactions are communicated. Cost accounting concepts, forms of business organizations, the accounting process, preparation of financial statements, ratio analysis, internal accounting controls, the auditing process, tax accounting concepts, cost-volume-profit analysis, and management control techniques are included in the course materials and discussions. (3 credits)

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

BU.757.602 Medical Economics

This course introduces the basic analytical tools of economics and applies them to issues in health care. Topics include the basics of supply and

demand, market structure and competitive strategy, choice under uncertainty, general equilibrium and economic efficiency, markets with asymmetric information, and corrections of market failure. (3 credits)

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

BU.757.603 Managerial Finance for Medical Services

Students are exposed to financial management theories, principles, concepts, and techniques necessary to make sound decisions. Topics include business planning and budgeting, use of operating and financial leverage, working capital management, sources of capital, capital expenditures evaluation techniques, dividend policy, and growth by mergers. As in the course 757.601, Accounting for Decision Making in Medicine, theory is applied to all businesses, and then is related specifically to health care using classroom examples, written case problems, and guest speakers. (3 credits)

Notes: This course is open only to MBA in Medical Services Management and graduate certificate students.

Prerequisite(s): BU.757.601

BU.757.604 Leadership and Organizational Behavior in Medical Settings

This course addresses the complexities of organizational behavior in medical settings. Students analyze the role of individuals, groups, the organization, and culture in the delivery of health care. The course builds on the experiences of the participants and relates them to various theories of organizational behavior. Through the use of case studies, simulations, and class discussions, students learn to overcome obstacles that inhibit effectiveness and efficiency within organizations and to establish themselves as productive leaders. (3 credits)

Notes: This course is open only to MBA in Medical Services Management and MSN students.

BU.757.605 Marketing Management in Medical Organizations

Students receive a basic understanding of the core concepts, current practices, and nomenclatures of the contemporary practice of marketing the services of a health care organization. The course focuses on market analysis, consumer behavior and analysis, market segmentation, marketing strategy, product decisions, pricing and distribu-

tion decisions, promotional decisions, and marketing budget and control. (3 credits)

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

BU.757.701 Health Care and Business: Theory and Practice

This course examines the critical and controversial issues related to the integration of business and medicine. Students review some of the best health management and clinical practices in the country, covering topics such as physician partnership formation, physician relationships with managed care entities, the formation of hospital networks, capitation, competitive cost positioning, quality measurement and outcomes, and ethical issues. (3 credits)

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

BU.757.702 Clinical Practice Improvement

This course is designed for health care providers to learn techniques for achieving better clinical outcomes at lower costs including techniques of clinical practice improvement (CPI). CPI is a systematic method to determine optimal care by linking relevant measures of patient characteristics, processes, and outcomes. The system is designed to generate valid statistical inferences about the operational elements of the process of clinical care. By using consensus combined with objective feedback, CPI eliminates inappropriate treatment variation for well-defined groups of comparable patients. In short, CPI is the rigorous application of the scientific method to the day-to-day practice of medicine. (3 credits)

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

BU.757.703 Medical Informatics

This course provides the medical professional with an understanding of the functions, knowledge, tools, and systems comprising the field of medical informatics. The course delves into the rapidly developing scientific field that deals with the storage, retrieval, and optimal use of biomedical information, data, and knowledge for problem solving and decision making. The teaching approach uses interactive lectures about topics focused on physicians' and administrators' perspectives. (3 credits)

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

BU.757.704 Strategic Planning in Medical Organizations

This course focuses on principles of strategic management and competitive analysis to support strategy development for health care organizations. The course provides an understanding of how current business and management knowledge is applied to health care organizations to promote future success and competitive advantage.

Examining contemporary theory and models, students learn to assess and develop an organization's mission and vision; perform an internal and external assessment; evaluate competitive threats and responses; develop organizational change strategies; and evaluate the leadership qualities necessary to make change occur. (3 credits)

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

BU.757.707 Legal Issues in Medicine

This course provides health care professionals with an overview of the legal environment as it affects medicine and business. Cutting-edge cases are utilized as students explore medical malpractice, negligence, liability (physician, product, and corporate), tort law, criminal aspects of health care, patient consent and rights, issues of procreation, AIDS and health care workers, end of life issues, and health care reform. (3 credits)

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

BU.757.710 Medical Economics II

This course extends the scope of 757.602 Medical Economics, concentrating on the application of economic theory to the real world of health care. Topics include the theory of the firm as it applies to physicians, hospitals, and systems; the market for labor in health care; the role of health insurance; asymmetric information and the role of agency; the pharmaceutical market; government as payer and regulator; and equity/ethical considerations. (3 credits)

Notes: This course is open only to MBA in Medical Services Management and MSN students.

Prerequisite(s): BU.757.602

BU.757.711 Finance for Medical Services II

This course expands upon the concepts presented in 757.601 Accounting for Decision Making in Medicine and 757.603 Managerial Finance for Medical Services. The course utilizes a case approach to apply the concepts learned in those

courses and focuses on new concepts around capital financing. The course shifts learning from conceptual principles to the mechanics of financial models. (3 credits)

Notes: This course is open only to MBA in Medical Services Management and MSN students.

Prerequisite(s): BU.757.601 and BU.757.603

BU.757.712 Negotiation

This course provides students with the basic skills needed for effective negotiation of business relationships in health care and other settings. The first part of the course focuses on understanding and developing a systematic approach to preparing for, structuring, and negotiating key business relationships. The second part of the course helps participants develop basic process and conflict management skills needed for effective negotiation of business relationships in health care. The course also explores the ethics of negotiation. (3 credits)

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

BU.757.717 Cost-Effectiveness Analysis in Health Care Management

Health care policy and management often requires decisions that involve a choice between alternative programs or interventions where each initiative involves an investment of scarce resources and the expectation of benefit. Direct comparison of the alternative programs may be difficult due to differences in the types and magnitudes of benefits as well as the amount and timing of investment. Cost-effectiveness analysis (CEA) and cost-benefit analysis (CBA) are economic tools that have been developed to help inform these choices. CEA and CBA are distinct but related methodologies. CEA measures output in terms of health effects with results expressed as "incremental cost-effectiveness ratio" of cost per unit of outcome. CBA places a monetary value on outcomes with the result of analysis stated as net benefit after subtracting program cost. This course will utilize a case-study approach to investigate the methods, limitations, and contemporary application of CEA and CBA in health care policy and management. Cases will describe use of these tools in both "macro" and "micro" settings ranging from the investment decisions of a large international development agency to the coverage and payment decisions of a health insurance plan. For each case we will first examine the

context of the decision: nature of the organization, characteristics of programs or interventions under comparison, final decision. We will then delve into the methodology: theoretical framework, sources of data, mathematical and statistical techniques.
(3 credits)

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

BU.757.720 Special Topics in the Business of Medicine

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

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

BU.757.801 Integrative Field Experience

This integrative, case-based course focuses on applying knowledge gained from previous courses in the Hopkins Business of Medicine Program. Students evaluate, analyze, and synthesize case information presented from an actual company and chart the future of the company. The major responsibility of the students in this course is to make objective strategic decisions and to justify them through oral and written communication. (3 credits)

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

BU.757.810 Independent Graduate Project

Students with a special interest in a particular topic in the business of medicine may apply to study under the direction of a faculty member. Independent study applicants should submit a request, including an outline of the proposed project, to the department chair and must receive written approval prior to registration. (3 Credits)

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

BU.757.820 MPH/MBA Capstone:

Integrative Field Experience

This course will focus on applying knowledge gained from previous courses in the MPH/MBA program to real world situations. The students will evaluate, analyze, and synthesize information from an assigned client, then produce agreed upon deliverables. The students' goal is to advise the client regarding strategic decisions and justify their recommendations through oral and written communications. (3 credits)

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

BU.759.601 Accounting for Decision-Making in Biotechnology

Through this course, students develop an understanding of the concepts and methods by which all business transactions—including those in the biotechnology industry—are communicated. Cost accounting concepts, forms of business organizations, the accounting process, preparation of financial statements, ratio analysis, internal accounting controls, the auditing process, tax accounting concepts, cost-volume-profit analysis, and management control techniques are included in the course material and discussions. (3 credits)

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

BU.759.602 Managerial Finance for Biotechnology

Students are exposed to financial management theory, principles, concepts, and techniques necessary to make sound decisions. Topics include business planning and budgeting, use of operating and financial leverage, working capital management, sources of capital, capital expenditures evaluation techniques, dividend policy, and growth by mergers. As in Accounting for Decision Making in Biotechnology, theory is applied to all businesses, and then is related specifically to the biotechnology industry using classroom examples, written case problems, and guest speakers. (4 credits)

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

Prerequisite(s): BU.759.601

BU.759.701 Finance for Biotechnology II

This course expands upon the concepts presented in Accounting for Decision-Making in Biotechnology and Managerial Finance for

Biotechnology. The course utilizes a case approach to apply the concepts learned in these courses and focuses on new concepts around capital financing. In addition, the course shifts learning from conceptual principles to the mechanics of financial models. (3 credits)

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

Prerequisite(s): BU.759.601 and BU.759.602

BU.759.706 Economics for Biotechnology

This course introduces the basic analytical tools of economics and applies them to issues in biotechnology. Theoretical topics include the basics of supply and demand; market structure and competitive strategy; choice under uncertainty; markets with asymmetric information; and corrections of market failure. Applications include the theory of the firm as it applies to the biotechnology industry; intellectual property and patents, copyrights, and licenses; asymmetric information and the role of agency; the pharmaceutical market; government as payer and regulator; and equity/ethical considerations. (4 credits)

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

BU.759.707 Negotiation in Biotechnology

This course will provide students with the basic skills needed for effective negotiation of business relationships in the biotechnology industry. The first part of the course focuses on understanding and developing a systematic approach for preparing for, structuring, and negotiating key business relationships. The second part helps participants develop basic process and conflict management skills needed for effective negotiation of business relationships in the industry. The course also explores the ethics of negotiation. (3 credits)

Notes: This course is open only to MBA Biotech students.

BU.759.709 Legal Issues in Biotechnology I

In this course, students gain a thorough understanding of the legal issues surrounding the protection and marketing of biotechnology innovations. Topics include an overview of intellectual property and patent law; historical and current application of these principles to biotechnology and bioinformatics; and potential developments in the field. (2 credits)

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

BU.759.710 Legal Issues in Biotechnology II

This course addresses the legal issues facing organizations, in general and in the biotechnology industry. Topics include the legal structure of corporations; the legal issues of dealing with government (i.e., sponsored research and contracts), universities, and other entities; and the legal issues involved with mergers, acquisitions, joint ventures, and other relationships. (2 credits)

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

Prerequisite(s): BU.759.709

BU.759.721 Strategic Planning in Biotechnology

This course focuses on principles of strategic management and competitive analysis to support strategy development for biotechnology firms and related agencies. It provides an understanding of how current business and management knowledge is applied to the biotechnology field to promote future success and competitive advantage. Examining contemporary theory and models, students learn to assess and develop an organization's mission and vision; perform an internal and external assessment; evaluate competitive threats and responses; develop organizational change strategies; and evaluate the leadership qualities necessary to make change occur. (3 credits)

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

Prerequisite(s): BU.759.706

BU.759.830 Capstone: Integrative Field Experience

This integrative case-based course focuses on applying knowledge gained from previous courses in the MS/MBA program. Students are asked to evaluate, analyze, and synthesize case information presented from an actual biotechnology company or agency and chart the future of this organization. The major responsibility of the students is to make objective strategic decisions and to justify them through oral and written communication. (3 credits)

Notes: This course is open only to MBA Biotech students.

Prerequisite(s): BU.759.721

BU.760.601 Business Side of Life Sciences

This introductory course will establish the context for the program. The course will cover the organization of the life sciences industry in the

U.S. and worldwide, trends in the biotechnology, pharmaceutical, and medical devices industries, the rewards and risks of commercialization in the life sciences, and keys to working with industry and potential sources of capital. (1 credit)

Notes: This course is open only to Life Sciences Certificate students.

BU.760.604 Managerial Accounting and Budgeting

In this course students will develop an understanding of the concepts and methods by which business transactions are analyzed and communicated, and their applicability to students' current and future situations. Topics will include understanding financial statements, the accounting lifecycle, departmental and program budgeting, and forecasting and monitoring performance. (2 credits)

Notes: This course is open only to Life Sciences Certificate students.

BU.760.605 Managerial Finance

This course builds on the Accounting course (760.604), so that students focusing on the nature of financial instruments, capital structure (including the use of working capital), the changing role of finance over the corporate life cycle, and the methods for determining the value of a company. (2 credits)

Notes: This course is open only to Life Sciences Certificate students.

Prerequisite(s): BU.760.604

BU.761.521 Professional Writing for Non-Native Speakers of English

Are strong writing skills essential for conducting business in the real world? What style of writing is appropriate for American academic and business cultures? Upon completing this course, students will be able to construct paragraphs that effectively convey their intended meaning; create multi-paragraph documents with clear theses and appropriate style; plan, produce, and review documents; grasp Standard American English syntax and vocabulary; and write within the constraints of American academic and business cultures. Replaces undergraduate course 457.521. (3 credits)

BU.761.522 Professional Speaking and Pronunciation for Non-Native Speakers of English

How does pronunciation impact successful performance in academic and business settings?

How can you monitor your own pronunciation? How do you know if you are communicating effectively? In this course, students learn how to identify and apply strategies for speaking, how to pronounce English using appropriate rhythm and emphasis, and how to use appropriate intonation patterns for spoken English. Upon completing the course, participants will be able to use oral communication, collaborate and communicate effectively in groups, and develop and deliver formal presentations. Replaces undergraduate course 457.522. (3 credits)

BU.761.624 Foundations of Moral Leadership

This course stresses personal integrity, moral responsibility, and the ethical dimensions of leadership. Students explore the concepts of moral agency and moral authority in a social and structural context; examine the foundations and principles of various ethical traditions and systems; and practice applying ethical principles and standards to contemporary moral dilemmas. Students are encouraged to define a personal code of moral leadership as a foundation for pursuing life and career goals. (1 credit)

Notes: Course preparation work required before and after actual class meeting

BU.761.625 Leadership Ethics Proseminar

The Leadership Ethics Proseminar introduces and explores ethical leadership as a framework for enterprise value creation in a complex environment of competing economic and moral claims. Students examine contemporary models of leadership, the intrinsic ethical challenges of leadership, and the concept of a moral compass as a foundation for responding effectively to the ethical challenges of corporate citizenship and value creation in a competitive global economy. The Leadership Ethics Proseminar also introduces students to the learning methods and platforms of graduate business study including electronic databases and learning technology, case studies, problem solving, and collaborative inquiry. (3 credits)

Notes: MBA students begin their program with the Leadership Ethics Proseminar

BU.761.700 Managerial Communication

This course enables students to communicate orally and in writing as managers both to internal and external audiences. Through analyses and practice of communication strategies adopted by successful business professionals, students learn to write clearly and concisely, make compelling

oral presentations, construct effective arguments, and communicate effectively across various cultures. (3 credits)

Notes: Completion of all MBA foundation courses required

BU.761.710 Competitive Advantage: Design + Business

This course is designed to provide business students with the ability to work in a cross-functional business environment to achieve competitive advantage. Students partner with a local company to identify a business problem. They employ research, market analysis and segmentation, customer demographics and psychographics, and cost analyses to produce integrated design and strategic business solutions. A panel of business and design leaders judges final products and marketing plans. The course is co-taught by faculty from the Carey Business School and the Maryland Institute College of Art. (3 credits)

BU.761.721 Global Strategic Management

Emphasis in this course is placed on the connections between host country environments and multinational strategies, including developing an awareness of how variations in culture, politics, and society influence both the host country and the multinational firms' organizational and managerial dynamics. Case studies are used to identify unique and universal practices of international firms in various countries; to appraise business functions and potential risks and opportunities; and to suggest future trends in the global marketplace. (3 credits)

BU.761.723 Business Law

A thorough working knowledge of the legal and regulatory environment in which businesses operate is essential for well-prepared business executives. This course provides an overview of the legal and regulatory environment affecting business in the United States and abroad. Topics include forms of business organization, contracts, torts and products liability, international business transactions, antitrust law, environmental law, securities regulation, ethics, and discrimination and employment issues. The course also emphasizes the relationship of businesses and business executives with legal counsel. Students are expected to utilize electronic library and Internet resources to complete assignments. (3 credits)

BU.761.724 Project and Team Management

The temporary team, assigned to a finite project, is an increasingly common way of organizing in corporate America. This applied course provides techniques for managing each phase of the project life cycle to include crafting scope; defining tasks and work breakdown structures; estimating time and costs; controlling activities via schedules, budgets, and milestone charts; and closing the project by documenting, client debriefing, and team member assessments. Group process skills receive equal attention. Students learn how the project manager creates task commitment and positive working norms, establishes clear roles, and manages conflict. Students use project management software throughout the semester. (3 credits)

BU.761.725 Management Decisions: Judgment and Tools

Students increase their insight and ability to make effective decisions in managerial situations as they become familiar with innovative and contemporary management approaches applicable in a wide range of areas. Social, psychological, economic, and political aspects of individual and group decision making are examined. Decision making under uncertainty, prospect theory, decision regret, decision heuristics, perception, multi-criteria decision making, judgment, and bias are explored through a mixture of cases, theories, and group exercises. (3 credits)

BU.761.728 Moral Leadership and the Global Economy

This course stresses collective moral agency and the ethical dimensions of business and management in a global political economy. Students explore cross-cultural perspectives on economics and business culture; apply multiple moral standpoints and values to contemporary business and economic issues; and examine business models of cross-cultural collaboration. Students are encouraged to incorporate attitudes of cross-cultural tolerance and mutual respect into their personal code of moral leadership. (1 credit)

Notes: Course preparation work required before and after actual class meeting.

Prerequisite(s): BU.761.624

BU.761.729 Moral Leadership and Corporate Citizenship

This course stresses current and emerging moral issues of contemporary business practice with a

focus on professions and business sectors. Students examine and evaluate corporate and professional codes of conduct; analyze the ethical dimensions of landmark business cases; and explore the ethical aspects of professional practice communities and business sectors. Students are encouraged to incorporate ethical practice standards appropriate to their profession and business sector into their personal code of moral leadership. (1 credit)

Notes: Course preparation work required before and after actual class meeting.

Prerequisite(s): BU.761.624 and BU.761.728

BU.761.731 Management and Organizational Behavior

Students examine organizational behavior, management, and leadership from diverse perspectives focusing on the individual, group, and organization; climate and culture; industry and society, and the global environment. Experiential in design, the course draws on the organizational life of students and encourages practical application of the theories and ideas considered. High levels of participation are maintained through the use of cases, simulations, discussion, and the class itself as a temporary organization. (3 credits)

Prerequisite(s): BU.761.625 and (BU.755.616 *or* BU.790.616 *or* BU.790.003) and (BU.790.614 *or* BU.756.003) and (BU.790.611 *or* BU.756.001) and (BU.790.615 *or* BU.790.004 *or* BU.755.615) and (BU.755.613 *or* BU.790.609 *or* BU.756.004)

BU.761.740 Entrepreneurship

This course focuses on the knowledge, skills, and attitudes that enable entrepreneurs to pursue opportunities in business development. Students form entrepreneurial teams and experience each step of the entrepreneurial process by beginning a business of their own choice. The end result is a business plan that could be used in a real entrepreneurial situation. Emphasis is placed on a hands-on approach with learning supplemented by cases appropriate to each phase of the course. Entrepreneurs and subject experts expose students to real entrepreneurial operations and businesses, such as incubator and venture capital firms, via consultations and presentations. (3 credits)

BU.761.760 Independent Study in Management

An independent study format provides an opportunity for students to explore areas of interest

that are not covered in the management curriculum. Integrated with research, course work is completed under the supervision of a faculty member. An Independent Study must be formally requested from and approved. (3 credits)

BU.762.702 Consumer Behavior Analysis

This course provides students with a solid foundation in the dynamic interaction of affect, cognition, behavior, and environmental events in consumer evaluation of purchasing alternatives and decision making. Included is the study of consumers' knowledge and involvement, attention, comprehension, learning, attitude development, and purchase intention. Strong emphasis is given to the design and modeling of response patterns, diffusion of innovations, and consumer behavior for specific products and services. Also discussed is the practical impact of consumer behavior analysis on marketing mix strategies, market segmentation/positioning, product and brand loyalty, persuasion process and promotion, and price affect and cognition. (3 credits)

BU.762.703 Marketing Strategy

This course provides students with a solid foundation in understanding marketing strategies and processes that determine competitiveness in dynamic consumer and organizational markets. Particular areas of emphasis include industry analyses, dynamics of competition, segmentation strategies, target marketing, positioning strategies, and evaluation of marketing programs and effectiveness. Strategic thinking and in-depth analytical skills are developed through the application of marketing tools and models. Cross-functional analysis and practical application of marketing concepts and skills are covered through case analyses, class discussions, role playing, and applied projects. (3 credits)

Prerequisite(s): (BU.762.702, BU.762.709, BU.762.730, and BU.762.731) *or* (BU.761.625, BU.790.609, BU.790.611, BU.790.614, BU.790.615, and BU.790.616) *or* (BU.755.613, BU.755.615, BU.755.616, BU.761.625, BU.790.611, and BU.790.614)

BU.762.709 Marketing Analysis and Decision Making

This course covers the fundamentals and applications of statistical techniques necessary both for conducting and understanding marketing research, and carrying out data analyses as input to strategic business decisions. Topics include

descriptive statistics and measures of tendency and dispersion, probability theory and distributions, normal distributions and confidence intervals, hypothesis testing and inference, analysis of variance, and simple and multiple regression. The course focuses on developing strong analytical, data modeling, and interpretation skills. Case studies and intensive use of computer statistical software are used. (3 credits)

Notes: Credit will not be given for both 762.709 and 790.616 Statistics for Business.

BU.762.711 Integrated Marketing Communications

Integrated Marketing Communications is a strategic process to drive brand communication and not simply product promotion programs. This course looks at a variety of communications disciplines (e.g. advertising, direct mail, sales promotion, public relations, internet marketing, etc.) and combines these to create a unified and consistent message to maximize impact. Students will develop a positioning goal and employ research and analysis to aid in developing consumer focused marketing plans from which to create consistent communications. An overview of positioning and examining what constitutes good marketing copy will be studied using real world cases studies. (3 credits)

Notes: Formerly: Promotional Strategy, Management and Design.

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

BU.762.713 Marketing Ethics and Law

Students explore the nature of legislation, judicial opinion, and ethical perspectives affecting marketing decision making in the domestic and international context. Students examine how marketing professionals can be more effective decision makers by understanding the legal environment and ethical foundation in which they operate. Topics include legal and ethical analysis of marketing activities relating to communication and commercial speech, sales, and the implementation of strategy. Our discussions of ethical issues will be foundational as we attempt to better understand how societies, industries, and the business community work to set standards of behavior. Students study the impact of

various laws and regulations on marketing and business practices. In addition students gain knowledge of federal regulatory power, first amendment and commercial speech as it relates to advertising and promotion, intellectual property, product safety issues, price discrimination and other laws affecting the environment. Finally students explore frameworks for ethical decision making as they develop and execute marketing strategies. (3 credits)

Notes: Formerly : Marketing Law and Industry Regulation.

Prerequisite(s): BU.762.702, BU.762.703, BU.762.709, BU.762.730, and BU.762.731

BU.762.717 Marketing Research I

Students examine the basic concepts and techniques used in marketing research as a problem-solving aid in decision making in marketing. Problem definition, research design, types of information and measurement scales, and evaluation and utilization of secondary data with an emphasis on electronic access are discussed. Students are trained in the basic methods of primary data collection, including structured and unstructured interviews, focus groups, and surveys. Practical and intensive applications on sample size, questionnaire design, data analyses, and interpretation are emphasized. Students are introduced to computer analytical techniques for inputting and analyzing data using the SPSS statistical package. (3 credits)

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

BU.762.718 Marketing Research II

This course is designed to provide students with an advanced understanding and practice of contemporary methodology in marketing research. Particular areas covered are choice models, adaptive conjoint analysis, multivariate data analyses techniques (first and second generation) as principal components, factor analysis, cluster and discriminant analyses, and multidimensional scaling. Applications include brand positioning, advanced segmentation analysis, preference analysis, product design, and advertising and pricing studies. A combination of lectures, homework exercises, practical data collection, and computer

analytical techniques are used to produce a complete research study. (3 credits)

Prerequisite(s): BU.762.713, BU.762.717, BU.762.720, BU.762.752, and BU.762.753

BU.762.719 International Marketing

The course provides a managerial approach to understanding the marketing mix beyond national boundaries. Students address diverse cultural settings and their impact on effective marketing decisions. Students explore the challenges and opportunities of each level of involvement in international marketing with a particular focus on global strategies for gaining and maintaining a competitive edge. Students build on previous knowledge of marketing and strategy as they perform analysis on products and services in foreign markets. (3 credits)

Prerequisite(s): (BU.762.713, BU.762.717, BU.762.720, BU.762.752, and BU.762.753) *or* (BU.753.701, BU.756.701, BU.761.700, BU.761.731, BU.762.703, BU.771.732, and BU.771.750)

BU.762.720 Marketing Strategy II

This course provides students with an advanced and in-depth understanding of customer and competitor behavior in discovering new product and marketing opportunities in domestic and international markets. Particular areas of emphasis include competitive advantages and sustainability analyses, competitive strategy models, industry competition and value chain design and evaluation, business portfolio matrices, growth-share strategies, product portfolio, new product market models, technology life cycles, and resource allocation. Strategic thinking and decision making are developed through applications of well-tested methods and advanced models. Vision, scenario creation, and sensitivity analytical skills are developed through case analyses, class discussions, role playing, and applied projects. An advanced marketing simulation is used to bring the dynamics of competition and markets into the learning experience. (3 credits)

Prerequisite(s): BU.762.702, BU.762.703, BU.762.709, BU.762.730, and BU.762.731

BU.762.730 Managerial Economics and Industry Analysis

This course introduces participants to the analysis, modeling, and evaluation of economic decisions in marketing. It also trains the student in market structures, conduct, performance assess-

ment, and techniques as well as the analysis of industry and competitive platforms. Topics include the analysis of demand and supply models, quantitative demand analysis, elasticities and demand curves, theory of individual behavior, production processes and costs, design of cost functions, competitive models and game theory, pricing strategies, and the economics of information. Students gain a thorough understanding of the macro and micro context that marketing managers face in today's competitive environment in order to develop competitive positioning in domestic and international markets. Case analyses, class discussions, computer exercises, and group work methodologies are used. (3 credits)

BU.762.731 Cost Design and Financial Analysis in Marketing

More than ever, marketing executives are called upon to make complex and difficult decisions that affect every aspect of their organizations. These range from product investments to channel model decisions to new marketing campaigns and programs. In addition, they are asked to increase demand and awareness while operating with ever decreasing marketing budgets. Almost any issue that a marketing executive faces will have financial implications involving cost or revenue or both. This course gives marketing executives an understanding of how senior level decisions are made. Students learn the financial analysis tools and financial management skills necessary to manage a marketing organization and its complex marketing budget. (3 credits)

BU.762.732 Brand Management

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

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

BU.762.734 Media Strategy, Analysis and Planning

The course presents the theory and application of media strategy in terms of the implementation required to reach specific target markets. Topics

include the effects of media planning on product life cycle, response models to view competitive communication opportunities, and reach and frequency analyses. Additional topics include estimating total audiences and reach models, audience overlap and duplication, estimating frequency of exposures, media selection models, choice viewing and rating models, media considerations, and evaluation. Students evaluate considerations in media buying and negotiations with creative conceptualizations as drivers of successful media plans. Case analyses, exercises, and computer applications assist in learning. (3 credits)

Prerequisite(s): BU.762.702, BU.762.703, BU.762.709, BU.762.730, and BU.762.731

BU.762.752 Marketing Information Systems

Students investigate the impact of information systems in customer segmenting and marketing decision making. Topics include design, conceptualization, implementation, and management of marketing information systems and marketing databases. Course content also emphasizes direct marketing, customer profiling and analytics, database marketing, and evaluating software for building customer databases. The second half of this course will also present a complete review (formerly “introduction”) of the rapidly changing field of Interactive Marketing, including its component topics of Direct Response Marketing, Internet Marketing, and Customer Relationship Management (CRM). Students will first study the early evolution of Internet business models, to compare and contrast them. Ebay and Amazon.com are typical examples. Several case studies will be used to further understand the current nature of successful, surviving business models that have thrived with Internet Marketing. (3 credits)

BU.762.753 New Product Development and Marketing

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

maintaining company and product competitiveness. (3 credits)

Prerequisite(s): BU.762.702, BU.762.703, BU.762.709, BU.762.717, BU.762.730, and BU.762.731

BU.762.754 Public Relations Strategies

Corporate communication management involves careful analysis of the role and effect of public relations in the contemporary world. The course examines the justification of public relations, its values and purposes. Students are taken through the critical steps of public relations research and analysis; campaign development, program and special events planning; human communication theory and application; and evaluative research. With an emphasis on current public relations issues and opportunities, the course offers an in-depth examination of techniques for effective use of controlled and uncontrolled publicity. The role of communication management in business, industry, and nonprofit institutions is examined through case studies and practical exercises. (3 credits)

Notes: Formerly: Corporate Communication Management.

Prerequisite(s): (BU.762.702, BU.762.703, BU.762.709, BU.762.730, BU.762.731, and BU.762.717) *or* (BU.756.701, BU.761.700, BU.761.731, BU.753.701, BU.762.703, BU.771.732, and BU.771.750)

BU.762.756 Special Topics in Marketing

This course provides students with the opportunity to focus on a special topic in marketing. The topic varies and is based upon current and relevant issues and trends faced by the marketing professional in the 21st century. Check course schedule listing. Possible topics include, but are not limited to, nonprofit marketing, e-marketing, and supply chain management. (3 credits)

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

BU.762.808 ARP Research and Review

Students who are ready to begin the Applied Research Project portion of the MSM program and need an additional 1-credit for registration purposes may elect to take this course in place of 762.809 ARP Proposal. All topics will be presented in a seminar style course in order to pre-

pare students for successfully completing the Applied Research Project. Students must attend six sessions, which will be held on various SATURDAYS at a designated campus. The sessions will be offered once per semester at either the Washington or Downtown Baltimore campus. We will try to offer some sessions back-to-back in order to decrease the number of Saturdays needed. The sessions are as follows: 1) Applied Research Project Guidelines; 2) Library Services; 3) Strategic Marketing Models; 4) APA format; 5) SPSS Refresher; 6) Effective Presentations. Students will take exams to confirm mastery of each session topic, along with additional assignments to be distributed and/or collected electronically. Students need to complete these requirements the semester prior to enrolling in the Applied Research Project course, 762.810. Students will develop and complete their proposal while taking these sessions at the same time. Students must contact their academic adviser before registering for this course. (1 credit)

BU.762.809 Applied Research Project Proposal

Students who are ready to begin the Applied Research Project portion of the MSM program must fulfill the following requirements. These topics will be presented in a seminar style course in order to prepare students for successfully completing the Applied Research Project. Students must attend six sessions, which will be held on various SATURDAYS at a designated campus. The sessions will be offered once per semester at either the Columbia, Washington or Downtown Baltimore campus. We will try to offer some sessions back-to-back in order to decrease the number of Saturdays needed. The sessions are as follows: 1) Applied Research Project Guidelines; 2) Library Services; 3) Strategic Marketing Models; 4) APA format; 5) SPSS Refresher; 6) Effective Presentations. Students need to complete these requirements the semester prior to enrolling in the Applied Research Project course, 762.810. Students will develop and complete their proposal while taking these sessions at the same time. Students must contact their academic adviser before registering for this course. (0 credit)

BU.762.810 Applied Research Project

To apply marketing knowledge to marketing issues in a business environment, each student designs and conducts a marketing project under the supervision of a Carey Business School faculty adviser. Students must submit an application,

including a detailed proposal of the project, to the program director and must receive written approval prior to registration. Students should contact their adviser and/or faculty member for more information about the applied research project. Students should allow sufficient time in the prior semester for project application and proposal approval. (3 credits)

BU.767.676 Corporate Real Estate

This course examines negotiations, leasing, strategic real estate plans, financial issues, and management of corporate real estate departments. Topics include location analysis and site selection, disposition and reallocation, environmental aspects, and current issues in corporate real estate. (3 credits)

BU.767.685 Real Estate Valuation

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

BU.767.695 Urban Redevelopment

This course provides an overview and assessment of the theory and practice of urban redevelopment, including a discussion of the nature and role of urban redevelopment in the management of urban change in metropolitan America, a review of the core elements of large-scale urban redevelopment, and an examination of urban redevelopment as a set of niche real estate products. It examines the context, rationale, and principles of urban redevelopment as a multifaceted process that is simultaneously comprehensive, multidisciplinary, long-term, and integrated. The course uses presentations from industry leaders and executives and group projects to help students gain insight into the business of urban redevelopment. (3 credits)

BU.767.700 Real Estate Enterprise

The course provides an overview of the design, development, and management of real estate; optimal land planning and development phasing; site selection; approval, sales, leasing, and pricing strategies; accounting and tax issues; financing; leasing; construction; and asset management. Issues regarding the management of real estate companies are also addressed. The course pro-

vides a survey of the industry to help students understand how land use and real estate professionals contribute to the viability of each project. (3 credits)

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

BU.767.710 Real Estate Analysis

The use of Excel software for real estate analysis and financial modeling, for both beginning and advanced users, is introduced. The course is designed to assist students in developing skills using a financial calculator and ARGUS software. The COSTAR database is also presented to assist students in retrieving market data. Techniques learned in this course are required throughout the real estate graduate program. (3 credits)

Notes: This course must be taken concurrently with 767.700 Real Estate Enterprise. It is open only to MS in Real Estate candidates.

BU.767.715 Real Estate Law

Complex legal issues involved in a real estate development and management transaction are reviewed and analyzed in this course. Students explore legal topics, beginning with the basic principles of property law and extending to environmental issues and safeguards of site acquisitions through construction, including leasing, financing, conflict resolution, operation, and sale of a real estate project. Negotiation and legal aspects of alternative financing and entity structures are discussed. (3 credits)

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

BU.767.716 Real Estate Regulation

This course explores perspectives of government and business in the land development and redevelopment process. An overview of land use regulations and the effects of those regulations on a specific project are discussed as are major development controls, their evolution, implementation procedures, and role in public policy. (3 credits)

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

BU.767.722 Special Topics in Real Estate

This course provides students with the opportunity to focus on a special topic in real estate. The topic varies and is based on current and relevant

issues/trends faced by the real estate professional. (3 credits)

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

BU.767.730 Market and Feasibility Analysis

The measurement of demand for real estate products and for a specific project (marketability analysis) are subjects of this course. Students examine techniques for forecasting demand and supply in specific markets and evaluating sites based on product criteria. Products include residential, commercial, and retail properties. Final sessions deal with feasibility analysis. (3 credits)

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

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

BU.767.746 Building and Site Design

Site planning and building design have major implications for real estate projects. This course concentrates on the development of the project with an emphasis on the design process from the architect's and developer's perspectives. Topics include the developer/architect relationship. A projects' form, function, and cost are reviewed showing both successful and less effective designs. Emphasis is placed on the relationship between marketability studies, design, and (3 credits)

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

BU.767.760 Urban Land Economics

A framework for real estate analysis, including economic and other factors affecting trends in urban structure and land use, is discussed. Appropriate data sources and data analysis techniques are introduced. Major urban development issues, decentralization, population and labor force composition, industrial location, urban and regional growth, land use, and rent relationship issues are also analyzed. (3 credits)

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

BU.767.776 Real Estate Finance

The intricacies involved in financing real estate projects are the subject of this course. Land, construction, and permanent financing alternatives are presented and analyzed. Capital sources, including commercial banks, savings and loans, life insurance companies, foreign investors, and

Wall Street firms are reviewed. Discussions include various financing forms and documents as well as equity arrangements. (3 credits)

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

Prerequisite(s): BU.767.710

BU.767.777 Real Estate Investments

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

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

Prerequisite(s): BU.767.776

BU.767.785 Valuation and Analysis

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

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

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

BU.767.786 Real Estate Portfolio Analysis

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

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

Prerequisite(s): BU.767.777

BU.767.795 Real Estate Construction

The course reviews the nature and characteristics of the construction materials, equipment, and systems that are used in modern buildings. Emphasis is placed on how the selection of materials, equipment, and systems can affect both the function and cost of the building. The course also includes a detailed review of the forms of construction contracts and associated documents commonly used in the industry. Finally, the course includes a broad review of the construction industry and a more detailed review of the management functions of a typical construction company. (3 credits)

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

BU.767.797 Real Estate Capital Markets

This course examines real estate capital markets and their implications for lenders, institutions, and owners. Students examine debt and equity financing from both the private and public sectors, as well as the flow of capital through primary and secondary markets. Students should be proficient with the use of a financial calculator and Excel or its equivalent. (3 credits)

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

Prerequisite(s): BU.767.776

BU.767.810 Practicum in Real Estate

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

BU.767.815 Supervised Internship: Real Estate

Designed for students seeking professional real estate industry experience, this internship provides supervised field experience in a variety of areas such as development, institutional investment analysis, valuation and appraisal, community development, seniors housing and care, and international real estate. Internship sites and activities are individually selected according to student interest and training needs. (7 credits)

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

BU.767.830 Independent Study in Real Estate

A graduate project may be arranged individually between the student and an appropriate real estate faculty member. Project applicants should submit a request, including an outline of the proposed project, to the program director and must receive written approval prior to registration. (3 credits)

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

BU.768.302 Corporate Finance

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

Prerequisite(s): BU.768.101, BU.768.102, BU.768.203, and BU.768.204

BU.768.306 Marketing

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

BU.768.308 Process and Operations Management

How do organizations create value by turning resources into outputs? Management challenges require an analysis and examination of the processes and operations for performing work functions within the framework of time objectives, resource management, and organizational goals. Students examine the effect of communication on relationships between operations and other business functions, such as marketing, finance,

accounting, human resources, and management. Students gain experience in applying tools that help maintain product quality and customer satisfaction. (3 credits)

BU.768.311 International Economics

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 trade, protectionism, tariffs, balance of trade, cultural differences, and specific trade agreements, such as GATT and NAFTA, are studied. (3 credits)

Prerequisite(s): BU.768.101 and BU.768.102

BU.768.312 Professional Research and Writing

Research is not the private domain of scholars. Business and IT professionals who know how to conduct advanced research and to present their findings in clear, readable prose bring indispensable skills to their workplace. These skills require mastery of the information process: (1) locating and accessing information (at the library, on-line, or in the field); (2) evaluating this information through a critical examination of its sources (author, publisher, etc.); (3) synthesizing and presenting information in a sophisticated argument that conforms to professional guidelines for documentation (e.g. MLA, APA). Students in this course work with several research tools—including periodical indices, government documents, electronic databases, on-line search engines, interviews, and surveys—to create a well-documented and written research paper. Particular attention is given to evaluating arguments, methods, and information sources. (3 credits)

BU.768.315 Strategic Management

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

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

BU.768.318 Leadership and the Classics

What are the qualities of an effective leader? How do historical circumstances, culture, and psychology impact a leader's ability to lead. Are particular leadership styles best suited to particular situations? This course explores these and related questions through a selection of readings that ranges from ancient Greek philosophy to 20th-century fiction, including works by Plato, Sophocles, Shakespeare, Macchiavelli, Mill, Hemingway, and Martin Luther King. Through directed reading and discussion, students gain valuable insights into ethical decision making, critical thinking, and teambuilding. (3 credits)

BU.768.402 Market Research

Students examine the concepts and techniques used in marketing research as a problem-solving aid in decision making in marketing and business. The problem definition analytical model, research design, types of information and measurement scales, and evaluation and use of primary and secondary data with an emphasis on electronic access are discussed. Students are trained in primary and secondary data collection methods including structured and unstructured interviews, observation techniques, focus groups, and surveys. Practical and intensive applications on sampling issues, questionnaire design, data analyses, and interpretation are emphasized. Students use statistical software packages to analyze the data. (3 credits)

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

BU.768.450 Ethics and the Professions

Is lying to be condemned in all situations? Does a doctor have the right to conceal the truth from a patient in order to spare the patient's feelings? When does a politician's "spin" become falsehood? Beginning with a careful consideration of lies and deception, this course applies ethical analysis to a variety of professional situations. Students read short passages from religious and philosophical works ranging from the Bible to the writings of philosophers such as Kant, Mill, Nietzsche and Kohlberg. These are then applied to specific situations and problems. Students learn how to identify, evaluate, and resolve ethical problems related to confidentiality, sexual harassment, advocacy, hiring practices, whistleblowing, expense accounts, and other areas.

Students consider what it means to provide ethical leadership and to demonstrate social responsibility. (3 credits)

BU.768.454 Financial Statement Analysis

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

Prerequisite(s): BU.768.302

BU.768.468 Organizational Behavior: Why and How We Work Together

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

BU.768.470 Security Management

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

BU.768.471 Asset Protection

This course places a strong emphasis on understanding the principles and terminology of phys-

ical security, personnel security, communications security, computer security, and operational security. The course includes modules on threat assessment, vulnerability analysis, executive protection, crisis management, security surveys, risk management, and scenario planning. Students are required to conduct a security analysis and provide both a written report and executive briefing outlining their findings and recommendations for improving the security of the organization. (3 credits)

BU.768.494 Internship for Business

This course is designed to provide students with practical work experience as they complete their undergraduate degree. Students must receive written approval before registering for this course. (3 credits)

BU.768.495 Business Development Seminar

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

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

BU.768.498 Senior Project

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

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

BU.769.303 Technology and Society

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

BU.769.304 Management Info Systems

In order to more effectively utilize technology in the business, managers need to understand technology, how it works and how it affects their operations. This understanding will help them make better decisions on implementing and utilizing technology. This course will explore technology operations and decision making aided by information systems. Topics include the role of technology in the organization; historical development of systems concepts of analysis; design, development, and implementation; networking and telecommunications; managing technology; data reliability, acquisition, security, and technology trends. (3 credits)

BU.769.307 Hardware, Software, OS Basics

Fundamental to the understanding of systems is the underlying technology and its theory, including the concepts of hardware design and use, software design and use, operating systems, and the integration of all of these. Topics include information systems architecture, the CPU, memory, registers, addressing concepts, instructions, single and multi-processor systems, peripheral devices and interconnects, software functions and processing, modules, and operating system theory and function. (3 credits)

BU.769.311 Networking & Telecommunications

The ability to communicate is central to all contemporary systems, including people to people, people to systems, and systems to systems. This course examines technology and its role in effective communications. Topics include digital vs. analog communication, networking theory, telecommunications history and development, an overview of telecommunications legal issues, LAN, WAN, global networks, topologies, proto-

cols, data encoding, and network management issues. (3 credits)

BU.769.315 Database Theory and Data Management

Manipulating data and creating information is one of the primary concerns of any information system. To do this efficiently requires in-depth skills and knowledge about effective database structure and design. This course examines the theory and issues related to system databases. Topics include business data analysis, data modeling, data representation, file and database structures, data storage, dictionaries, repositories, warehouses, database design, normalization, keyed access, testing, installation, and object orientation database concepts. (3 credits)

Prerequisite(s): BU.769.307

BU.769.320 System Analysis and Design

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

Prerequisite(s): BU.769.307 and BU.769.311

BU.769.325 Program Design

Once the overall design process is complete, the system developer must design and create the individual components (programs or modules). This course examines the concepts of program design, construction, and testing. Topics covered include physical design, logic constructs, variables and variable typing, looping, pseudocode, program-database interfaces, testing, software configuration, programming efficiency, maintenance, documentation, and program revision. (3 credits)

Prerequisite(s): BU.769.315 and BU.769.320

BU.769.411 Web Principles and Web Page Design

Developing a Web page is the first step in creating a Web-based information system. It is the major user interaction part of the Web applica-

tion. This course examines the design and development of effective Web pages. Topics covered include World Wide Web basics, understanding the Internet, HTML, designing a Web page, graphic standards, developing basic web page graphics, effective Web page design issues, an introduction to JavaScript, examination of the future of HTML, and tools used for Web page development. (3 credits)

Prerequisite(s): BU.769.307

BU.769.422 Securing Networks and Telecommunications

In today's systems, connectivity is the norm. With the explosive growth of the Internet, all systems are used in connection with some networks. Consequently, network security has become an important area of security. This course examines network security issues, including network security models and architectures, network device security, Web hacking, firewalls, network operating systems security capabilities, dial-in system security, preventing attacks, and detecting and fixing network vulnerabilities. (3 credits)

Prerequisite(s): BU.769.311 and BU.769.330

BU.769.424 Encryption and Cryptography

Understanding the inner detail of security processes can provide for better security systems design and operations. This course examines details of typical security protection measures. Topics include certificate authorities (CA), public key infrastructure, Rivest-Shamir-Adleman (RSA) architectures, data encryption standard, pretty good privacy, steganography, and security standards. (3 credits)

Prerequisite(s): BU.769.330

BU.769.427 Concepts Security Test/Audit

While understanding, implementing, and operating a good information technology security system are important, making sure the system is appropriate and functional is critical. The best planned security system may be useless if it is not very functional. This course covers testing security and recovery measures and making sure the policies are properly followed. Topics include the role and organization of the audit and test functions, developing a test plan, testing strategies, recovery testing, principles of the technology audit process, automated audit controls in systems, and conducting an information technology audit. (3 credits)

Prerequisite(s): BU.769.416, BU.769.421, BU.769.422, and BU.769.425

BU.769.428 Design/Op Security Program

Knowing how to secure a system only addresses the technical aspects of security. To be effective in security, an organization must develop and implement a comprehensive security plan. This course addresses the issues associated with developing a comprehensive security plan, developing an organization-wide planning process, and security policies and standards. (3 credits)

Prerequisite(s): BU.769.416, BU.769.421, BU.769.422, and BU.769.425

BU.769.440 Operating Systems and File Structures

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

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

BU.769.442 Introduction to Forensic Computing

This course introduces students to the principles and practices of computer forensics. Forensic science principles are examined, including validation and verification of Standard Operating Procedures, competency and proficiency testing, note taking and report writing. The foundations of criminal and civil law and the judicial system will be reviewed. Students will learn how forensic computing plays an important role in national and information security. (3 credits)

Prerequisite(s): BU.769.330 and BU.769.440

BU.769.444 Computer Media Forensics

Understanding the details of how data is stored on magnetic and optical media is critical to its effective recovery. In this course, students gain an understanding how valuable information can be retrieved from storage devices. They learn how operating systems, file systems, files and unallocated information can be acquired, examined, analyzed and documented. This is done using both manual and automated tools. Students will learn to document their findings effectively. (3 credits)

Prerequisite(s): BU.769.440 and BU.769.442

BU.769.448 Digital Forensics/Court

Forensics may require court and legal intervention. This course examines the entire legal and trial process in order to give the student insight into ways of properly collecting important data and assisting the parties and the court. Each class focuses on a different part of the process. Important components such as preparation, grasp of the legal concepts, and understanding the role in court will be the focus. (3 credits)

Prerequisite(s): BU.769.441 and BU.769.447

BU.769.492 Project Management

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

Prerequisite(s): BU.769.307, BU.769.311, BU.769.315, BU.769.320, BU.769.325, and BU.769.330

BU.769.494 Technology Management

One of the most important ways to understand technology is to view and analyze its use from the organizational perspective. How do technology decisions get made? Who makes them? How are systems really used by the technology customer? This course examines these questions and other topics including the role of automation in the organization, historical development of systems, management issues, (3 credits)

Prerequisite(s): BU.769.307, BU.769.311, BU.769.315, BU.769.320, BU.769.325, and BU.769.330

BU.769.497 Information Technology Senior Project

To complete their program, students are required to complete a project that demonstrates their understanding of the application of information technology. This is the culminating course for the BS in Information Systems program. It is designed to incorporate course work taken in the curriculum, and provide the student with an integrating educational experience. It should be

taken in the last semester of undergraduate work. (3 credits)

BU.770.514 Systems Analysis and Design

This course discusses the systems development life cycle and focuses on the analysis and design of components. Requirements analysis is highlighted, as well as integrating these topics with database systems. Topics include rapid application development, structured analysis, examination of organizational and physical factors, UML, determination of input/output needs, dataflow requirements, CASE tools, system testing, alternate design methods, and development of detailed design specifications. (3 credits)

Notes: 770.517 Information and Telecommunication Systems Architecture is recommended but not required.

BU.770.517 Information and Telecommunication Systems Architecture

This course provides the foundations of information systems and telecommunication systems as applied in business and management. Topics include computer hardware and software, processor architecture, computer storage systems, operating systems, peripheral devices, components of data communications systems, and contemporary information system architecture in the organization, including its structure, theory, and application. (3 credits)

BU.770.600 Information Technology Budget and Financial Management

This course provides students with a basic understanding of accounting and financial concepts necessary to understand the role finance plays in the justification and development of new IT systems. Topics include return on investment, net present value of money, cost of money, future value of money, and critical financial ratios. (3 credits)

Notes: This course is not open to MBA students.

BU.770.601 Technical Writing and Communication Skills for Information Technology Professionals

Students learn and gain experience in written and oral communication relevant to IT management topics, such as developing proposals, preparing technical papers, delivering technical and management presentations, engaging in critical thinking, conducting product and system evaluations, and providing IT consulting support to an organization. Topics also include effective and ethical methods of IT research and analysis. (3 credits)

Notes: This course is not open to MBA students.

BU.770.610 Foundations of Data Communication Systems (formerly Business Telecommunications)

The objective of this course is to prepare students to understand telecommunication systems and networks as applied enterprises in the commercial and public sectors. In this course, selections of telecommunications technologies necessary to support business applications are discussed. This course enables students to gain an in-depth understanding of telecommunications systems and networks, proposal writing and evaluations, cost vs. performance trade-offs, requirements developments, and requirements analyses.

Technical and managerial aspects of telecommunication systems and networks with an emphasis on communication networks (LAN and WAN) and methodologies using distributed processing are discussed as well. (3 credits)

Prerequisite(s): BU.770.517

BU.770.618 Project Management for Information Systems

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

BU.770.627 IT Strategic and Change Management

Students learn to use information technology as a strategic resource and to manage information systems as an asset to the organization. Change management is discussed as how best to effect changes in culture and behavioral changes in an organization, as related to the use of IT. Planning strategies, tactics, and practices are covered, and overall corporate strategic plans are linked to information technology. Through the use of case studies, students learn to develop, manage, and implement change to improve information resource utilization. (3 credits)

Prerequisite(s): 770.600 IT Budget and Financial Management or Completion of all MBA foundation courses

BU.771.732 Quantitative Decision Making for Business

This course discusses quantitative methods for decision making for business. The course presents some of the various techniques that have

been developed to help managers and other decision makers solve the problems that they encounter. Computer software is used to demonstrate strategies and methodologies, focusing on the benefits and limitations. Topics include multicriteria decision making, multiattribute utility theory, operations research and management science techniques, and risk management. (3 credits)

Notes: Requires an understanding of college algebra.

BU.771.750 Information Technology Integration for Business

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

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

BU.772.810 Graduate Capstone Project in Technology

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

Notes: The Department of Information Technology may also schedule a student orientation about capstone projects prior to the first week of class at one of the centers.

BU.773.701 Data Mining and Discovery Informatics

Discovery informatics is the study and practice of effectively employing the full spectrum of computing and analytical sciences and technologies to discover knowledge by identifying and vali-

dating patterns in data. Students learn strategies, methods, and tools associated with this emerging methodology, including data mining, the knowledge discovery process, identification of structural patterns in data, decision trees, classification and association rules, evaluation and validation of discovered patterns, visualization, and ethical and privacy issues. (3 credits)

BU.773.719 Information Security Foundations

This course covers the basic principles and concepts in information security and information assurance. It examines the technical, operational, and organizational issues in assuring confidentiality, integrity, and availability. Topics include malicious code, cryptography, security risk management, and security procedures and policies. (3 credits)

Prerequisite(s): BU.770.517

BU.773.721 Competitive Intelligence

Competitive Intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization's plans, decisions, and operations. Students learn to apply the CI process and CI-related methodologies, techniques, and tools to better analyze an organization's current and future competitive position. Students apply analytical and socio-technical techniques to improve organizational decision making as related to CI, and learn about the issues related to the collection, analysis, and management of external information. (3 credits)

BU.773.750 Advanced Topic in Information Technology

Each term, this course explores a different evolving technology, its function, and its use in developing state-of-the-art system applications. Through projects and outside readings, students learn the concepts and working components of the new technology and its effective application. (3 credits)

Notes: Since the topic changes from semester to semester, this course can be taken twice for credit (i.e., 6 credits for Advanced Topics).

Prerequisite(s): Completion of all MS/ITS courses

BU.774.715 Financial Issues in Managing a Secure Operation

This course addresses the risks (financial, reputation, business, and third party), costs, return on

investment, and other business issues in developing a secure operation. Topics include qualitative and quantitative risk analysis, audits, metrics, responses to threats, and developing cost-effective solutions given constraints in money, assets, and personnel. (3 credits)

Prerequisite(s): BU.773.719

BU.774.717 Implementing Effective Information Security Programs

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

Prerequisite(s): BU.773.719

BU.776.716 Knowledge Management Systems

Students learn the fundamental principles of knowledge management (KM) and a wide range of KM strategies, techniques, and technologies that can be introduced to improve the effectiveness and competitiveness of organizations. Topics include enhancing organizational communication and innovation; capturing, mapping, and structuring knowledge; using KM for human capital strategies; supporting and enhancing collaboration; creating and sustaining a knowledge-sharing culture; leveraging advances in artificial intelligence and expert systems; managing and measuring intellectual capital; and designing effective knowledge management systems. (3 credits)

BU.776.736 IT Enterprise Architecture

This course examines the true complexity of planning, developing, and managing integrated enterprise-wide systems. Students examine real-world examples of enterprise-wide approaches to IT and examine the implementation issues within their own organizations. Topics include proposal generation and evaluation, legacy systems, organizational issues, organizational readiness, and the

acquisition, integration, and deployment of enterprise-wide systems. (3 credits)

Prerequisite(s): BU.773.719 and BU.770.610

BU.776.754 E-Business Security

This course discusses what e-business security is, what it hopes to accomplish, problems encountered in migrating from legacy to Web-based e-business models, and Internet security and Web privacy from both client and server perspectives. Topics include internal transaction security, basic cryptography, SSL, active content security issues (PKI, Java, ActiveX, JavaScript, VB Script), Web privacy, secure server configuration (hardening, access controls, encryption), CGI scripting, remote authoring, administration, and firewalls. (3 credits)

Prerequisite(s): BU.773.719

BU.782.623 Knowledge of Self: Assessment Center

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

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

BU.782.625 Self as Agent of Change

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

time engagements with fellow students, and understanding oneself in social and organizational environments. (3 credits)

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

BU.782.628 Professional Writing and Research Methods

Students systematically practice the writing skills they need in business and consulting settings as well as learning the fundamentals of research methods typically used in the field. Special emphasis is placed on evaluating human resource and organization development programs and activities. Students are exposed to descriptive and inferential statistics, parametric and non parametric methods, designing and delivering evaluation protocols and results. Various forms of experimental design are reviewed along with methods of calculation and interpreting statistical results. Students learn to use qualitative and quantitative approaches to evaluate projects of professional interest. (3 credits)

Prerequisite(s): BU.782.623 and BU.782.625

BU.782.634 Diagnostic Accounting and Finance for Non-Financial Executives

Explanation of the basics of financial analysis and accounting in order to measure an organization's fiscal stability and well-being, assess financial markets, and explore the assets of a company in the context of global economic competition. The course provides the tools that any executive or consultant needs to ensure that an organization makes effective use of its financial resources to further its mission and solve complex problems. Students learn to read financial reports, prepare budgets, develop policies for internal controls, investments, and purchasing, and apply commonly used measures of financial performance in organizations. Simulations and case studies will be used that focus on the application of these concepts and tools in merger and acquisition engagements and other change management applications in business (3 credits)

Prerequisite(s): BU.782.623 and BU.782.625

BU.782.636 Organization Development and Systems Theory

This course builds upon the OD theory framework for working at the individual and group level, developed in 782.625 Self as Change Agent. This course provides an in-depth focus on foundations of organization development, socio-

technical systems, and the latest thinking on organizations as complex systems. The impact of macro-level environmental factors on organizational positioning and success is explored. The course includes the classical theories and models from the core literature in OD and affiliated fields, such as organizational behavior, sociology, psychology, and economics, that underpin the field of OD, and tracks their evolution into the more modern organization sciences, such as complexity and chaos theories. (3 credits)

Notes: Course to be completed before starting concentration courses.

Prerequisite(s): BU.782.625

BU.782.637 Strategic Human Resources Management

The design and execution of complex organizational strategies under conditions of global competition requires an astute understanding of how to create and manage large diverse work forces that creatively collaborate in many different ways. Business fundamentals such as market analysis, sales, research and engineering, product design, manufacturing, distribution, and customer service are increasingly carried out by organizations that simultaneously compete in many different cultures and countries. These traditional business disciplines are all connected through the human resource infrastructure of their organizations. Every type of business process and outcome are driven by the capacity of the enterprise to recruit, socialize, train, manage, and otherwise support the people who do the actual work. This course explores the fundamentals of contemporary human resource management approaches within the overall strategic focus of any organization. Recruitment, selection, placement, reward programs, performance management, and human development systems are reviewed in the context of how business leaders create and implement effective human resources operations that are strategic partners in the enterprise. (3 credits)

Prerequisite(s): BU.782.623 and BU.782.625

BU.782.718 Facilitating Strategic Planning, Problem Solving, and Decision Making

At the heart of effective organizational change is the ability of managers, consultants, and team members to facilitate strategic planning and involve employees in problem solving and decision making. Students examine and use methods

of decision making including unilateral decision making, consultative decision making, and group decision making. In order to solve problems effectively, teams need a structured process to identify causes and implement the best possible solution. (3 credits)

BU.782.720 Critical Issues in the Development and Management of Human Resources

Matching an organization's strategic plan, its employees' characteristics, and its human resources management (HRM) activities is important for achieving desirable organizational results, competitive products, and services. Emphasis is placed on understanding the strategic role HRM activities can play in organizations and the challenges and opportunities brought by global competition, technology, diversity, the supply and demand of knowledge and skills in the workforce, restructuring and downsizing, and the contingent workforce. HRM functions such as employee selection/placement, rewards and benefits, appraisal, and employee development are reviewed in the context of how organizations can be prepared to cope with internal and external challenges, and how HRM can be a strategic business partner. (3 credits)

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.723 Performance Analysis and Improvement Strategies

This course is based on behavioral concepts as they apply to performance in organizations and organizational effectiveness. Additionally, this course examines performance standards, assessment, and appraisal in relation to how an employee's competencies, interests, and accomplishments contribute to the future of the organization. Students learn when and how to use performance improvement strategies such as feedback and incentive systems, professional development plans, and workplace and job design. As a result of this course, students create a performance analysis and improvement strategy application. (3 credits)

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.724 Principles of Training and Development

This course examines key principles relevant to training and development, including the role of training in an organization, adult learning theory, needs assessment, training methodology, organizational support, resources and constraints, evaluation of training, and managing the training function. International training considerations are also addressed. Issues that influence training implementation, such as ethics and interpretation, are also reviewed. Students design and develop training modules in response to the needs of a client organization and of adult learners. (3 credits)

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.727 Human Groups: Diagnosis and Intervention

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

Prerequisite(s): BU.782.625 and BU.782.636

BU.782.728 Work and Management Teams: Diagnosis and Intervention

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

Prerequisite(s): BU.782.727

BU.782.733 Organizations: Diagnosis and Intervention

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

Prerequisite(s): BU.782.863

BU.782.736 Advanced Topics in Organizational Learning

Students engage in an in-depth examination of learning and change issues in organizations. The selection of topics reflects current trends, how organizations respond to changes in the business

and economic environment, labor market issues, new technologies, political trends, and consumer demands. (3 credits)

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.740 Leading Systematic Interventions

Students learn to design and implement organizational interventions aimed at deep and long-lasting systemic organizational change. The course focuses on the design and implementation of different organizational interventions and underlying theories, including interventions focusing on interpersonal and group process approaches, system wide process approaches, techno-structural interventions, and strategic interventions. The role of the change agent as leader and facilitator of systemic interventions is also discussed. Course work draws upon case studies and projects. Evaluation of these interventions will be discussed. (3 credits)

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.743 Leadership Theory and Practice

This course blends theory and practice to help students develop their leadership skills. A robust theory of leadership effectiveness, woven throughout the semester, includes articulated style and domain traits, personal and positional power bases, social forces, and organizational, group, and individual variables for leadership. Emphasis is placed on case studies of leaders as effective change agents in organizations confronting turbulent times. (3 credits)

Notes: Open to MBA management concentration students.

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.747 Leading Organizations: Strategy, Structure, and Roles

At the heart of effective organizational change is the ability of managers and consultants to lead strategic planning processes and to involve employees in problem solving and decision making. Participants develop an understanding of the strategic planning process, including a detailed exploration of SWOT analysis, decision making among strategic choices, and strategy implement-

tation by means of the organization's structure. (3 credits)

Notes: Open to MBA/Management concentration students.

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.749 Managing a Diverse and Global Workforce

Given the increasingly diverse and global workforce, managers and organization development and human resources professionals need to understand what it takes to create a thriving organizational community and culture, which is critical to the development of a competitive organization. Students examine the source of differences such as goals, beliefs, national cultural values, race, and gender. Through classroom exercises, students develop strategies for valuing, leading, and managing diversity through various scenarios, including issues of conflict and different styles of management. (3 credits)

Notes: Open to MBA/Management concentration students.

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.838 Research Methods and Design

This course combines knowledge and practice in the evaluation of organization development and human resources activities. Areas of study include developing clear ODSHR problem statements; transforming business questions into testable research and evaluation hypotheses; and designing plans and protocols for data collection, analyses, and presentation of results. Topics include descriptive and inferential statistics, probability, correlation, hypothesis testing, forecasting, uni-, bi- and multivariate analysis, and interpreting statistical analysis. Students use computer-assisted statistical analysis tools to identify criteria for technique selection, procedures for calculation, fundamental strategies for interpreting statistical data for description, hypothesis testing, and problem solving. Students develop and apply quantitative and qualitative skills in field evaluation projects on topics of professional interest. (4 credits)

Prerequisite(s): BU.782.620, BU.782.625, BU.782.636, BU.782.638, BU.782.640, BU.782.642, and BU.782.644

BU.782.863 Practicum Field Experience I

This 3 credit course provides students with their first opportunity to put their organization development skills to work in a consulting project with real clients. Projects are selected and shaped in accordance with the level of development of the students. This course undertaken by students who have completed the core courses in the program and the diagnostic and intervention sequence that focuses on groups and work teams. In this course:

- Students are placed in consulting teams, which will work with supervisors to negotiate and deliver organization development services to client organizations.
- Consulting projects are provided by the OD Program and take place in businesses and not for profit organizations in the metropolitan Baltimore and Washington region.
- Through their projects, students are expected to demonstrate their knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches.
- Student participation will be on both an individual and group basis, and final evaluations reflect the performance of every member of the consulting teams.
- Consulting projects range widely in their contents and in the types of organizations in which they are conducted, but they should be able to be completed within a six month time frame.
- Students must successfully complete the FE1 course in order to meet their degree requirements.

(3 credits)

Prerequisite(s): BU.782.623, BU.782.625, BU.782.628, BU.782.634, BU.782.636, and BU.782.637

BU.782.865 Capstone Field Experience

The Capstone Field Experience allows students to demonstrate consulting skills with real clients prior to their graduation. It will serve as a vehicle to integrate the knowledge they have obtained in their course work under supervision in live organization development projects. CFE components include: working with supervisors to negotiate and deliver organization development services to client organizations; and student demonstrations of knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches. Student

participation will be on both an individual and group basis, and final evaluations reflect the performance of every member of the consulting teams. Consulting projects range widely in their contents and in the types of organizations in which they will be conducted. Students must successfully complete the CFE course in order to meet their degree requirements. (3 credits)

BU.790.609 Financial Management

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

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

BU.790.611 Financial Accounting

This course emphasizes the vocabulary, methods, and processes by which for-profit business transactions are communicated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account revenue, and expense; internal controls; and preparation and understanding of financial statements, including balance sheets, statements of income, and cash flows. The course also introduces the analysis of financial results. (3 credits)

BU.790.614 Business, Government, and the World Economy

This survey course in open economy macro-economics emphasizes the role of the government and its effect on the global business environment. Major topics include economic growth, inflation, unemployment, exchange rates, fiscal and monetary policy, and international finance. As a foundation for the MBA curriculum, this course is designed to enable students to become informed participants in the global economy. The course provides students with the necessary theoretical framework and empirical evidence relevant to the covered topics, and helps them develop an economic perspective for analyzing real-world phenomena. (3 credits)

BU.790.615 Marketing Management

This course covers principles of market-driven managerial decision making: consumer, competitor, and company analysis; market segmentation; definition of target markets; and product positioning. The management of the marketing function, including product and pricing decisions, channels of distribution, and marketing communications, is also covered. (3 credits)

BU.790.616 Statistics for Business

Students learn statistical techniques for further study in business, economics, and finance. The course covers sampling distributions, probability, hypothesis testing, regression and correlation, basic modeling, analysis of variance, and chi-square testing. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and computer software are used. (3 credits)

BU.790.701 The Business Concept

The primary purpose of this course is to introduce participants to the learning methodology that is used in the program. They also become acquainted with each other and learn to use the information technology to conduct research and collaborate. The macro-level project helps participants develop and understand the business concept and business models, and develop a framework that can be used to incorporate more micro-level learning in future projects. There is an attempt to ensure that the project utilizes a situation that is current in the news. (6 credits)

BU.790.702 Developing and Introducing a New Product or Service Offering

This course helps participants develop a more complete understanding of a business model from all perspectives of the value chain, from customer to suppliers. Further, participants are introduced to the concept of innovation and of making a business case. Participants actually design a new product/service/offering concept, develop a plan to introduce and market it, and perform the demand and financial analysis necessary to make the case and sell their concept to management. (6 credits)

BU.790.703 Developing Strategy

This course focuses on the future. The basic project requirement is to help a company determine what actions to take now to maximize the probability of long-term success given rapid change and environmental turbulence. Participants focus on futures analysis, in-depth industry analysis,

competitive intelligence, analysis of strategic and financial strength, identification of distinctive competencies, scenario development, etc. They are required to develop and articulate a vision for a company and develop a strategy to implement that vision. (6 credits)

BU.790.704 Global Competition and International Trade

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

BU.790.706 Entrepreneurial Activity-Commercializing an Invention

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

BU.790.707 Improving Operations

This course focuses on contemporary approaches that companies use to improve operations - improve quality, lower costs, improve responsiveness, etc. Approaches such as Total Quality Management, Reengineering, Benchmarking, Best Practices, Time-Based Competition, Customer Service programs, and Mass Customization are examples of the types of approaches that will be considered. (6 credits)

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

This course focuses on the interrelationships between business and government. The consideration can range from government regulations to business lobbying efforts. Obviously, the issue of corporate social responsibility is also a part of the participants' consideration. Participants also focus on the interrelationship of a business and its environmental context. The social, political, technological, and economic environments are all potential targets. While any particular project

may emphasize the interaction of business and a single environmental element, the total environmental system is the major target for learning in this project. (6 credits)

BU.790.709 Focus on Self I

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

BU.790.710 Focus on Self II

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

BU.790.740 MBA Case Competition- Elective

Under the direction of the advisor, the student works with the National or International Case Competition Team to apply strategy formulation and implementation methods to corporate systems. The student develops general management skills and learns to integrate and apply previous coursework to strategic management problems. Analytic, integrative, and decision-making skills are developed through case discussions using team presentations. (3 credits)

BU.790.780 Graduate Internship in Business Management

This elective course provides an opportunity for students to apply knowledge gained in the MBA program to a specific business experience. The internship is designed to expose students to business situations and projects that will provide opportunities to learn and apply new concepts. The internship involves working on-site at a sponsor's location for an agreed upon duration. An internship proposal must be formally requested and approved by the Director of the MBA Program or his/her designee. Sponsors are subject to approval by the MBA Programs Office. At the conclusion of the experience, the student prepares a report and/or briefing based upon the agreement of the internship. (3 credits)

Notes: This course is open only to students enrolled in the MBA Program. Prerequisites: Completion of at least 27 total credits inclusive of all foundation courses. Transfer courses are not counted in this number.

Prerequisite(s): BU.761.625, BU.790.609, BU.790.611, BU.790.614, BU.790.615, and BU.790.616

BU.790.801 Competitive Strategy

Students integrate and apply previous coursework to strategic management problems.

Analytic, integrative, and decision-making skills are developed through case discussions using team presentations. (3 credits)

Notes: Open only to MBA students

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

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