

Academic Catalog

2010–2011

JOHNS
HOPKINS

CAREY
BUSINESS SCHOOL

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OUR MISSION

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

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

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

ACADEMIC YEAR CALENDAR 2010-2011

Summer Semester 2010

<i>March 1</i>	Deadline for AY2010-11 Maryland State Scholarships
<i>April 1</i>	Financial aid priority filing date for part-time students for summer 2010 semester
<i>April 15 – June 6</i>	Registration period for summer 2010 semester
<i>May 28</i>	Last day to submit graduation application for summer 2010 semester
<i>June 7</i>	Summer 2010 Session begins (8 weeks and 10 weeks)
<i>July 1</i>	Last day for students to submit incomplete work from spring 2010 semester
<i>July 4 and 5</i>	Fourth of July Holiday – no classes
<i>August 7</i>	8-week summer 2010 Session ends
<i>August 16</i>	10-week summer 2010 Session ends
<i>September 6</i>	Last day for students to submit incomplete work from the summer 2010 semester

Fall Semester 2010

<i>February 15</i>	Financial aid priority filing date for Global MBA students for AY2010-11 Deadline for campus-based scholarship applications for Global MBA students for AY2010-11
<i>March 1</i>	Deadline for AY2010-11 Maryland State Scholarships
<i>April 1</i>	Financial aid priority filing date for AY2010-11 (all non-Global MBA students) Deadline for AY2010-11 campus-based scholarships (all non-Global MBA students)
<i>April 15– August 15</i>	Registration period for full-time students for fall 2010 semester

<i>July 6– August 23</i>	Registration period for part-time students for fall 2010 semester
<i>August 23</i>	8-week Fall I semester classes begin
<i>August 25</i>	15-week Fall I semester classes begin
<i>September 6</i>	Labor Day; no classes held
<i>October 8</i>	Last day to submit graduation application for fall 2010 semester
<i>October 12-18</i>	Final examination period for 8-week Fall I classes
<i>October 18</i>	Last day of 8-week Fall I semester classes
<i>October 20</i>	Graduate 8-week Fall II semester classes begin
<i>November 1</i>	Last day of undergraduate Fall I semester classes
<i>November 8</i>	Undergraduate Fall II semester classes begin
<i>November 24– November 28</i>	Thanksgiving Holiday – no classes
<i>December 7-18</i>	Final examination period for 8-week Fall II classes
<i>December 8-18</i>	Final examination period for 15-week classes
<i>December 18</i>	Last day of 8-week Fall II semester Last day of 15-week fall semester
<i>January 26</i>	Last day of undergraduate Fall II semester classes
<i>February 11</i>	Last day for students to submit incomplete work from fall 2010 semester

Spring Semester 2011

<i>November 1– December 15</i>	Registration period for full-time students for spring 2011 semester
<i>November 1– January 23</i>	Registration period for part-time students for spring 2011 semester

<i>November 1</i>	Financial aid priority filing date for spring 2011 only	<i>April 7</i>	Last day of undergraduate Spring I semester
<i>January 24</i>	8-week Spring I semester classes begin	<i>April 18</i>	Undergraduate Spring II semester classes begin
	15-week spring 2011 semester classes begin	<i>May 2– May 7</i>	Final examination period for 15-week classes
<i>January 31</i>	Undergraduate Spring I semester classes begin	<i>May 7</i>	Last day of 15-week spring semester
<i>February 25</i>	Last day to submit graduation application for spring 2011 semester	<i>May 9-14</i>	Final examination period for 8-week Spring II classes
<i>March 14-19</i>	Final examination period for 8-week Spring I classes	<i>May 14</i>	Last day of 8-week Spring II semester
<i>March 19</i>	Last day of 8-week Spring I semester classes	<i>May 24</i>	Johns Hopkins Carey Business School Graduation
<i>March 21</i>	8-week Spring II semester classes begin	<i>May 26</i>	University-wide Commencement
		<i>June 30</i>	Last day of undergraduate Spring II semester 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 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 Krieger School of Arts and Sciences and the G.W.C. Whiting School of Engineering are based on the Homewood campus in northern Baltimore. The School of Education houses its central administration and some programs 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 Global MBA program launched in 2010. Current offerings include a wide range of MBA programs in areas such as organization development, medical services management, 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-great grandfather, James Carey of Loudon, an 18th and 19th century Baltimore shipper, a member of Baltimore's first city council, chairman of the Bank of Maryland, and relative of university founder Johns Hopkins.

A NEW GENERATION OF BUSINESS LEADERS

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

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

A Carey Business School education 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 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.

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

The Carey Business School has a rolling admission policy, and applications are accepted and processed throughout the year. Applicants should allow approximately 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.

All applications to the Carey Business School should be submitted using the online application system, which can be accessed from the Carey Business School Web site at http://carey.jhu.edu/admissions/application_process.html. Paper applications are no longer accepted. Application materials (including all

relevant supporting documentation) should be mailed separately to:

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

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

BACHELOR’S PROGRAMS

An applicant for admission to a Carey Business School undergraduate program must hold a high school degree or an equivalent and have earned 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.

For more information about admission to undergraduate programs, please contact the undergraduate Admissions Officer at 410-516-9743.

MASTER’S PROGRAMS

Master’s degree program applicants must hold a bachelor’s degree from a regionally accredited college or university. Application requirements

can vary by program, and may include other supporting documentation such as letters of recommendation, a current professional resume, an essay, and standardized test scores. For information regarding specific admission requirements for each degree program, please refer to the Web site. 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.

GRADUATE DEGREE REQUIREMENTS

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

TRANSFER OF UNDERGRADUATE CREDITS

Up to six credits of coursework in a Carey Business School graduate degree program may be waived with replacement (upon request) if the applicant has successfully taken equivalent coursework at another regionally accredited college or university within the United States.

A maximum of 60 credits may be transferred into an undergraduate degree program in

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

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

COMMUNITY COLLEGE TRANSFER STUDENTS

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

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

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

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 410-234-9220 or carey.admissions@jhu.edu. Please note that financial aid is not available for international students.

International Credential Evaluation

Applicants who hold degrees from non-U.S. institutions must have their academic records evaluated by an authorized credential evaluation agency (such as those listed below) before they can be considered for admission to a degree or certificate program. For degrees earned at non-U.S. institutions, an official course-by-course

evaluation assessing the degree, the overall grade point average and the courses taken, should be submitted. Please do not send official foreign transcripts. Credential evaluation is used to assess a student's 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 Carey Business School
Office of Admissions
100 International Drive
Columbia, MD 21202

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

The following are authorized agencies:

World Education Service, Inc.
P.O. Box 5087
Bowling Green Station
New York, NY 10274-5087
Telephone: (202) 331-2925
Fax: (212) 739-6100
Email: info@wes.org
Website: 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 410-234-9280 to request a certificate of eligibility (Form I-20). The I-20 is not automatically sent with the acceptance letter.

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

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

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

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

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

In order to maintain F-1 visa status as a student at Johns Hopkins, students must adhere to the regulations set by the U.S. Citizenship and Immigration Services (USCIS). Failure to abide by any of the regulations could result in students being considered out of status by the USCIS. Students on an F-1 visa must pursue a full course of study at the school listed on the currently valid Form I-20 during every academic session or semester except during official school breaks. Full-time status/full course of study is defined at the Carey Business School as enrolled in minimally nine credits each fall and nine credits each spring semester for graduate study and mini-

mally 12 credits each fall and 12 credits each spring semester for undergraduate study. Summer courses are not considered when calculating full-time status. In order to comply with USCIS regulations, a newly enrolled F-1 student can only begin his/her program in the fall or spring semester.

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

Assisting students on F-1 visas is central to the support for international students provided by the International Services office. The office can also assist students who hold other nonimmigrant visas and direct them to the appropriate resources or government offices. If students are unclear about the type of visa they should obtain, they should visit the USCIS website at <http://www.uscis.gov/portal/site/uscis> for additional information, or contact International Services at 410-234-9280 or carey.intl@jbu.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.

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

INACTIVE/DEACTIVATED CERTIFICATE OR DEGREE APPLICATIONS

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

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

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

ADMISSION TO OTHER SCHOOLS OF THE UNIVERSITY

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

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.

Note: Students admitted provisionally may be eligible for financial aid. Conditional admits are not eligible for financial aid, in accordance with federal law.

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.
- Matriculated students who have not registered for a course in more than a year should reas-

sess 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, 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 Honor Code violation proceedings.

Registration Options

Students may register using one of several convenient methods.

Registration begins several months before each semester. Students may access ISIS (Integrated Student Information System) at <https://isis.jhu.edu/sswf/>. When registering online or via mail or fax, students may choose to pay at that time or be electronically billed (refer to the Student Accounts section of this catalog for details).

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.

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

Waitlists

Student attempting to register for a course that is full (has met its enrollment limit), may be placed on the waitlist by going to <https://isis.jhu.edu/sswf/>. Students may also contact the Office of the Registrar at carey.registration@jhu.edu to be placed on a waitlist. Students placed on a waitlist for any course will be contacted in the order in which they were placed on the list. Please note that students may be placed on the waitlist for only one section of a particular course. Students will be contacted only via the student's JHU email address, only if an opening occurs prior to the first class meeting of the course. Students may not attend a class unless officially registered for it. Waitlisting for a course is not an official registration; therefore no payment is required until a seat in the class is confirmed.

Adding a Course

Students who have already registered may add a new course, provided that the course has not met

for the first time and is not closed. Students also may add alternate format courses anytime before the first class meeting, provided the course is not closed. Students may not add courses after the first class meeting.

Students may add courses by using the online registration system or by submitting an official add/drop form in person or by fax. Payment options for adding a course are the same as for initial registration. (Johns Hopkins employees must submit a tuition remission application for each added course.)

Prior to the second class meeting, when dropping one course and adding another, 100 percent of the tuition from the dropped course may be applied to the tuition of the added course. After the first two weeks of the semester or the second class meeting, a student who wishes to drop an eight 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. 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. For the last day to change to auditor status for alternate format classes, consult the withdrawal/audit calendar, or contact the Office of the Registrar at carey.registration@jhu.edu.

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

Dropping Courses

Students may drop a course without financial penalty up to the date of the first class by going to <https://isis.jhu.edu/sswf/>. Once classes begin, students who drop a course receive a pro-

rated tuition refund. Tuition refunds are calculated from the date of receipt of the add/drop form in the Office of the Registrar (see refund schedule).

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

Withdrawing from 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 withdrawals accepted. The last dates to withdraw without academic penalty (without receiving the grade of F) are listed in the withdrawal/audit calendar. Call the Office of the Registrar at 410-234-9250 for the last date to withdraw or change to auditor status for other alternate format courses.

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

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

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. Graduate courses 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 a Carey Business School registration form. Students pay the per-credit rate of the school offering the course.

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

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

Refunds

Students who officially withdraw during an academic term will receive tuition refunds based on the refund schedule found in the Student

Account section. 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 Office of the Registrar. Those partially withdrawing may have their aid awards adjusted to the reduced cost of attendance. Students who drop to less than half-time prior to commencing the courses that require half-time attendance will have their federal aid canceled, even if some portions have already been refunded to them for living expenses. Students will receive a bill from the school for any remaining balance due.

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

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

According to Washington, DC, Immunization Law 3-20, students under the age of 26 who attend classes in Washington, DC, must get vaccinations for Measles, Mumps, Rubella (MMR) and Tetanus/Diphtheria. Students must submit proof of their immunizations when registering for classes at the Washington DC Center. Students who may have already submitted proof of immunizations for another school/program within JHU are required to resubmit the form to the Carey Business School Office of the Registrar to fulfill the requirement, as these forms are not transferable across schools/programs. A registration hold will be placed on your account if completed immunization forms are not submitted by the registration period for your second semester at the university. Visit https://portalcontent.johnshopkins.edu/bin/u/v/Immunization%20Form_CBS.pdf to download the form. Completed immunization forms can be faxed to the Office of the Registrar at 410-234-9259.

JHU Carey Business School Withdrawal/Audit Schedule 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

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	Application Fee	Matriculation Fee	Registration per semester	Graduation Fee
Johns Hopkins Global MBA	\$46,000	\$100	\$500	No	No
Part-time MBA Programs	\$1,010 per credit	\$100	No	\$60	\$150
Executive MBA	\$108,000	\$100	\$500	No	No
Part-time MS Programs	\$1,010 per credit	\$100	No	\$60	\$150
Full-time MS in Real Estate	\$49,500 (accelerated one-year, 36-credit program)	\$100	No	No	No
Certificates	\$1,010 per credit	\$70	No	\$60	\$150
Undergraduate	\$750 per credit	\$70	No	\$60	\$150

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.

All fees are nonrefundable.

STUDENT ACCOUNTS

Questions Concerning Your Student Account

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

Payment Options

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

Full-time Students: (Global MBA and MS Real Estate)

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

Professional Program Students

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

Students with approved financial aid should elect to be electronically billed and will be responsible for any charges not covered by their award. Students enrolled in a part-time program should see Schedule A for billing periods and payment due dates; students enrolled in a full-time program should see Schedule C for their billing periods and payment due dates. A late payment fee of \$100 will be assessed if payment is not received by the due date. Students who choose the monthly payment plan option may use Schedule B as a payment guide. Schedules A,

B and C can be found online in the 'Tuition Payments and Penalties' section of the 'Financial Aid and Billing' section at <https://my.johns-hopkins.edu/uPortal/render.userLayoutRootNode.uP>.

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

Pay Your Account Online

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

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

Pay With a Check by Mail

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

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

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

If you submit a paper or electronic ACH check that is returned by the bank, you will be charged a \$35 returned check fee, placed on financial hold, and may be removed from courses for which you are currently registered. Grades 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 (Harbor East) Center (100 International Drive, Baltimore, MD 21202)

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

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

Monthly Payment Plan

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

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

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

Employer/Sponsor Contract

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

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

Johns Hopkins Remission

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

- Tuition remission covers tuition costs **ONLY**. Fees are not covered.
- A completed tuition remission application for each course must be submitted to the Office of Student Accounts.
- The application(s) can be faxed to 410-516-9721 or mailed to:

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

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

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

Electronic Billing

You are required to have a current Johns Hopkins University email address and a valid Johns Hopkins Enterprise Directory (JHED). Notification of outstanding tuition balances will be sent electronically to your Johns Hopkins University email account. Billing statements are emailed the second Wednesday of each month if activity has occurred since the last billing cycle. Students are required to make payment upon notification of this bill. 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 visiting carey.studentaccounts@jhu.edu.

For our current billing periods and due dates, see Schedule A for part time programs and

Schedule C for full time programs online at <http://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.uP>. For students wishing to view and/or pay their student account or monthly bill online visit <https://isis.jhu.edu/sswf/>.

Wire Transfer

Please be sure to include the student's ID number and/or other identifying information with the wire transfer.

Once the wire transfer is completed, please notify the Student Accounts Office of your payment amount and date of remittance. An email can be sent to: carey.studentaccounts@jhu.edu.

For US and International students **ONLY**:

Johns Hopkins University
M&T Bank
One M & T Plaza
Buffalo, NY 14203
Checking Account
Transit/ Routing /ABA #: 022000046
Account # 970370230
Swift Code: MANTUS33INT
CHIPS ABA #: 0555

For US Sponsor Payments **ONLY**

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

For International Sponsor Payments **ONLY**

Johns Hopkins University
M&T Bank
1 M&T Plaza
Buffalo, NY 14203
SWIFT code: MANTUS33INT
CHIPS ABA number IF remitter
requests it: 0555
IBAN number: N/A
Account number: 09000522
Transit/routing/ABA number: 022000046

**Schedule A: Billing Cycles—March 2010 through May 2011
JHU Carey Business School Part-Time Programs**

The Bill Covers Charges and Payments Applied to Your Student Account Between the Following Dates	The Date When The Electronic Bill is Presented on the Web	Statement Due Date
March 11, 2010 – April 14, 2010	April 15, 2010	May 1, 2010
April 15, 2010 – May 12, 2010	May 13, 2010	June 1, 2010
May 13, 2010 – June 9, 2010	June 10, 2010	July 1, 2010
June 10, 2010 – July 14, 2010	July 15, 2010	August 20, 2010
July 15, 2010 – August 11, 2010	August 12, 2010	August 20, 2010
August 12, 2010 – September 8, 2010	September 9, 2010	October 1, 2010
September 9, 2010 – October 13, 2010	October 14, 2010	November 1, 2010
October 14, 2010 – November 11, 2010	November 11, 2010	January 21, 2011
November 12, 2010 – December 8, 2010	December 9, 2010	January 21, 2011
December 9, 2010 – January 12, 2011	January 13, 2011	January 21, 2011
January 13, 2011 – February 9, 2011	February 10, 2011	April 1, 2011
February 10, 2011 – March 9, 2011	March 10, 2011	April 1, 2011
March 10, 2011 – April 13, 2011	April 14, 2011	May 1, 2011
April 14, 2011 – May 11, 2011	May 12, 2011	June 1, 2011

**Schedule B: 2010/2011 Monthly Payment Plan
JHU Carey Business School**

Semester	Payment Plan Enrollment Start Date	Payment Plan Enrollment End Date	First Payment Due	Payment Plan Options
Summer 2010	April 15, 2010	June 1, 2010	June 1, 2010	TWO installments due the 1st of each month. First payment due June 1; remaining balance due on July 1.
Fall 2010 and Intersession 2011	July 6, 2010	Sept. 1, 2010	Sept 1, 2010	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 2011	Nov. 1, 2010	Feb. 1, 2011	Feb. 1, 2011	FOUR installments due the 1st of each month. First payment due Feb.1; remaining balance due on the 1st of March, April, and May.
Annual Plan for Full-time Programs	April 15, 2010	July 1, 2010	July 1, 2010	TEN installments due the 1st of each month. First payment due July 1; remaining balance due on the 1st of Aug, Sept, Oct, Nov, Dec, Jan, Feb, Mar, and April.

Schedule C: Billing Cycles—March 2010 through May 2011 JHU Carey Business School Full-Time Programs

The Bill Covers Charges and Payments Applied to Your Student Account Between the Following Dates	The Date When The Electronic Bill is Presented on the Web	Statement Due Date
March 11, 2010 – April 14, 2010	April 15, 2010	May 1, 2010
April 15, 2010 – May 12, 2010	May 13, 2010	July 1, 2010
May 13, 2010 – June 9, 2010	June 10, 2010	July 1, 2010
June 10, 2010 – July 14, 2010	July 15, 2010	August 1, 2010
July 15, 2010 – August 11, 2010	August 12, 2010	September 1, 2010
August 12, 2010 – September 8, 2010	September 9, 2010	October 1, 2010
September 9, 2010 – October 13, 2010	October 14, 2010	November 1, 2010
October 14, 2010 – November 11, 2010	November 11, 2010	December 1, 2011
November 12, 2010 – December 8, 2010	December 9, 2010	January 1, 2011
December 9, 2010 – January 12, 2011	January 13, 2011	February 1, 2011
January 13, 2011 – February 9, 2011	February 10, 2011	March 1, 2011
February 10, 2011 – March 9, 2011	March 10, 2011	April 1, 2011
March 10, 2011 – April 13, 2011	April 14, 2011	May 1, 2011
April 14, 2011 – May 11, 2011	May 12, 2011	June 1, 2011

2010–2011 Refund Schedule JHU Carey Business School

Refund	January Intersession	Courses that meet 8 class sessions	Courses that meet 10 class sessions	Courses that meet 15 weeks or longer & Full-Time Programs
100%	From the day of registration prior to the beginning of the first class meeting or 1st day of orientation for full time programs.			
80%	from the 1st class meeting and prior to the beginning of the 2nd class	from the 1st class meeting and prior to the 2nd class meeting	from the 1st class meeting and prior to the 2nd class meeting	from the 1st class meeting and prior to the 3rd class meeting
70%	from the 2nd class meeting and prior to the 3rd class meeting	from the 2nd class meeting and prior to the 3rd class meeting	from the 2nd class meeting and prior to the 3rd class meeting	from the 3rd class meeting and prior to the 4th class meeting
50%	from the 3rd class meeting and prior to the 5th class meeting	from the 3rd class meeting and prior to the 4th class meeting	from the 3rd class meeting and prior to the 5th class meeting	from the 4th class meeting and prior to the 7th class meeting
0%	once the 5th class begins there is no refund	once the 4th class begins there is no refund	once the 5th class begins there is no refund	once the 7th class begins there is No Refund

Exceptions to the Refund Policy:

Students may receive an exception to the refund policy for extraordinary circumstances beyond their control, provided that the request is made during the same semester in which the course is taken and that the circumstances can be documented. Maximum refunds under such circumstances will be equal to one refund level higher than the student received. Students who experience severe medical problems, a death in their immediate family, or are called into active duty may receive a 100 percent refund. Petitions are reviewed based on consultation with committee members from the faculty, advising and academic staff. The committee review is monthly and notification is sent by email to the student of the final decision. Appeals must follow the same submission process for review.

Download the petition form here https://portalcontent.johnshopkins.edu/bin/u/a/Petition_Form.pdf.

All petitions with supporting documentation must be submitted to: Registrar, Carey Business School, Johns Hopkins, 100 International Drive, Baltimore, MD 21202.

FINANCIAL AID

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

The academic year consists of the summer, fall, and spring semesters. The Fall 1 and Fall 2 terms together comprise the “Fall Semester”. For the purposes of most financial aid programs, students must maintain at least half-time enrollment in the semester. Half-time enrollment for undergraduate students is at least 6 credits in a semester. Half-time enrollment for graduate students is at least 4.5 credits per semester (which is 3 two-credit courses) for the fall and spring semester, and at least 3 credits in the summer term.

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

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

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

website at http://carey.jhu.edu/Financial_aid/policies/academic_progress.html.

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

International students are encouraged to investigate the possibility of aid through their government or outside agencies. For additional information on scholarships for international students, please refer to our Web site at http://carey.jhu.edu/Financial_aid/types_of_aid/private_aid/index.html.

To be considered for financial aid, a student must file the Free Application for Federal Student Aid (FAFSA) using school code E00475 and complete the Application for Financial Aid. Both forms are available online at http://carey.jhu.edu/Financial_aid_10-11/forms/. Students must reapply for aid each year by completing the next academic year’s Application for Financial Aid and filing a Renewal FAFSA. School-based scholarship applicants also must complete the School-based Scholarship Application and write an essay.

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

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

Most financial aid available is in the form of federal student loans. For information on the types of financial aid available, please refer to our website at http://carey.jhu.edu/Financial_aid_10-11/types_of_aid/.

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

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

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

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

The Carey Business School reserves the right to ask for documentation necessary to determine aid eligibility. Documents submitted as part of

aid applications become the property of the Carey Business School and cannot be returned. Applications for federal aid cannot be processed if the relevant tax returns have not been filed in accordance with IRS code. Federal regulations require that the School report suspected cases of fraud or misrepresentation to the appropriate federal, state, and local authorities.

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

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

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

Student Accounts Office
Carey Business School
6740 Alexander Bell Drive, Suite 150
Columbia, MD 21046
410-516-9722
carey.studentaccounts@jhu.edu

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. For information on state scholarships from other states please refer the list of state higher education agencies for contact information at http://wdcrobcolp01.ed.gov/Programs/EROD/org_list.cfm?category_ID=SHE.

A limited number of school-based partial tuition scholarships are available each year. The average scholarship for 2010–11 was \$1200. Selection is based primarily on academic merit, but some scholarships also prioritize need. Carey Business School scholarship applications are available online at http://carey.jhu.edu/bin/s/a/Foundation_ScholarshipApp2010-11.pdf from February 1 through June 30. Applications must be completed by the April 15 deadline. Since need is a factor in the selection process, applicants should file the FAFSA. As one scholarship 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 outside scholarship sources, such as cultural groups and professional organizations. For more information on outside resources for financial aid please refer to our website at http://carey.jhu.edu/Financial_aid_10-11/types_of_aid/.

The following websites also provide additional information on financial aid sources:

- Financial Aid Information page: www.finaid.org

- U.S. Department of Education home page <http://www.studentaid.ed.gov>
- Student Internet Gateway to the U.S. Government <http://www.students.gov>

TAX LAW BENEFITS

There are several tax benefits that provide help for those financing the costs of higher education. 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. For more information on some of the tax benefits available to students, please visit our website at http://carey.jhu.edu/Financial_aid/forms/tax_benefits.html. Please consult a tax adviser for full information and/or visit the IRS website at <http://www.irs.gov/>.

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 Learning and Development at 443-997-6800.

VETERANS ASSISTANCE

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

Information about veterans' benefits and enrollment procedures may be obtained from the Department of Veterans Affairs at http://vabenefits.vba.va.gov/vonapp/about_vonapp.asp or from the Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD, 21202.

Students eligible for veterans' educational benefits register and pay their University bills in the same manner as non-veteran students.

Reimbursement is made by the Department of Veterans Affairs on a monthly basis. The amount of reimbursement is determined by the veteran's course load and the number of dependents and is based on the following:

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

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

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

Initial Enrollment

1. The veteran must first apply and be admitted to one of the schools of the University.
2. He or she then obtains an Application for Program of Education of Training (VA Form

22-1990) from the Department of Veterans Affairs. Forms are available at <http://vabenefits.vba.va.gov/vonapp/instructions.asp>.

Once logged in you will find links to various veterans' forms required to apply for Veterans Benefits.

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

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

Transfers

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

Re-Enrollment

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

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

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

ACADEMIC POLICIES

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GRADING SYSTEM

The grading scale used for official grades for all Carey Business School—graduate, undergraduate, and non-degree—is listed in the table below. The grade of A+ is not assigned at any level.

Grades	Quality Points
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
*D+	1.3
*D	1.0
*D-	0.7
F	0.0

* The grades of D+, D, and D- are only awarded at the undergraduate level.

- I Incomplete
- W Official withdrawal (not assigned by instructor)
- AU Auditor (no credit received for course and no grades assigned by instructor)
- X Grade not yet submitted by instructor

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

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

Failure

An 'F' (Failure) grade indicates the student's failure to satisfactorily complete the work of the course. If laboratory work is part of a course in which an 'F' is received, both the lecture and laboratory work must be repeated unless the instructor in the course indicates otherwise. If the course is not required for graduation, it need not be repeated; the failing grade, however, remains on the transcript and is calculated into the grade point average.

Withdrawal

The 'W' (Withdrawal) grade signifies an official withdrawal approved by the Office of the Registrar. It is not assigned by the instructor. If you wish to withdraw from a course, you must submit an add/drop form.

Incomplete

An 'I' (Incomplete) grade is used when the instructor is not prepared to give a final grade for the course because of some justifiable delay in the student's completion of specific course work. A final grade is submitted to the Records and Registration Office by the instructor after grading the student's completed work, provided it is done within the agreed time frame. In the event that the work is not completed within the agreed time frame and no grade is reported within four weeks after the start of the following semester, a grade of 'F' replaces the 'I' on the student's transcript.

Grade Point Average

Both semester and cumulative grade point averages are noted on your academic record.

To calculate grade point average (GPA):

1. Multiply the number of credits for each course by the quality points (noted on Grading Scale) associated with the grades received in each course.
2. Add quality points.
3. Add credits.
4. Divide quality points by the number of credit.

Receiving Your Grades

By Mail: Once you have verified that your grade(s) has been submitted by the instructor and you wish to receive an official grade report, please submit your request via email to *carey.registration@jhu.edu*. Your grade report will be mailed to your home address. This report is not available by telephone or personal inquiry.

Online: Currently enrolled students can access their semester grades and review and update their address information using <https://isis.jhu.edu/sswf/>. If you have questions about this service, contact the Office of the Registrar at 410-234-9250.

Grade Appeals

Student concerns regarding grades should be discussed thoroughly with the faculty member. If you and the faculty member are unable to reach agreement, you may appeal the faculty member's decision first to the Associate Dean for Professional Programs or Global MBA Director or designee. A final appeal may be made to the dean of the School, whose decision is final. At each review level, evaluation of grade appeals is limited to three criteria:

1. Whether there was an error in recording the grade

2. Whether the faculty member applied consistent standards in assigning grades
3. Whether the grade was a result of a faculty member's failure to follow standards announced in the syllabus for assigning grades

The appeal must be in writing, setting forth the specific basis and evidence for the appeal according to the criteria listed above. Grade appeals must be initiated and resolved within one semester after completion of the course in question.

ACADEMIC STANDARDS

Johns Hopkins University and the Carey Business School expect the highest academic standards from its students. The awarding of degrees and certificates is based upon satisfactory completion of all degree/certificate and instructional requirements determined by student performance that meets the expectations of the faculty as well as compliance with University and School regulations. The Academic Council of the Carey Business School reviews all student applications for graduation and makes recommendations for degree/certificate conferral to the president of the University. The university does not guarantee the award of a degree or certificate to students enrolled in any academic program. Any breach of academic standards may result in disciplinary actions against the student(s) involved; please see the Honor Code section for an overview of grievance and due process procedures.

ACADEMIC PROGRESS

Undergraduate Students

Undergraduate students at the Carey Business School must have a minimum 2.0 grade point average to graduate and must maintain at least a C average (2.0 on a 4.0 scale) to remain in good academic standing. Students receive credit for courses in which they receive the grades of D+, D, and D-, except for courses required in their major. Students need to repeat courses required in their major if they receive a grade below C- for the course.

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

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

Graduate Students

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

Graduate students will be placed on academic probation if their cumulative grade point average falls below 3.0. Students whose cumulative GPA falls below 3.0 should meet with their advisers to discuss resources such as tutoring or workshops so that they can raise their GPA to assure continued progress toward graduation. Students will be removed from academic proba-

tion when they raise their cumulative grade point average to above 3.0.

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

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

ATTENDANCE

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

Examinations

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

Inclement Weather Policy

In order to maintain academic integrity in all courses, should a class be cancelled because of snow or other inclement weather, the subsequent Friday evening and/or Saturday day and/or Saturday evening of the snow day(s) week will be used as makeup day(s). Religious observances are valid reasons for students to be excused from class. Please contact your faculty member should this be the case. Please call the University Weather Emergency Line at 410-516-7781 or 1-800-548-9004 or check the web at <http://esgwebproxy.johnshopkins.edu/notice/>.

LEAVE OF ABSENCE/ CONTINUOUS ENROLLMENT

Undergraduate Students

Students 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 request to the Office of Professional Programs to maintain their status as active students. This request must be submitted within one semester of their last completed course at the Carey Business School. Students who do not formally request to 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 academic adviser about the readmission process.

Graduate Students

Students in all MBA and master's degree programs have six years to complete their degrees. Degree-seeking students are expected to register for courses each semester (excluding summer) on a continuous basis to maintain the degree requirements in effect at the time of their initial enrollment. On occasion, a student may encounter extenuating circumstances that require a temporary interruption of studies. Under such circumstances, a student may be absent for as long as a calendar year without jeopardizing continuous enrollment status.

If a student anticipates that he/she will be absent for more than a calendar year, the student must receive an approved leave of absence to maintain continuous enrollment under the degree requirements in effect at the time of initial enrollment. To be considered for a leave of absence, students must make a request to the appropriate dean within one semester of their last completed course. Upon reviewing the reasons for the request, the dean may grant an approved leave of absence.

If a student is absent for more than a calendar year and does not obtain an approved leave of absence, the student will be required to apply for readmission and pay a reapplication fee before being permitted to re-enroll. A student who applies for readmission must fulfill the admission and degree requirements set forth in

the catalog in effect at the time the student returns. There is no limit to the number of times a student may be absent and still maintain continuous enrollment status. However, the semesters in which a student fails to enroll will be counted toward the six-year limit for completing degree requirements.

If a student is absent and has not maintained continuous enrollment status, the six-year time period for completion of new degree requirements will begin when the student is readmitted to the university. If the six-year time frame allotted for the degree has been exhausted but the student has not completed the degree requirements, the student must either seek readmission or make an appeal for an extension. Any request for extension of the six-year limit must be made in writing to the appropriate dean at least 30 days prior to the expiration of the six-year time period. Such requests must include a plan for completion of the degree requirements within a reasonable time frame that must be agreed to by both the program director and the student. Each request will be evaluated and may either be granted or denied by the dean.

RELIGIOUS OBSERVANCES

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

WAIVER EXAMS

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

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

Eligibility:

- Students have the option of either completing the courses or waiving the course by passing the waiver exam. Waiver exams in each discipline may be taken only once.
- Students are encouraged to take waiver exam(s) prior to the beginning of their first semester and must take all waiver exams before the beginning of their second semester. Students who pass the waiver exam are exempt from taking the course but are required to replace the course with another advanced class of their choosing.

Exam Format & Student Preparation:

- Time allotted for each exam is two hours.
- Minimum passing score for all proficiency exams is 75%.
- Study guides for each exam are available on Blackboard on the left column under individual disciplines and on the student portal at <https://my.johnshopkins.edu/uPortal/render.userLayoutRootNode.uP>.

Registering and Scheduling an Exam:

- Waiver exams are administered two times a year—in January and in August.
- Students must complete registration and scheduling seven to ten days before the exam is administered. Some test times fill up quickly, to ensure your first choice day; we recommended that students call to schedule their testing appointment as early as possible.
- To register, students must submit a registration form or register online, and submit a non-refundable payment of \$100 (fee subject to change without notice) per exam to the Office of the Registrar. (If the student is not registered for any courses that semester, the student will also be required to pay an additional one-time per semester registration fee

of \$60.) Any questions pertaining to registration for waiver exams should be directed to the Records and Registration Office at 410-234-9250. Students who are paying with JHU tuition remission should contact their Human Resources Office for clarification regarding the pass/fail policy. Please note the following:

- Waiver exams are to be taken during the semester in which registration occurs.

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

Courses for which waiver exams are offered:	Corresponding Waiver Exams:
Accounting and Financial Reporting (210.620)	Waiver Exam for Accounting and Financial Reporting (210.001)
The Firm and the Macro-Economy (220.610)	Waiver Exam for The Firm and the Macro-Economy (220.001)
Finance and Capital Markets (231.620)	Waiver Exam for Finance and Capital Markets (231.001)
Customer Focused Marketing (410.620)	Waiver Exam for Customer Focused Marketing (410.001)
Statistical Analysis (510.601)	Waiver Exam for Statistical Analysis (510.001)
Decision Models (520.601)	Waiver Exam for Decision Models (520.001)

ACADEMIC HONORS, AWARDS, AND PRIZES

UNDERGRADUATE HONORS

Undergraduate degree candidates whose grade point averages are 3.5 or better and fall within the top 20 percent of the graduating class will be eligible to receive undergraduate honors status. Eligible candidates must have earned a minimum of 54 credits with the Undergraduate Studies program at the Carey Business School.

AWARDS AND PRIZES

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

The Anikeeff Prize was established in 1998 by Pamela T. Anikeeff, PhD, for students studying

in the Master of Science in Real Estate program. The prize annually recognizes and supports real estate students working on socially responsible development as part of their master's programs.

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

The Edward J. Stegman C.P.A. Memorial Award is presented each year to Carey Business School students who graduate with a 4.0 grade point average and receive a Master of Science or Master of Business Administration.

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

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

GRADUATION

A student who expects to receive more than one degree or certificate must complete a separate application for each degree and/or certificate. The Application for Graduation is available through ISIS and at all campuses. The deadlines are as follows for submitting the graduation application form:

Deadlines for Academic Year 2010–2011:

August completion:	May 28, 2010
December completion:	October 8, 2010
May completion:	February 25, 2011

Students planning to graduate should complete all coursework before the semester ends and should not request or receive the grade of 'I' (Incomplete) during their final term.

Approximately two months after the semester begins, students who have submitted the Application for Graduation receive a confirming email from the graduation coordinator.

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

The Johns Hopkins University confers degrees at the end of the summer, fall, and spring semesters. The graduation ceremonies are held in May. The May graduation brochure will include the names of those students who applied to graduate by the deadlines for the 2010–2011 academic year. Late applications for the spring

semester may need to wait until the following academic year depending on the time the application is submitted.

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

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

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

HONOR CODE

The Carey Business School community believes that honesty and integrity are qualities necessary for rewarding academic and professional experiences. The objective of the Carey Business School Honor Code is to promote these qualities and establish trust among all members of the academic community. The Honor Code requires that each student act with integrity in all academic activities and that each student endeavors to hold his or her peers to the same standard.

Violations of the Honor Code include:

- **Lying**—Lying includes, but is not limited to, knowingly communicating an untruth in order to gain an unfair academic or employment advantage or neglecting to divulge

information when under the circumstances a person of integrity would be expected to disclose the matter.

- **Cheating**—Cheating includes, but is not limited to, using unauthorized materials to complete an assignment; copying the work of another student, or representing another's work as one's own work (plagiarism); falsifying one's identity by having another person take an exam; unauthorized providing of materials or information to others during assignments or examinations; and any other activity that gives a student an unfair academic advantage. All communications, written, oral, or otherwise, among students during examinations, are forbidden, as is the use

of notes, books, calculators, or other written material except when approved by the instructor.

- **Stealing**—Students are required to submit their own work. Ideas, data, direct quotations, paraphrasing, or any other incorporation of the work of others must be clearly referenced.
- **Dual Submission**—Students may not submit substantially similar work in more than one class without the approval of the instructors. Submitting work that was prepared for a previous class requires the approval of the current instructor. Submitting substantially similar work in concurrent classes requires approval, in advance, from each instructor.

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

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

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

CODE OF CONDUCT

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

More particularly, a Carey student's responsibilities include:

- a duty to respect the integrity of all members of the Carey Business School community by avoiding all forms of force, violence or intimidation, including sexual harassment

- a duty to respect the property and rights of others
- a duty to respect and preserve the quality of academic facilities

RESPECT FOR OTHERS

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

This includes behavior that is consistent with equal treatment without regard to age, citizenship status, color, disability, marital or parental status, national origin, sex or sexual orientation, race, or religion. Conduct that interferes with the rights of another or creates an atmosphere of intimidation or disrespect is inconsistent with the environment of learning and cooperation that the school requires. Sexual harassment, which includes all types of inappropriate sexual advances, verbal or physical, will not be tolerated.

ACADEMIC FACILITIES

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

COMPUTER FACILITIES

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

Each student is expected to use Carey Business School's computing resources in an ethical and legal manner in accordance with Johns Hopkins Information Technology Use Policies.

LIBRARY

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

UNIVERSITY POLICIES

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

POLICIES AND PROCEDURES

Student Disciplinary Rules

1. *Authority*

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

2. *Jurisdiction*

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

- Violations of the Honor Code and Code of Conduct of the Carey Business School
- Violations of University Policies and Procedures
- Violations of federal, state or local laws

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

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

3. *Membership and Responsibility of the Council*

- a. The Honor Council is responsible for:
 - i. Interpreting the Honor Code and Code of Conduct
 - ii. Promoting the values of the Honor Code and Code of Conduct through communication with Carey students, faculty, and administrators
 - iii. Serving as representatives of the student body or faculty on all issues pertaining to the Honor Code and Code of Conduct

- iv. Assisting in investigations of suspected Honor Code and Code of Conduct violations
 - v. Interpreting possible violations of the Honor Code and Code of Conduct
- b. The Honor Council will include a chair, vice chair, five student representatives, three faculty representatives, and the Director of Student Services, or his/her designee. The Director of Student Services or designee will be a non-voting member of the council. Student representatives should represent full-time and part-time programs. The student and faculty representatives will be appointed by the dean or his/her designee. The chair and vice chair will be students. The council will elect the two co-chairs for a one-year term.
- c. If the Associate Dean for Students or the co-chairs determine that a member of the Honor Council is unfit to perform his or her duties, the co-chairs will excuse that member from all further involvement in the Honor Council. His or her responsibilities will be assumed by (a) another student appointed jointly by the co-chairs and the Associate Dean for Students, or (b) in the case of faculty, another faculty member appointed by the Vice Dean for Faculty and Research. In situations regarding council membership not covered as described above, the remaining council will have discretion to make decisions based on a majority vote.

4. Procedures

- a. Any member of the faculty, administration, staff, or any student may file with the council a complaint against a student (hereinafter the accused) alleging a violation in accordance with section 2. The complaint must be in writing and signed by the complainant, setting forth briefly the nature of the alleged disciplinary infraction and the nature of the evidence. A copy of the complaint will also be sent to the Director of Student Services as well as the accused.

All allegations that a student has violated Carey Business School policies or campus regulations are intended to be resolved as expeditiously as possible; in lieu of proceeding to a formal hearing, the student and the school in conjunction with the Honor Council chair may arrive at a mutually acceptable agreement concerning disposition

of the charges, subject to the approval of the dean or his/her designee.

- b. Upon receipt of a complaint, the chair shall select an investigative committee composed of one student council member and one faculty council member within two academic days or a time frame within reason or request an administrative review by the Director of Student Services. The role of the investigative committee or administrative review is that of fact finding and recommending further action as necessary. The investigative committee or administrative review shall submit its written report within seven academic days or a time frame within reason. If the chair or any member of the investigative committee suspects a violation and a mutually acceptable agreement concerning disposition of the charges, subject to the approval of the dean or his/her designee has not been determined, the complaint is assigned as a case for further action.
- c. If the investigative committee or administrative review and the chair conclude there is not sufficient evidence to suspect a violation, the complainant and the accused shall be notified immediately in writing and the complaint will be dismissed.
- d. If the investigative committee or the chair concludes there is sufficient evidence to suspect a violation, the chair will notify the complainant and the accused in writing.
- e. For the case, the chair will form a hearing panel composed of a fair representation of the chair or vice chair, at least two faculty council members and at least two student council members. The chair will notify the chosen hearing panel members and will instruct them as how to proceed.
- f. The chair shall instruct the hearing panel of the confidentiality of such proceedings and have each member of the hearing panel sign the Confidentiality Declaration.

5. Hearings

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

- a. To constitute a valid disciplinary hearing, the hearing panel must contain a quorum of at least two faculty members, the presiding chair or vice chair, at least two additional student members, and the Director of Student Services, or designee, all of whom are present during the entire hearing. Should exceptional circumstances arise, requiring the seating of additional hearing panels simultaneously, the make-up of the hearing panel may change but will always include students, faculty and a representative from Student Services.
 - b. The chair will prepare the case for presentation to the hearing panel and invite all requested witnesses to attend the hearing. Where the accused requests that witnesses be summoned on his or her behalf, the student must furnish the chair with the names of the witnesses in sufficient time for the chair to request the presence of such witnesses. It is within the hearing panel's discretion to limit the number of witnesses appearing at the hearing to a reasonable number.
 - c. The chair shall administer the proceedings and conduct of the hearing.
 - d. At the commencement of the hearing, the chair shall read the charge(s) in the presence of the accused and the hearing panel, and request the accused for a plea of guilty or not guilty.
 - e. The hearing shall not be governed by formal rules of evidence. Statements or documents that are considered inadmissible evidence in a judicial proceeding may be admitted as evidence.
 - f. The chair will maintain order during witness questioning and cross-examination. The chair has the right to object to questions that are irrelevant or considered asked and answered.
 - g. Hearing panel deliberations will begin in closed session immediately after the conclusion of the hearing. The hearing panel will agree on a verdict and recommended sanction.
 - h. The accused is presumed innocent until proven guilty by standard of beyond a reasonable doubt.
 - i. Each hearing panel member has one vote. A majority vote of the hearing panel shall constitute a valid decision. The chair only casts a vote in the case of a tie vote among the hearing panel members.
 - j. A formal record of all official hearings shall be made.
 - k. The chair shall, as soon after the hearing as possible, prepare minutes of the hearing including:
 - Date, place and time of the hearing
 - The names of all persons present at the hearing
 - A short statement of the charge against the student
 - Confirmation that the student was notified of the allegations and given an opportunity to respond
 - A summary of the findings of fact and conclusions made by the hearing panel
 - A statement of the decision of the hearing panel
 - The sanction recommended by the hearing panel
 - l. The chair shall promptly inform the Associate Dean for Students of the hearing panel's verdict and recommended sanction.
 - m. The Associate Dean for Students has the right to accept, modify, or reject the hearing panel's verdict and recommended sanction. The Associate Dean for Students shall inform the accused of the decision in writing and all appropriate notations will be included in the accused student's record.
 - n. Upon written request from the alleged victim of any crime of violence or non-forcible sex offense, the school will report to the alleged victim on the results of this disciplinary hearing against a student who is the alleged perpetrator.
- 6. Rights and Obligations of the Accused**
- a. The accused is presumed innocent until proven guilty according to these Student Disciplinary Rules.
 - b. The accused has the right to be informed in writing of the charges against him or her and the identity of the complainant.
 - c. The accused will receive a copy of the investigative council's written report prior to the hearing.
 - d. The accused has the right to be present during all witness testimony and the right to challenge witness testimony as appropriate. The accused may directly question a witness, or request specific questioning by the hearing panel of a witness, as to any testimony or

evidence brought forth in the hearing of the case.

- e. The accused has the right to have the chair request the presence of a reasonable number of witnesses on his or her behalf. A witness' failure to comply with the hearing panel's request for attendance to provide testimony during the hearing may constitute a violation of the Carey Business School Honor Code.
- f. The complainant and all witnesses must be available for testimony throughout the course of the hearing.
- g. The accused may consult with an adviser of his or her own choosing to assist in the preparation of the accused defense. Members of the council or any dean shall not be eligible to serve as an adviser to the accused under this section. The adviser shall not be present during the hearing.
- h. Notwithstanding section g. above, the accused has the right to ask the chair to appoint a council member to serve as pre-hearing counsel to the accused solely on issues related to the hearing rules and process.
- i. The accused is invited, but not obligated, to submit to the chair his or her written statement regarding the charges, documents, or any other information relevant to the case, no later than two academic days prior to the hearing date.
- j. The accused has the right, but not the obligation, to testify at the hearing. The accused decision not to testify will not presume guilt upon the accused.

7. Appeals

- a. A decision or sanction of the hearing panel may be appealed only for the following reasons:
 - Any evidence of a material nature and/or witness unavailable at the time of the original hearing and now available which might have affected the hearing panel's decision at that time
 - Any procedural irregularity in the conduct of the hearing that was material and prejudicial to the student
- b. Such appeal must be presented in writing directly to the Dean or his/her designee within thirty days. Decisions at the level are final.

8. Possible Sanctions

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

- a. The hearing panel's recommendation may include, but is not limited to, any one or more of the following disciplinary sanctions:
 - i. **Warning**—Notice to the student, orally or in writing, that continuation or repetition of the conduct found wrongful, or participation in similar conduct, within a period of time stated in the warning, shall be a cause for disciplinary action.
 - ii. **Censure**—Written reprimand for violation of a specified regulation, including the possibility of more severe disciplinary sanction in the event of conviction for another violation within a period of time stated in the reprimand.
 - iii. **Academic**—Grade adjustment, including failure, on any work or course. This may include or may not include permanent student record notation.
 - iv. **Disciplinary Probation**—Exclusion from participation in privileges or extracurricular activities as set forth in the notice of disciplinary probation for a specified period of time. Notification that a more severe disciplinary sanction may be imposed if the student commits a second disciplinary offense while on disciplinary probation.
 - v. **Monetary Fines**—For any offenses as determined by the council.
 - vi. **Suspension**—Exclusion from classes and other privileges or extracurricular activities as set forth in the notice of suspension for a definite period of time.
 - vii. **Dismissal**—Permanent termination of a student's status.
- b. A student who has been suspended, dismissed, or expelled, and who is subsequently found to have not committed a disciplinary infraction shall be allowed full opportunity to make up whatever course work was missed due to the suspension, dismissal, or expulsion.

9. *Record Keeping*

The chair shall maintain all records and files of all disciplinary cases and proceedings in a confidential manner. All such records will be secured in the office of the Director of Student Services until such required retention time expires, as recommended by legal counsel of the university.

10. *Amendments to Student Disciplinary Rules*

- a. These policies and procedures represent the founding principles of the school's Honor

Council. In such cases where events within the council's jurisdiction are not represented under the auspices of this document, the council can enact appropriate changes with a three-fourths council membership vote. Any and all changes are subject to the approval of the Associate Dean for Students and subsequent faculty vote at the next faculty meeting.

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

UNIVERSITY AND CAREY BUSINESS SCHOOL POLICIES

ALCOHOL AND DRUG ABUSE AND A DRUG-FREE ENVIRONMENT

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

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

It is the policy of Johns Hopkins University that the unlawful manufacture, distribution, dispensation, possession, or use of controlled substances is prohibited on the university property

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

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

ANTI-HARASSMENT POLICY

Preamble

The Johns Hopkins University is committed to providing its staff, faculty and students the opportunity to pursue excellence in their academic and professional endeavors. This opportunity can exist only when each member of our community is assured an atmosphere of mutual respect. The free and open exchange of ideas is fundamen-

tal to the university's purpose. It is not the university's intent in promulgating this policy to inhibit free speech or the free communication of ideas by members of the academic community.

POLICY AGAINST DISCRIMINATORY HARASSMENT

1. The University is committed to maintaining learning and working environments that are free from all forms of harassment and discrimination. Accordingly, harassment based on an individual's gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristic is prohibited. The University will not tolerate harassment, sexual harassment or retaliation in the workplace or educational environment whether committed by faculty, staff, or students, or by visitors to Hopkins while they are on campus. Each member of the community is responsible for fostering civility, for being familiar with this policy, and for refraining from conduct that violates this policy.
2. For purposes of this policy, harassment is defined as:
 - a) any type of behavior which is based on gender, marital status, pregnancy, race, color, ethnicity, national
 - b) origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status, that is so severe or pervasive that it interferes with an individual's work or academic performance or creates an intimidating, hostile or offensive working or academic environment.
3. Harassment when directed at an individual because of his/her gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, personal appearance, veteran status, or any other legally protected characteristic may include, but is not limited to: unwanted physical contact; use of epithets, inappropriate jokes, comments or innuendos; obscene or harassing telephone calls, e-mails, letters, notes or other forms of communication; and, any conduct that may create a hostile working or academic environment.
4. Sexual harassment, whether between people of different sexes or the same sex, is defined to include, but is not limited to, unwelcome sexual advances, requests for sexual favors, and other behavior of a sexual nature when:
 - a) submission to such conduct is made implicitly or explicitly a term or condition of an individual's employment or participation in an education program
 - b) submission to or rejection of such conduct by an individual is used as the basis for personnel decisions or for academic evaluation or advancement, or
 - c) such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creates an intimidating, hostile or offensive working or educational environment.

Sexual harassment may include, but is not limited to: unwelcome sexual advances; demands/threats for sexual favors or actions; posting, distributing, or displaying sexual pictures or objects; suggestive gestures, sounds or stares; unwelcome physical contact; sending/forwarding inappropriate e-mails of a sexual or offensive nature; inappropriate jokes, comments or innuendos of a sexual nature; obscene or harassing telephone calls, e-mails, letters, notes or other forms of communication; and any conduct of a sexual nature that may create a hostile working or educational environment.
5. Retaliation against an individual who complains of discriminatory harassment under this policy is strictly prohibited. Intentionally making a false accusation of harassment is also prohibited.

RESPONSIBILITIES UNDER THIS POLICY

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

1. All individuals are expected to conduct themselves in a manner consistent with this policy.
2. Staff, faculty and/or students who believe that they have been subject to discriminatory

harassment are encouraged to report, as soon as possible, their concerns to the Office of Institutional Equity, their supervisors, divisional human resources or the office of the dean of their school. The University provides a network of confidential consultants by which individuals can discuss concerns related to discriminatory harassment.

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

PROCEDURES FOR DISCRIMINATION COMPLAINTS BROUGHT WITHIN HOPKINS

Inquiries regarding procedures on discrimination complaints may be directed to the Vice Provost for Institutional Equity, or the Director for Equity Compliance & Education, Garland Hall, 130, Homewood Campus, 410-516-8075, 410-516-6225 (TTY).

NONDISCRIMINATION POLICY FOR STUDENTS

Johns Hopkins University is committed to recruiting, supporting, and fostering a diverse community of outstanding faculty, staff, and

students. As such, the Johns Hopkins University does not discriminate on the basis of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status or veteran status in any student program or activity administered by the university, or with regard to admission or employment.

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

POLICY ADDRESSING CAMPUS VIOLENCE

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

The University urges individuals who have experienced or witnessed incidents of violence to report them to campus security. Alternatively, students are urged to report concerns about violence to the divisional office responsible for student matters, faculty to the divisional office responsible for faculty matters, and staff to the applicable human resources offices. The University will not permit retaliation against anyone who, in good faith, brings a complaint of campus violence or serves as a witness in the investigation of a complaint of campus violence. Carey Business School students should report such acts of violence to the Student Services Office at 410-234-9240.

PRIVACY RIGHTS OF STUDENTS (FERPA)

Notice is hereby given that the Carey Business School of the Johns Hopkins University complies with the provisions of the Family Educational Rights and Privacy Act of 1974 (P.L. 93-380), as amended, and regulations promulgated there under. Eligible students, as defined in the regula-

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

The University's policy on Family Rights and Privacy is published periodically in the Johns Hopkins Gazette, and copies of the policy are available from the Office of the Registrar, Johns Hopkins Carey Business School, 100 International Drive, 12th floor, Baltimore, MD 21202.

RETENTION OF RECORDS

The academic record includes all documents related to an individual student such as application for admission, letters of recommendation, etc., as well as the record of academic performance commonly referred to as the transcript.

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

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

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

SEXUAL ASSAULT

The Johns Hopkins University is committed to providing a safe educational and working environment for its faculty, staff and students. The University has adopted a policy addressing sexual assaults and offenses involving sexual violence in order to inform faculty, staff and students of their rights in the event they are involved in an assault and of the services available to victims of such offenses.

Members of the University community who are the victims of, or who have knowledge of, a sexual assault occurring on University property, or occurring in the course of a University sponsored activity, or perpetrated by a member of the University community, are urged to report the incident to campus authorities promptly. Persons who are victims of sexual assault will be advised by campus security of their option to file criminal charges with local police of the jurisdiction where the sexual assault occurred. Campus security and the Office of the General Counsel will provide assistance to a complainant wishing to reach law enforcement authorities.

A victim of an assault on University property should immediately notify campus security who will arrange for transportation to the nearest hospital. Persons who have been sexually assaulted will be taken to a hospital in Baltimore City designated as a rape treatment center. Mercy Hospital, 301 St. Paul Place 410-332-9000 is the current designated center for adult examination and treatment. This hospital is equipped with the State Police Sexual Assault Evidence Collection Kit.

The University will provide counseling to any member of the Hopkins community who is a victim of sexual assault and also will provide information about other victim services. Students can seek the assistance of counseling through their divisional counseling offices, and members of the faculty and staff can seek assistance through the Faculty and Staff Assistance Program (FASAP). A student who is a victim of sexual assault may request a transfer to alternative classes or housing if necessary to allay concerns about security. The University will try to accommodate the request if such classes and housing are reasonably available.

Persons who are the victims of sexual assault also may pursue internal University disciplinary action against the perpetrator. The

University's disciplinary process may be initiated by bringing a complaint of sexual assault to the attention of a dean, department chairman or director, supervisor, divisional human resources office, or security office. The University's Associate Director for Compliance & Conflict Resolution also is available to render assistance to any complainant. Allegations of sexual assault will be investigated by the appropriate security offices and any other offices whose assistance may be valuable for gathering evidence. The University reserves the right to independently discipline any member of the student body, staff or faculty who has committed a sexual or other assault whether or not the victim is a member of the University community and whether or not criminal charges are pending.

Disciplinary actions against students accused of sexual assaults will be processed by the appropriate student affairs office of the School or campus attended by the accused student in accordance with established disciplinary procedures pertaining to the School in which the student is enrolled. Disciplinary actions against staff members will be governed by the procedures set out in the University's personnel policies. Disciplinary actions against members of the faculty will be processed by the offices of the dean of the appropriate academic division according to the procedures established by that division. Both a complainant and the person accused of a sexual assault will be afforded the same opportunity to have others present during a University disciplinary proceeding. Attorneys, however, will not be permitted to personally participate in University disciplinary proceedings.

Both the complainant and the accused will be informed of the resolution of any University disciplinary proceeding arising from a charge that a sexual assault has been committed. The disciplinary measures which may be imposed for sexual assault will vary according to the severity of the conduct, and may include expulsion of a student from the University and termination of the employment of a member of the staff or faculty.

STUDENT SOCIAL SECURITY NUMBER PROTECTION AND USE POLICY

In 2003 Johns Hopkins University (JHU) issued to its faculty and staff specific guidance for the protection and use of the student's social security

number (SSN). This policy statement clarifies and extends that prior guidance. University-wide implementation of this policy, which applies to the entire JHU community, is guided by the following objectives and needs:

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

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

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

1. JHU considers the student SSN or any part thereof to be "personally identifiable information" under the Family Educational Rights and Privacy Act of 1974 (FERPA).
2. No part of a student SSN may be publicly displayed or released (e.g., via email to multiple students, student rosters, bulletin boards, etc).
3. The student SSN may be collected as part of the application process and required for registration at JHU. The student SSN is also generally required for certain government reporting and as part of applying for financial aid, billing and employment.
4. The risk of unauthorized disclosure of the student SSN increases with each additional electronic or paper copy of the SSN.

Divisional leadership is responsible for ensuring that the number and scope of physical and electronic repositories of SSN are kept to the minimum necessary.

GENERAL REQUIREMENTS

The following requirements apply to paper and electronic records.

1. **Authorization.** Only individuals with a “need to know” are authorized to access the student SSN. These individuals are to receive appropriate online privacy training and sign a confidentiality statement prior to receiving the student SSN.
2. **Document Handling and Storage.** Documents containing the student SSN are not to be distributed to or viewed by unauthorized individuals. Such documents are to be stored in secured cabinets and locations. In high traffic areas, such documents are not to be left on desks or other visible areas.
3. **Disposal.** The student SSN stored in either documentary or electronic formats is to be destroyed (e.g., shredding papers, wiping electronic files, etc) prior to disposal.
4. **Current and Future Records.** JHU will insert in all student records in the new information systems (ISIS and HopkinsOne) new primary identifiers. Until those numbers are available it is acceptable to use the last four digits of the student SSN as a secondary identifier.
5. **Historical Records.** The student SSN is included in archived databases and in imaged documents. Such historical records cannot be altered. All records and files containing student SSN data are to be considered sensitive information and must be handled and stored accordingly.
6. **Acceptable Release to Third Parties.** JHU may release a student SSN to third parties as allowed by law, when authorization is granted by the individual student, when the Office of the General Counsel has approved the release (e.g. subpoenas) or when the authorized third party is acting as JHU’s agent and when appropriate security is guaranteed by the agreement (e.g., National Student Loan Clearinghouse, financial institutions providing student loans or other financial services to students, and student-designated entities receiving a student academic transcript).

REQUIREMENTS FOR ELECTRONIC DATA

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

1. **Student SSN Transmission by Email, Instant Messaging, Etc.** SSN Data may not be transmitted (e.g., email, instant messaging) to parties outside JHU without appropriate security controls. Generally, such controls include encryption and authentication of recipients (e.g., password protection of files). Great care is to be taken to ensure that emails are sent only to intended recipients.
2. **Student SSN Transmission by Fax.** A student SSN may not be faxed except as required by law or as part of an essential administrative process (e.g., financial aid, tax reporting, transcripts). In such cases, reasonable and appropriate security controls must be established and maintained to protect confidentiality (e.g., verifying fax numbers; cover sheets; marking documents as confidential; including sender phone number).
3. **Storage of Student SSN Data.** JHU student administration databases and datasets may not store or otherwise maintain a student SSN, except as required for government reporting or other specific business purposes. Carey Business School leadership is responsible for:
 - a) maintaining an up-to-date inventory of SSN databases and datasets
 - b) minimizing the use of SSN (including use of substitutes such as partial SSN and the Hopkins Unique Identifier)
 - c) documenting security controls and risk remediation
4. **Administrative Research with SSN Data.** Electronic data maintained for institutional research, enrollment planning, and University planning are considered to be administrative research data for the purposes of this policy. Administrative research databases or datasets may continue to store or otherwise maintain student SSN so long as divisional leadership is responsible for:

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

INCLEMENT WEATHER POLICY

In order to maintain academic integrity in all courses, should a class be cancelled because of snow or other inclement weather, the subsequent Friday evening and/or Saturday day and/or Saturday evening of the snow day(s) week will be used as makeup day(s). Religious observances are valid reasons for stuto to be excused from class. Please contact your faculty member should this be the case.

Please call the University Weather Emergency Line at 410-516-7781 or 1-800-548-9004 or check the web at <http://esgwebproxy.johns-hopkins.edu/notice/>.

DISABILITY SERVICES

Johns Hopkins University and the Carey Business School are committed to making all academic programs, support services, and facilities accessible. To determine eligibility for accommodations, please contact the Carey Disability Services Office at time of admission and allow least four weeks prior to the beginning of the first class meeting.

Students should contact Rachel Hall in the Disability Services office by phone at 410-234-9243, by fax at 443-529-1552, or by email at carey.disability@jhu.edu. For more information, contact Disability Services or visit the Disability

Services Web site at http://carey.jhu.edu/admissions/student_resources/disability.html.

PHOTOGRAPHY AND FILM RIGHTS POLICY

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

Such photographs and film—including digital media—which will be kept in the files and archives of Johns Hopkins University, will remain available for use by the University without time limitations or restrictions. Faculty, students, and staff are made aware by virtue of this policy that the University reserves the right to alter photography and film for creative purposes.

Faculty, students, and staff who do not want their photographs used in the manner(s) described in this policy statement should contact the Johns Hopkins University Office of Communications and Public Affairs at 443-287-9900.

Faculty and students are advised that persons in public places are deemed by law to have no expectation of privacy and are subject to being photographed by third parties. Johns Hopkins University has no control over the use of photographs or film taken by third parties, including, without limitation, the news media covering University activities.

RECORDING AND NON-CLASS USE OF CLASS MATERIALS

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden. Violations are subject to sanctions under the Honor Code.

UNACCOMPANIED CHILDREN POLICY

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

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FULL-TIME PROGRAMS

GLOBAL MBA

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

PROGRAM REQUIREMENTS

This unique program consists of a first-year curriculum that is module-based, interdisciplinary and team-taught, as well as an international project and an experiential learning project. Second-year courses offer students the opportunity to specialize in an industry vertical. The program requires 54 credits and is completed in two years. Course waivers are not granted in this program.

CURRICULUM

Year One

First semester (16 credits)

Business Essentials (3 credits each)

- Financial Resources
- People and Markets
- Business Processes
- Managerial Decision Behavior

Thought and Discourse Seminars (2 credits)

International Project (2 credits)

- Innovation for Humanity Project—conducted during Intersession

Second semester (14 credits)

Integrated Business Skills (2 credits each)

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

Thought and Discourse Seminars (1 credit)

Discovery to Market Project (3 credits)

Year Two

First semester (12 credits)

Professional Specialization and/or Industry Vertical (2 credits each)

- Elective 1
- Elective 2
- Elective 3

Thought and Discourse Seminars (3 credits)

Discovery to Market Project (3 credits)

Second semester (12 credits)

Professional Specialization and/or Industry Vertical (2 credits each)

- Elective 4
- Elective 5
- Elective 6

Thought and Discourse Seminars (2 credits)

Immersion Electives (4 credits)

- Elective 1
- Elective 2

MASTER OF SCIENCE IN REAL ESTATE

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

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

full-time internship/practicum in which students directly apply what they have learned in the classroom.

PROGRAM REQUIREMENTS

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

Throughout the program of study, a series of mandatory workshops will be scheduled (both during the week and on Saturdays). Sessions include: Excel for Real Estate Professionals, Becoming an Excel Power User, Presentation Skills, Statistics and Finance boot camps, and ARGUS software. Additional information will be available at the beginning of each semester.

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

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

CURRICULUM

Full-time, Accelerated Course Schedule

Fall Semester

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

Spring Semester

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

Summer Semester

767.815 Supervised Internship: Real Estate
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.

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

Alumni and Business Network

Throughout the year students in the Edward St. John Real Estate Program are encouraged to connect with 600-plus JHU-MSRE alumni, Advisory Board members, practitioner faculty, and other students in Baltimore and Washington, DC. Events are held regularly through the JHU Real Estate Forum as well as local, regional, and national real estate professional organizations.

PART-TIME PROGRAMS FOR PROFESSIONALS

MASTER OF BUSINESS ADMINISTRATION

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

PROGRAM REQUIREMENTS

The MBA for Professionals curriculum consists of: Skills, Tools and Methods Core courses, Business Core courses, concentration electives, non-concentration electives and a capstone course. Students may declare a concentration upon entering the program, but must declare

one by contacting their adviser after completing the required core courses. Concentration areas include:

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

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

CURRICULUM

Skills, Tools and Methods Core (16 credits)

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

Business Core (14 credits)

- 142.620 Leadership in Organizations
- 151.620 Global Strategy
- 210.620 Accounting and Financial Reporting
- 231.620 Finance and Capital Markets
- 310.620 Information Systems
- 410.620 Customer Focused Marketing
- 680.620 Operations Management

Concentration Electives (16 credits):

Students can choose from one of six concentrations:

Finance concentration:

Students choose 8 courses from the following:

- 210.650 Advanced Financial Accounting
- 220.720 Financial Econometrics
- 230.620 Financial Modeling
- 230.710 Quantitative Financial Analysis
- 230.730 Managing Financial Risk
- 231.710 Financial Institutions
- 231.740 Mergers and Acquisitions
- 232.701 Investments
- 232.710 Derivatives
- 232.720 Fixed Income
- 232.730 Wealth Management
- 233.730 Entrepreneurial Finance
- 239.705 Environmental Finance
- 239.710 Financial Issues in Managing a Secure Operation
- 800.610 Corporate Governance

Information Systems concentration:

Students choose 8 courses from the following:

- 142.730 Strategic Human Capital
- 300.610 Information Systems Financial Management

- 310.790 The Emerging Frontier in Information and Communication Technologies
- 320.701 Health Care Information Systems: Emerging Frontiers in Health Care and Technology
- 239.710 Financial Issues in Managing a Secure Operation
- 330.701 Business Telecommunications
- 330.715 IT Enterprise Architecture
- 330.720 Security Architecture
- 350.710 Strategic Information Systems
- 360.701 Competitive Intelligence
- 360.705 Advanced Competitive Intelligence
- 360.710 Knowledge Management Systems
- 360.715 Data Mining and Discovery Informatics
- 370.701 Information Security and Assurance
- 380.701 Technology, Global Sourcing and Global Markets
- 430.750 High Technology Marketing
- 620.710 Services Management

Interdisciplinary Business concentration

Students interested in a greater knowledge across disciplines or in developing a customized program of study may elect the Interdisciplinary Business concentration. Students choose 8 courses from course offering across the other concentrations. To develop an interdisciplinary business concentration, please consult your academic adviser.

Marketing concentration

Students choose 8 courses from the following:

- 141.720 Behavioral Decision-Making
- 360.701 Competitive Intelligence
- 410.601 Market Research
- 410.710 Advanced Market Research
- 420.710 Understanding Consumer Behavior
- 420.720 Customer Relationship Management
- 430.710 Integrated Marketing Communications
- 430.720 Pricing
- 430.730 Innovation and New Product Development
- 430.740 Channel and Distribution Strategy
- 430.750 High Technology Marketing
- 450.705 Strategic Brand Management
- 450.710 Market-Driven Strategy
- 450.720 Creative Business Thinking
- 620.710 Services Management

Management concentration

Students choose 8 courses from the following:

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

Real Estate concentration

Students choose 8 courses from the following:

- 242.701 Capital Markets and Real Estate
- 230.640 Financial Modeling and Real Estate Analysis
- 234.610 Financing Real Estate Projects
- 132.615 Land Use Regulation

- 132.640 Legal Issues in Real Estate
- 242.601 Real Estate Market Analysis
- 242.710 Managing Real Estate Portfolios
- 241.610 Real Estate Design, Development and Management
- 242.720 Real Estate Risk and Opportunities
- 241.615 Site Planning and Building Design
- 241.710 Sustainable Development
- 220.640 Urban Economics
- 241.715 Urban Revitalization
- 242.715 Appraisal and Valuation
- 300.620 Project Management
- 242.725 Corporate Real Estate Finance
- 241.720 International Real Estate Development

Non-Concentration Business Electives (4 credits)

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

Capstone (4 credits)

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

SPECIALIZED MBA PROGRAMS

EXECUTIVE MBA

The Executive MBA program is a cohort-based program designed for senior-level professionals and fast-track managers looking to develop the skills necessary to succeed in today's global business environment. This 18-month program combines online distance learning with an interactive setting of nine residencies held at the Carey Business School's campus in Baltimore.

Program Requirements

The program consists of nine residencies, including:

- Three week-long residencies in Baltimore.
- Four short residencies (four days each) in Baltimore with additional coursework online.
- One international residency.
- One residency in the online format.

Each residency consists of three courses in the key business disciplines. Before each residency, students receive assignments with pre-module homework such as case studies and exercises that they complete for partial credit toward the next residency. Post-residency work consists of case studies and take-home exams that students must complete to receive full credit for the residency work.

Students complete the 54 credit program within three years. Because of the nature of the curriculum, course waivers are not granted in this program.

MBA FELLOWS PROGRAM

Students enrolled in the MBA Fellows program prior to spring 2011 should consult the 2009–2010 Academic Year Catalog for degree require-

ments. 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.

MBA IN MEDICAL SERVICES MANAGEMENT

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

PROGRAM REQUIREMENTS

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

CURRICULUM

Business Core and Concentration (45 Credits)

- 757.701 Health Care and Business Practice: Theory and Practice
- 757.601 Accounting and Decision Making in Medicine
- 757.603 Managerial Finance for Medical Services
- 757.604 Leadership and Organizational Behavior Medical Settings
- 510.601 Statistical Analysis
- 757.711 Finance for Medical Services II
- 757.707 Legal Issues in Medicine
- 761.625 Leadership Ethics Pro Seminar
- 757.602 Medical Economics I
- 757.710 Medical Economics II
- 757.702 Clinical Practice Improvement
- 757.703 Informatics
- 757.704 Strategic Planning in Medical Organizations

- 757.605 Marketing in Medical Organization
- 757.712 Negotiations

Electives (6 Credits)

Choose 3 electives from the general MBA list of electives.

Capstone (3 Credits)

- 757.801 Integrative Field Experience

MBA IN ORGANIZATION DEVELOPMENT

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

PROGRAM REQUIREMENTS

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

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

CURRICULUM

Skills, Tools and Methods Core (12 credits)

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

Business Core (18 credits)

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

Concentration Courses (12 credits)

- 143.710 Groups and Teams: Overview
- 143.711 Groups and Teams: Analysis

- 143.712 Groups and Teams: Intervention
- 143.720 Organizations and Social systems Overview
- 143.721 Organizations and Social Systems: Analysis
- 143.722 Organizations and Social Systems - Intervention

Practicum Courses (12 credits)

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

MASTER OF SCIENCE IN FINANCE

The Master of Science in Finance prepares students for careers in financial analysis and management. This rigorous quantitative program relies on current technology and financial methodologies to analyze complex problems. The coursework stresses the application of contemporary theories in a global context and develops valuable financial modeling and analytical skills.

CURRICULUM

The program consists of 36 credits.

Required Skills, Tools, and Methods (12 credits)

- 210.620 Accounting and Financial Reporting
- 510.601 Statistical Analysis
- 120.601 Business Communication
- 220.610 The Firm and the Macro-economy

- 220.620 Economics for Decision Making
- 131.601 Ethics and Humanity

Required Business Core (12 credits)

- 231.620 Finance and Capital Markets
- 230.620 Financial Modeling
- 231.710 Financial Institutions
- 232.701 Investments
- 232.710 Derivatives
- 232.720 Fixed Income

Concentration electives (8 credits)

Specialized electives 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

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 devel-

opment of integrated systems that meet organization needs in a highly competitive environment. Specifically, the degree is designed for:

- IS professionals who want to advance to managerial or development roles in their organizations
- business professionals with knowledge in functional areas who want to leverage this background with IS knowledge to move to consultancy roles within or outside their organizations

- professionals who need to update their skills and to use the newest IS concepts and tools to allow organizations to better compete in the global marketplace

The MSIS incorporates the rapid changes in technology and explores current innovative and creative uses of systems to fulfill business needs. The curriculum builds on the structure and the need for managerial skills education identified in the latest IS curricula research and the model curriculum for Master of Science in Information Systems (MSIS) programs developed by the Association for Computing Machinery (ACM) and the Association for Information Systems (AIS) that is endorsed by numerous other information systems professional organizations. The MSIS core includes key technical topics and developments as well as links to organizational and technology issues that give students the skills to integrate IS across organizations and manage IS departments, projects, and personnel. Elective courses focus on detailed technology issues and concepts with an emphasis on technical design, development, acquisition, implementation, security, operation, and maintenance of complex information systems. The Information Systems Capstone course integrates all aspects of the program through a practical, hands-on information systems project focused on a local organization.

PROGRAM REQUIREMENTS

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

MASTER OF SCIENCE IN MARKETING

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

One of the few marketing graduate programs in the nation, the Master of Science in Marketing has a curriculum that incorporates

CURRICULUM

Required Skills, Tools, and Methods (12 credits)

- 300.610 Information Systems Financial Management
- 300.620 Project Management
- 120.601 Business Communication
- 300.601 Systems Development
- 131.601 Ethics and Humanity
- 132.601 Business Law

Required Business Core (12 credits)

- 320.701 Health Care Information Systems: Emerging Frontiers in Health Care and Technology
- 370.701 Information Security and Assurance
- 330.701 Business Telecommunications
- 350.710 Strategic Information Systems
- 142.730 Strategic Human Capital
- 380.701 Technology, Global Sourcing, and Global Markets

Concentration electives (8 credits)

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

Information Systems Capstone (4 credits)

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

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.

CURRICULUM

The program consists of 36 credits.

Required Skills, Tools, and Methods (12 credits)

- 410.610 Financial Analysis of Marketing Decisions
- 510.601 Statistical Analysis
- 120.601 Business Communication
- 220.625 The Marketing Environment
- 131.601 Ethics and Humanity
- 132.601 Business Law

Required Business Core (12 credits)

- 410.601 Market Research
- 450.710 Market-Driven Strategy

- 410.620 Customer-focused Marketing
- 420.710 Understanding Consumer Behavior
- 420.720 Customer Relationship Management
- 430.710 Integrated Marketing Communications

Concentration electives (8 credits)

Specialized electives include innovation and new product leadership, competitive intelligence, strategic brand management, and creative business thinking.

Marketing Capstone (4 credits)

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

MASTER OF SCIENCE IN ORGANIZATION DEVELOPMENT AND STRATEGIC HUMAN RESOURCES

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

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

PROGRAM REQUIREMENTS

The program consists of 36 credits. A waived course or transferred-in graduate credits must be

replaced with an equivalent number of credits in an advanced course. Students must complete the program within six years.

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

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

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

CURRICULUM

Required Skills, Tools, and Methods (12 credits)

- 230.640 Financial Modeling and Real Estate Analysis
- 132.615 Land Use Regulation
- 120.601 Business Communication
- 220.640 Urban Economics
- 131.601 Ethics and Humanity
- 132.640 Legal Issues in Real Estate

Required Business Core (12 credits)

- 241.610 Real Estate Design, Development and Management

- 242.601 Real Estate Market Analysis
- 241.615 Site Planning and Building Design
- 234.610 Financing Real Estate Projects
- 242.720 Real Estate Risk and Opportunities
- 241.620 Managing Construction Projects

Concentration Electives (8 credits)

Specialized electives 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.

DUAL AND JOINT DEGREE PROGRAMS

MBA/MS IN INFORMATION SYSTEMS

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.

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 admission.

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.

MBA/MASTER OF PUBLIC HEALTH

This unique 18-month, full-time program of study will enable students to integrate the philosophies, functions and competencies of the seemingly disparate fields of public health and business. Students in this program will acquire knowledge and skills in the principles of population-based health as well as finance and management, which will enable them to be effective managers and leaders in health-related agencies and organizations. Graduates will be able to assess the public health needs of a defined population; develop, analyze and implement targeted health policies and programs; lead the process of change within one's own organization and community; manage health care organizations to achieve identified goals; and communicate messages to targeted audiences.

Program Requirements

The program requires 133 credits.

Admission

Applications for the combined degree program must be obtained from and submitted to the Bloomberg School of Public Health and will be reviewed by the admissions committees of both the Johns Hopkins Bloomberg School of Public Health and the Carey Business School. For more information, please visit http://www.jhsph.edu/academics/degreeprograms/mph/academic_overview/D_Combined_Degree_Programs.html#MPH_MBA

MBA/MS IN BIOTECHNOLOGY

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

Program Requirements

The program requires 77 credits. Course scheduling allows for completion of MBA portion of the program in two years. Students must complete the MBA portion within six years. Due to the nature of the curriculum, course waivers are not granted in this program.

Admission

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

MBA/MS IN NURSING IN HEALTH SYSTEMS MANAGEMENT

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

Program Requirements

Students must complete 57 credits within six years. Students who successfully complete the

Hopkins Business of Nursing certificate program may apply the 12 credits from the certificate to this degree.

Admission

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

MBA/MA IN COMMUNICATION

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

Program Requirements

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

Admission

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

MBA/MA IN GOVERNMENT

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

MA in Government with the private sector business savvy of the MBA.

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

Program Requirements

The program requires 60 credits. Course scheduling allows for completion of MBA portion of

the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course.

Admission

Apply to the MBA/MA in Government through the Johns Hopkins Zanvyl Krieger School of Arts and Sciences. For more information, please visit <http://advanced.jhu.edu/academic/government/index.html>.

GRADUATE CERTIFICATE PROGRAMS

HOPKINS BUSINESS OF MEDICINE GRADUATE CERTIFICATE PROGRAM

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

Certificate Requirements

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

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

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

The certificate program includes the following four courses:

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

HOPKINS BUSINESS OF NURSING GRADUATE CERTIFICATE PROGRAM

The Hopkins Business of Nursing Graduate Certificate Program is offered jointly by the Johns Hopkins School of Nursing and the Carey Business School. Today's nurses occupy a pivotal position in the changing environment of health care management. With constantly evolving delivery and financing modes, nurses need to understand and provide quality care in a cost-effective manner. In addition, emerging developments in health care financing make it essential for health care professionals to successfully integrate sound business and management skills with advanced clinical skills.

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

Certificate Requirements

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

Admission

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

The certificate program includes the following four courses:

- 300.50 Emerging Health Care Systems and Concepts
- 300.50 Managing Financial Outcomes
- 300.50 Managing Clinical Outcomes
- 300.50 Synthesis and Integration of Nursing and Business

GRADUATE CERTIFICATE IN FINANCIAL MANAGEMENT

The financial market has evolved dramatically in recent decades through the development of new financial instruments and techniques, integration of global markets, and 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.

Certificate Requirements

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

- 210.620 Accounting and Financial Reporting
- 510.601 Statistical Analysis
- 231.620 Finance and Capital Markets
- 800.610 Corporate Governance
- 232.710 Derivatives
- 232.701 Investments
 - Finance Elective 1
 - Finance Elective 2

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

To allow students to capitalize on the strong complementarity 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.

Certificate Requirements

Please consult with an adviser for program requirements.

GRADUATE CERTIFICATE IN INVESTMENTS

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

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

Admission

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

Certificate Requirements

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

- 210.620 Accounting and Financial Reporting
- 510.601 Statistical Analysis
- 231.620 Finance and Capital Markets
- 232.701 Investments
- 232.710 Derivatives
- 756.720 Fixed Income Securities
 - Finance Elective 1
 - Finance Elective 2

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

GRADUATE CERTIFICATE IN COMPETITIVE INTELLIGENCE

Competitive intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for

gathering, analyzing, and managing external information that can affect an organization's plans, decisions, and operations. Competitive intelligence should be part of all job descriptions, from 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.

Certificate Requirements

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

- 773.721 Competitive Intelligence
- 360.715 Data Mining and Discovery Informatics
- 776.716 Knowledge Management Systems
- 350.710 Strategic Information Systems
- 360.705 Advanced Competitive Intelligence
 - Information Systems elective
 - Information Systems elective
 - Information Systems elective

GRADUATE CERTIFICATE IN INFORMATION SECURITY MANAGEMENT

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.

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.

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.

- 773.719 Information Security Foundations
- 774.715 Financial Issues in Managing Secure Operations
- 330.720 Security Architecture
- 350.710 Strategic Information Systems
- 360.715 Data Mining and Discovery Informatics
 - Information Systems elective
 - Information Systems elective
 - Information Systems elective

LEADERSHIP DEVELOPMENT PROGRAM FOR MINORITY MANAGERS

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 demonstrat-

ed potential for advancement. The LDP program is nationally recognized for innovation and excellence among its program graduates. LDP students and graduates have competed for and received National Association of Securities Professionals (NASP) Pension Fund Scholarships, GE internships, QVC, Inc. internships, The Nathan Sanders Scholarship, and other competitive scholarships.

Admissions Criteria

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

Program Requirements

Key components of the Leadership Development Program include:

- three-day Leadership Academy for building a learning community
- assessment and career counseling on relevant leadership skills and issues through small group sessions
- executive speakers; invited luncheons; and workshops with leaders from business, government, finance, and nonprofit sectors

- assessment and training in executive presentation skills
- participation in the Leadership Development Program Alumni Association (LDPAA) networking and enrichment programming events

Required Courses

(students take two courses each term)

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

Note: In most cases, part of the 16 credits awarded for successful completion of the program may be applied toward the Carey Flexible +MBA or another graduate degree in the Carey Business School. Students seeking a graduate degree must qualify under the requirements specified for admission to the specific graduate business programs.

UNDERGRADUATE PROGRAMS

BACHELOR OF SCIENCE IN BUSINESS

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

The program's curriculum addresses complex problems and pursues effective solutions, resulting in a degree completion program that is well-respected in the business community. To be most effective and provide an in-depth learning experience, several educational approaches are

utilized, including lectures, case studies, presentations, practice assignments, in-class discussions, group work, and hands-on exercises or other methods deemed appropriate for a course

A student in this 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 and Methodology courses, 9 credits of required concentration courses, 9 credits of concentration electives, a 3-credit concentration capstone, and a 9-credit Hopkins capstone.

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 Production and Operations Management

Skills, Tools, and Methods (12 credits)

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

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

Concentrations (21 credits)

Accounting

- 200.401 Accounting Organizations and Society
- 210.410 Financial Accounting I
- 210.420 Auditing *
(required for Maryland CPA exam)

Concentration Electives (9 credits) chosen from:

- 211.410 Cost and Managerial Accounting*
(required for Maryland CPA exam)
- 210.440 Federal Taxation*
(required for Maryland CPA exam)
- 210.415 Financial Accounting II
- 211.430 Accounting Information Systems
- 211.420 Advanced Accounting
- 210.430 Non-profit and Governmental Accounting

Concentration Capstone (3 credits)

- 800.490 Corporate Governance

Hopkins Capstone (9 credits)

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

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

Finance

- 230.401 Financial Institutions and Society
- 233.410 Investment Analysis and Capital
- 232.410 Corporate Finance

Concentration Electives (9 credits) chosen from:

- 232.420 Working Capital Management
- 233.440 Security Trading and Market Making
- 233.430 Equity and Fixed Income
232.430 Money and Banking
- 233.450 Real Options and Strategic Capital Investments
- 232.440 International Finance

Concentration Capstone (3 credits)

- 800.490 Corporate Governance

Hopkins Capstone (9 credits)

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

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

Information Systems

- 300.401 Technology and Society
- 310.420 Networking and Telecommunication
- 310.410 System Analysis and Program Design

Concentration Electives (9 credits) chosen from:

- 310.430 Operating Systems and File Structures
- 330.435 Legal and Ethical Issues in Digital Forensics
- 330.440 Forensic Computing
- 330.445 Network and Intrusion Forensics
- 320.430 Encryption and Cryptography
- 320.425 Information Assurance Principles

- 320.435 E-Commerce Security
- 320.440 Software and OS Security
- 320.445 Securing Networks and Telecommunications
- 320.450 Designing, Testing and Auditing Security Programs

Concentration Capstone (3 credits)

- 350.490 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.

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

Management

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

- 100.401 Organizations and Society
- 141.410 Human Resource Management
- 143.420 Organizational Development and Change

Concentration Electives (9 credits) chosen from:

- 132.430 Employment Policy and the Law
- 152.430 Entrepreneurship
- 151.430 Global Strategic Management
- 142.430 Leadership Theory and Practice
- 141.430 Teamwork and Diversity
- 350.490 Project Management

Concentration Capstone (3 credits)

- 800.490 Corporate Governance

Hopkins Capstone (9 credits)

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

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

Marketing

- 400.401 Marketing and Society
- 430.410 Consumer Behavior
- 430.420 Marketing Intelligence

Concentration Electives (9 credits) chosen from:

- 430.440 International Marketing
- 420.440 Marketing Communications
- 420.430 Channels and Sales Force Management
- 420.435 Direct Marketing
- 430.435 Product and Brand Management
- 420.425 Pricing

Concentration Capstone (3 credits)

- 435.490 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.

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

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 and 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 successfully completing courses at the Carey Business School for a period of one year or more must petition to restart their program.

In addition, a student must complete all program requirements within 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 non-credit and offered at the start of classes in fall, spring and summer only. Students may register on the waitlist for the Internship Project course pending approval of the internship content and learning objectives by the faculty coordinator and the Vice Dean for Programs. Students must submit the Internship Project Proposal form to the faculty member coordinating the Internship Project course. (0 credit)

BU.001.700 Independent Graduate Project

An independent study provides an opportunity for students to study a particular topic of interest in depth. Students who demonstrated competency in a certain area may elect to pursue an

independent study project under the supervision of a faculty sponsor with expertise in the selected area. (1 credit)

BU.002.501 Elements of Excel

Learn to build linked financial models and their practical application in the business world. Topics include: creating and copying formulas, using built-in functions, formatting, printing, charting and shortcuts. For those wanting to reinforce their skills and those with minimal experience developing spreadsheets. (0 credit)

BU.002.502 Excel – Level 2

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.002.503 Excel – Level 3

For those who have completed Excel – Level 2, this workshop focuses on automating spreadsheet models using nested formulas, sharing data with Access databases and creating and using Visual Basic macros. (0 credit)

BU.002.511 Excel for Accounting

For those who have completed Excel – Level 2 workshops. 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

For those who have completed Excel – Level 2 workshops. 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

For those who have completed Excel – Level 2 workshops. 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 the reality that business is a major facet in the ever growing global framework. Students examine the world of the multicultural business within a global environment and the context within which small businesses, multinational corporations, multilateral institutions and Non-governmental agencies (NGO's) interact. Students learn to apply global business concepts in understanding of national political economics, legal systems and socio-cultural environments. Business within the world of humanity. (3 credits)

BU.100.401 Organizations and Society

This course stresses current and emerging moral issues of contemporary business practice with a focus on professions and business sectors. Students examine and evaluate corporate and professional codes of conduct; analyze the ethical dimensions of landmark business cases; and explore the ethical aspects of professional practice communities and business sectors. (3 credits)

BU.120.301 Managerial Communication

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

BU.120.601 Business Communication

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

BU.121.310 Negotiations in Business

Students will study negotiation techniques and mediation as a means of contract development and dispute resolution. Students will role play in various scenarios in order to develop skills necessary to facilitate meaningful negotiation. These exercises will allow the students to analyze situa-

tions in order to come up with various options or approaches. Students will learn to prepare and communicate effectively, gain the capacity to think creatively and analyze critically, and develop the ability to recognize, differentiate, and organize relevant facts. (3 credits)

BU.121.330 Entrepreneurship

Through a study of the underpinnings of prudent fiscal management in the entrepreneurial enterprise, participants examine the development of budgets and budget controls, the monitoring and evaluation of company expenditures, and management of the enterprise and short-term capital. Special emphasis is placed on identifying sources of start-up funds and working capital that are crucial to entrepreneurial success. (3 credits)

BU.121.610 Negotiation

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

BU.121.710 Managing Conflict: A Problem-Solving Approach

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

BU.131.301 Ethical Leadership

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

BU.131.601 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.132.430 Employment Policy and the Law

What are the legal rights of employees? What are the legal obligations of employers? Students will examine the statutory, regulatory, and common law requirements that govern employment law. The legal issues underlying the selection, hiring, promotion, and termination of employees will be addressed along with equal opportunity, discrimination issues, affirmative action, contract negotiations, workers' compensation, occupational health and safety, immigration laws, and major acts such as the Family Medical Leave Act and the Americans with Disabilities Act. (3 credits)

BU.132.601 Business Law

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

BU.132.615 Land Use Regulation

This course explores perspectives of government and business in the land development and rede-

velopment process. An overview of land use regulations and the effects of those regulations on a specific project are discussed as are major development controls, their evolution, implementation procedures, and role in public policy. (2 credits)

BU.132.640 Legal Issues in Real Estate

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

BU.132.710 Special Topics in Business Law

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

BU.132.711 Environmental Law

This course describes the legal interface between individuals and business enterprises on the one hand and the natural environment on the other. It does so from two perspectives: the prevention and remediation of pollution and the conservation and management of natural resources. It discusses the dual approach to pollution control: regulation and liability. The course focuses on the five major U.S. environmental statutes: the Safe Drinking Water Act, the Clean Water Act, the Clean Air Act, the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). It also briefly discusses other significant statutes such as the Endangered Species Act, the Coastal Zone Management Act and the Occupational Safety and Health Act (OSHA). The course explains the interrelationship between state and federal law, judicial decisions, international treaties, and the common law; and it explains the historical development of environmental law through the common law doctrine of nuisance. (2 credits)

BU.141.320 Organizational Behavior

This course addresses individual and group behavior within organizations, helping students better understand their own motivation and style of

work so that they may interact with and better manage others effectively. Students consider how personality, motivation, communication, power, conflict, and organizational culture affect productivity and job satisfaction. Through interactive class discussions, case studies, and projects, the class examines research findings, real world situations, and the practical implications of the theories that manage individuals and groups. (3 credits)

BU.141.410 Human Resource Management

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

BU.141.430 Teamwork and Diversity

The diversity of today's workforce brings both rich opportunities and real dilemmas. This course explores the sources, extent, and contributions of diversity in American business. Students explore the behaviors that block organizational and individual effectiveness in a diverse workplace including stereotyping, prejudices, and generalizations. Practical strategies such as organizational action plans, taskforces, and diversity programs are discussed to learn how managers can effectively attract and retain a diverse workforce. (3 credits)

BU.141.710 Effective Teams

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

BU.141.720 Behavioral Decision-Making

Students increase their insight and ability to make effective decisions in managerial situations as they become familiar with innovative and contemporary management approaches applicable in a wide range of areas. Social, psychological, economic, and political aspects of individual and group decision making are examined. Decision

making under uncertainty, prospect theory, decision regret, decision heuristics, perception, multi-criteria decision making, judgment, and bias are explored through a mixture of cases, theories, and group exercises. (2 credits)

BU.142.430 Leadership Theory and Practice

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

BU.142.620 Leadership in Organizations

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

BU.142.720 Managing in a Diverse and Global World

Business operates in both a market and a non-market environment. While business is often blamed for social ills, social or environmental challenges also provide opportunities for business. Successful managers align the firm's capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, and natural factors that shape business' nonmarket environment. Students learn to analyze the motives for government intervention to better judge when and how political developments may affect business. It explores the rise of "private politics" (activists, civil society networks, and NGOs), which are increasingly complementing conventional "public politics". This new plurality also opens exciting new nonmarket strategic opportunities for business, providing it with new potential allies. This course stresses collective moral agency and the ethical dimensions of business and management in such a global political

economy. Students explore cross-cultural perspectives on economics and business culture and how to analyze and proactively manage the nonmarket environment through integrated market- and nonmarket strategies. (2 credits)

BU.142.730 Strategic Human Capital

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

BU.143.420 Organizational Development and Change

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

BU.143.710 Groups and Teams: Overview

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

BU.143.711 Groups and Teams: Analysis

Building on knowledge gained in the Overview course, students examine groups as fundamental elements involved in the success or failure of complex organizations in an increasingly interdependent global economy. Groups are also studied as an essential component of human experience across a diverse array of cultures and countries.

Students learn how to transition a group into a team by studying the concepts underlying team performance and behavior, with emphasis on the characteristics of effective versus dysfunctional teams. As members of a performance team, students use the setting of the team to explore and grapple with team dynamics, both personally and professionally. (2 credits)

BU.151.430 Global Strategic Management

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

BU.151.620 Global Strategy

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

BU.151.720 Corporate Strategy

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

BU.151.770 Facilitating Strategic Change

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

BU.151.790 Strategic Management

This course is concerned with the formulation and analysis of business strategy. Business strategy is the set of objectives and policies that collectively determine how a business creates economic value for its owners and stakeholders. Strategy is concerned with answering two central questions: “What businesses should we participate in?” and “How should we compete?” Students will learn analytical techniques for diagnosing the competitive position of a business, evaluating business strategies, and identifying and analyzing specific business options. (4 credits)

Prerequisite: Completion of 46 credits

BU.152.710 Entrepreneurial Ventures

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

BU.200.401 Accounting Organizations and Society

This course examines the theoretical assumptions underlying the Generally Accepted Accounting

Principles (GAAP). The early focus of the course is on the AICPA Conceptual Framework Project and the resulting Statements of Financial Accounting Concepts (SFAC). From there, the course explores the historical roots of modern-day Financial Accounting Standards Board pronouncements and closes with discussions of the theoretical issues represented in various accounting applications such as the statement of cash flows, business combinations, international accounting and pension accounting. CPA examination materials are used extensively. (3 credits)

BU.210.001 Accounting and Financial Reporting Waiver Exam

This exam affords students the opportunity to confirm proficiency in Accounting and Financial Reporting. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.210.620. (0 credit)

Notes: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program

BU.210.350 Financial Ratio Analysis Principles

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

BU.210.410 Financial Accounting I

Students learn about the accounting cycle as well as accounting procedures for cash, receivable, payables, inventories, equipment, stocks, and bonds. Upon completion of the course, students should be fully capable of producing basic financial statements, including income statements and balance sheets, and conducting the basic account maintenance required to produce these statements. (3 credits)

BU.210.415 Financial Accounting II

This course emphasizes the vocabulary, methods, and processes by which for-profit business transactions are communicated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account reve-

nue, and expense; internal controls. The course also introduces the analysis of financial results. (3 credits)

BU.210.420 Auditing

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

BU.210.440 Federal Taxation

This course covers the federal income tax law applicable to individuals, partnerships, and corporations. The course includes topics such as calculation of gross and adjusted gross income, income exclusions, deductions (business and non-business), and tax credits. Taxation of S corporations is introduced. The course is not designed to answer or resolve all tax questions or problems; however, it does provide general guidance regarding the tax consequences of various types of transactions. Students also learn to prepare several different types of federal income tax returns. (3 credits)

BU.210.620 Accounting and Financial Reporting

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

BU.210.650 Advanced Financial Accounting

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

Prerequisite(s): BU.210.620

BU.211.410 Cost and Managerial Accounting

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

BU.211.430 Accounting Information Systems

Students investigate the impact of information systems in financial decision making. Topics include design, conceptualization, implementation, and management of both information systems and databases. Course content also emphasizes decision support systems, database marketing, and software for building cost accounting systems, developing spreadsheets, and control systems. Intensive applications in accounting through case discussion, problem analysis, and software practices constitute the methodology for this course. (3 credits)

BU.220.001 The Firm and the Macro-Economy Waiver Exam

This exam affords students the opportunity to confirm proficiency in The Firm and the Macro-Economy. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.220.610. (0 credit)

Notes: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program

BU.220.610 The Firm and The Macro-Economy

This macro-economic course emphasizes the role of governments and their effect on the global business environment. Major topics include economic growth, inflation, unemployment, exchange rates, fiscal and monetary policy, and international finance. The course provides students with the necessary theoretical framework relevant to helping them develop an economic perspective for analyzing real-world phenomena. (2 credits)

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

BU.220.640 Urban Economics

A framework for real estate analysis, 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.220.720 Financial Econometrics

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

BU.230.401 Financial Institutions and Society

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

BU.230.620 Financial Modeling

This course 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.230.710 Quantitative Financial Analysis

This unit provides the econometric techniques, such as time-series analysis, required to analyze theoretical and empirical issues in finance. It provides applications in asset pricing, investments, risk analysis and management, market microstructure, and return forecasting. (2 credits)

Prerequisite: BU.220.630

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.232.710 AND BU.220.630

Prerequisite(s): BU.753.701 OR BU.220.620 AND BU.756.761 OR BU.232.710 AND BU.756.701 OR BU.231.620

BU.231.001 Finance and Capital Markets Waiver Exam

This exam affords students the opportunity to confirm proficiency in Finance and Capital

Markets. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.231.620. (0 credit)

Notes: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program

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 and provide students with the basic tools needed to successfully complete more advanced finance courses. This course deals primarily with a firm's investment and financing decisions and its interactions with the capital markets. Students develop the fundamental principles of financial valuation and analysis, which provide a solid foundation for all other finance courses. (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.231.740 Mergers and Acquisitions

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

Prerequisite(s): BU.231.620

BU.232.410 Corporate Finance

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

BU.232.420 Working Capital Management

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

BU.232.440 International Finance

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

BU.232.701 Investments

Through an in-depth study of portfolio theory and asset-pricing models, students acquire the analytical skills necessary to conduct valuations of equities, fixed-income securities, and alternative investments. This exploration leads to an

understanding of the concept of portfolio management and the importance of diversification in controlling portfolio risk. (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

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

BU.232.730 Wealth Management

This course provides strategies for coordinating financial planning for high-net worth individuals. Students will become skilled at identifying and dealing appropriately with client's goals, needs, and problems in the areas of investment and investment planning. The course is designed to address the importance of taxation, retirement, capital accumulation, and estate planning. (2 credits)

Prerequisite(s): BU.231.620

BU.233.410 Investment Analysis and Capital

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

BU.233.450 Real Options and Strategic Capital Investments

This course explores the incentives for using acquisition, divestiture, and alliances as vehicles to achieve corporate strategic objectives. Students address analytical techniques often employed in restructurings and alliances, negotiation strategies, and the evolution of these transactions. Also discussed are problems encountered in managing these relationships and alternative modes of market entry, such as joint ventures and internal development. (3 credits)

BU.233.730 Entrepreneurial Finance

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

Prerequisite(s): BU.231.620

BU.234.610 Financing Real Estate Projects

The intricacies involved in financing real estate projects are the subject of this course. Land, construction, and permanent financing alternatives are presented and analyzed. Capital sources, including commercial banks, savings and loans, life insurance companies, foreign investors, and Wall Street firms are reviewed. Discussions topics 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.239.701 Special Topics in Finance

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

BU.239.705 Environmental Finance

Environmental policy is largely 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, metrics, responses to threats, and development of 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.241.615 Site Planning and Building Design

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

BU.241.620 Managing Construction Projects

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.241.710 Sustainable Development

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

BU.241.715 Urban Revitalization

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

BU.241.720 International Real Estate 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.242.601 Real Estate Market Analysis

The marketability analysis (i.e., the measurement of demand for real estate products and for a specific project) is the subject of this course. Students examine techniques for forecasting demand and supply in specific markets and evaluating sites based on product criteria. Products include residential, commercial, and retail properties. Final sessions deal with feasibility analysis. (2 credits)

BU.242.701 Capital Markets and Real Estate

This course examines real estate capital markets and their implications for lenders, institutions, and owners. Students examine debt and equity financing from both the private and public sectors, as well as the flow of capital through primary and secondary markets. Students should be proficient with the use of a financial calculator and Excel or its equivalent. (2 credits)

BU.242.715 Appraisal and Valuation

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

BU.242.720 Real Estate Risk and Opportunities

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

BU.245.720 Contemporary Topics in Real Estate

This year long course is designed to provide the student with exposure to the real estate professional community through field trips, networking events and other experiential learning

techniques. The crucial role that a real estate professional plays in the real estate industry, but also the community at large, will be explored. In addition, class activities will begin the process of creating a cohesive student cohort. Speakers will emphasize some of the many different disciplines comprising the real estate process as well as provide background on some of the skills necessary to succeed in the real estate industry today. (2 credits)

BU.245.790 Real Estate Practicum

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

BU.249.701 Special Topics in Real Estate

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

BU.300.401 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.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.310.410 System Analysis and Program 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)

BU.310.420 Networking and Telecommunication

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

BU.310.430 Operating Systems and File Structures

A detailed understanding of operating systems, how they manage systems and handle data is critical to information retrieval and recovery. Various operating systems will be covered in detail, including architectural structure and

operations, design philosophies, file manipulation processes, processes and threads, security principles and operational issues. (3 credits)

BU.310.620 Information Systems

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

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

BU.310.790 The Emerging Frontier in Information and Communication Technologies

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

BU.320.430 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)

BU.320.435 E-Commerce Security

Security permeates all facets of information systems today. Each area has some specialized security components and processes important to it. This course examines the security principles and practices involved in Web or e-commerce security. Topics include SET, SSL, web server security operations, certificates, authentication, digital signatures, and others needed for developing a secure e-commerce operation. (3 credits)

BU.320.701 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.330.445 Network and Intrusion Forensics

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

BU.330.701 Business Telecommunications

This course deals with telecommunication systems and networks as applied enterprises in the commercial and public sectors. Selections of telecommunications technologies necessary to support business applications are discussed. This course enables an in-depth understanding of telecommunication 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

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.330.720 Security Architecture

This course builds on BU.773.719 Information Security Foundations and focuses on the various security models and architectures. Students review hardware and software security measures, network security standards, LAN/WAN/MAN security, wireless and VPN security, security protection levels, encryption standards, internal versus external access protection, firewalls, and intrusion detection systems. (2 credits)

BU.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.360.705 Advanced Competitive Intelligence

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

BU.360.710 Knowledge Management Systems

Students learn the fundamental principles of knowledge management (KM) and a wide range of KM strategies, techniques, and technologies

that can be introduced to improve the effectiveness and competitiveness of organizations. Topics include enhancing organizational communication and innovation; capturing, mapping, and structuring knowledge; using KM for human capital strategies; supporting and enhancing collaboration; leveraging advances in artificial intelligence and expert systems; and designing effective knowledge management systems. (2 credits)

BU.360.715 Data Mining and Discovery Informatics

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

BU.370.701 Information Security and Assurance

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

Prerequisite(s): BU.300.601

BU.380.701 Technology, Global Sourcing and Global Markets

This course studies the decisions and strategies in designing and managing global supply chains. Concepts, techniques, and frameworks for better supply chain performance are discussed. Information technology and e-commerce strategies that enable companies to be more efficient and flexible in their internal and external operations are also explored. The major content of the course is divided into three modules: supply chain integration, supply chain decisions, and supply chain management and control tools. (2 credits)

BU.390.790 Information Systems Capstone

The Capstone allows students to experience consulting with real clients. It is a vehicle to integrate the knowledge they have obtained in the

course work. The Capstone will be completed in teams and will include working with clients to craft a terms of engagement for a consulting deliverable, and expectation of demonstrating knowledge and skill in the conduct of a complete project. Consulting projects will range widely in content and type of organization in which they are located. (4 credits)

BU.400.401 Marketing and Society

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

BU.410.001 Customer Focused Marketing Waiver Exam

This exam affords students the opportunity to confirm proficiency in Customer Focused Marketing. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.410.620. (0 credit)

Notes: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program

BU.410.320 Principles of Marketing

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 to design 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 the financial analysis tools to develop a business case for new products and other marketing initiatives. In addition, they learn how to develop a budget that enables them to manage their marketing organization. (2 credits)

BU.410.620 Customer Focused Marketing

This course covers principles of market-driven managerial decision making that determine competitiveness in dynamic consumer and organizational markets. Particular areas of emphasis include industry analyses, dynamics of competition, market segmentation, target marketing, channels of distribution, and product and pricing decisions. In-depth analytical skills are developed through case analyses, class discussions, role playing, and applied projects. (2 credits)

BU.420.430 Channels and Sales Force Management

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

BU.420.440 Marketing Communications

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

BU.420.710 Understanding Consumer Behavior

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

BU.420.720 Customer Relationship Management

This non-technical course discusses the interactive process of gaining the balance between expenses and satisfaction of the customers in order to maximize the income. Students learn two kinds of CRM: operational and analytical. 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.430.410 Consumer Behavior

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

BU.430.420 Marketing Intelligence

Students examine the concepts and techniques used in marketing research as a problem-solving aid in decision making in marketing and business. The problem definition analytical model, research design, types of information and mea-

surement scales, and evaluation and use of primary and secondary data with an emphasis on electronic access are discussed. Students are trained in primary and secondary data collection methods including structured and unstructured interviews, observation techniques, focus groups, and surveys. Practical and intensive applications on sampling issues, questionnaire design, data analyses, and interpretation are emphasized. Students will use statistical software packages to analyze the data. (3 credits)

BU.430.440 International Marketing

A managerial approach is used to examine the forces that control product demand, policies and marketing channels abroad. Case studies are used to examine methods that businesses can use to penetrate international markets. Class members critique various strategies and tactics used in the international marketing arena and examine international law and regulation as it applies to marketing. (3 credits)

BU.430.710 Integrated Marketing Communications

Unifying marketing communications is a strategic process that drives brand communication instead of simple product promotion programs. This course looks at a variety of communications modes (e.g. advertising, direct mail, sales promotion, public relations, internet marketing, etc.) and combines these to create a unified and consistent message to maximize impact. Students will develop a positioning goal and employ research and analysis to aid in developing consumer focused marketing plans from which to create consistent communications. An overview of positioning and examining what constitutes good marketing copy will be studied using real world cases studies. (2 credits)

BU.430.720 Pricing

Price is a unique category of the marketing mix as it is the only component that represents revenue for the firm. Yet, most companies adopt very simple heuristics, or “rules of thumb,” for setting prices, often divorced from firm strategy and economic reality. This course introduces frameworks relevant for making pricing decisions. It synthesizes economic and marketing principles, offers an appreciation of legal and ethical constraints, and covers the use of accounting, financial, and market research data. (2 credits)

BU.430.730 Innovation and New Product Development

The course focuses on the management of new product development processes and explores how companies introduce new products into the marketplace. Students investigate the implications of new product development and deployment with respect to the firm’s core competencies. Topics include the design and management of new product development life cycles including processes, outsourcing, distributed design, as well as the services needed for product/service introduction. (2 credits)

BU.430.740 Channel and Distribution Strategy

The distribution channel is one of the four Ps of the marketing mix, providing services to end-customers that the firm cannot efficiently provide itself. Channel members are customers, marketing not only the firm’s products but also competitors’ products and, increasingly, own private labels. This course deals with the question of how companies go to market through their distribution channels in order to gain competitive advantage. It covers functions of the channels, how to achieve cooperation, how to manage conflict, supply chain concepts, and recent developments in retailing and wholesaling. (2 credits)

BU.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 will learn 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 faced by today’s managers. (2 credits)

BU.450.720 Creative Business Thinking

This course explores approaches to deal with business problems that are too ambiguous, complex or messy, or impossible to be addressed directly through logical strategies. It seeks to increase the participants' understanding of creativity, to improve creative problem-solving skills and to enhance the ability to promote these skills in others. Students participate in activities designed to help develop their own creativity, and discuss the creative process from various theoretical perspectives. (2 credits)

BU.460.790 Marketing Capstone

This course integrates previous coursework in the MS in Marketing degree. Students design and conduct projects that result in a strategic marketing plan for a real world organization. The course is 16 weeks in duration and offered every fall and spring semester. (4 credits)

BU.510.001 Statistical Analysis Waiver Exam

This exam affords students the opportunity to confirm proficiency in Statistical Analysis. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.510.601. (0 credit)

Notes: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program

BU.510.301 Statistics for Business Decision Making

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.520.001 Decision Models Waiver Exam

This exam affords students the opportunity to confirm proficiency in Decision Models. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.520.601. (0 credit)

Notes: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program

BU.520.601 Decision Models

This course will introduce 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. Students will become familiar with identifying problems, formulating models, solving them in a spreadsheet and interpreting the results. (2 credits)

BU.620.710 Services Management

The service sector of the U.S. economy employs over 70% of the labor force. The special characteristics of services require an interdisciplinary approach to analyzing operations. Drawing on concepts from strategic management, management science and marketing, case studies and readings will be used to illustrate how to manage operations in restaurants, airlines, hospitals, and other service organizations. (2 credits)

BU.680.320 Production and Operations Management

How do organizations create value by turning resources into outputs? Management challenges require an analysis and examination of the processes and operations for performing work functions within the framework of time objectives, resource management, and organizational goals. Students examine the effect of communication on relationships between operations and other business functions, such as marketing, finance, accounting, human resources, and management. Students gain experience in applying tools that help maintain product quality and customer satisfaction. (3 credits)

BU.680.620 Operations Management

The production of goods and services requires obtaining resources, transforming them into

products, and then moving them through a distribution system to reach customers. We will take a process view of these value-added functions that will lead to an understanding of how to make design choices that lead to more efficient and effective production. (2 credits)

Prerequisite(s): BU.510.601

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 that supplements 755.616 Statistics for Business, and offers students additional assistance toward 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. (0 credit)

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

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 AND 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 learned in the Corporate Finance class are applied in solving real world problems. Through such key concepts as financial forecasting, cost of capital, capital budgeting, optimal capital structure, dividend policy, and firm valuation, students learn the analytical techniques necessary to make rational financial decisions. (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 into the evolving and expanding practice of financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. The course addresses how to control for market and credit risks. Liquidity, operational, and legal risks are discussed. Topics include value at risk, Monte Carlo simulation, scenario analysis, stress testing, credit value at risk, and credit derivatives. (3 credits)

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

BU.756.720 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.756.740 Independent Study in Finance

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

Notes: Additional prerequisite(s) may be required

Prerequisite(s): BU.756.701

BU.756.744 Wealth Management

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

BU.756.750 Special Topics in Finance

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

Prerequisite(s): BU.756.701

BU.756.752 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 OR BU.790.609

BU.756.780 Advanced Portfolio Management

This course enables students to have hands-on portfolio management experience. A majority of class time will be devoted to discussing world financial markets, stock bond and commodity prices and other real time metrics. Students become acquainted with tools currently employed in the asset management industry through a series of lectures and portfolio management simulation projects. 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 AND BU.756.761 AND BU.756.701

BU.756.810 Internship in Finance

Students work for a semester on a finance-oriented internship. Internships involve working on-site at the sponsor's location for an agreed upon number of hours. Sponsors are subject to approval by the School. The student prepares a paper and/or project based on the objective of the internship. (3 credits)

Notes: Additional prerequisite(s) may be required

Prerequisite(s): 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 distribution 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 biomed-

ical 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. Cost-effectiveness analysis (CEA) and cost-benefit analysis (CBA) are economic tools that have been developed to help inform these choices. 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. Students 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, 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, and then produce agreed upon deliverables. The students' goal is to advise the client regarding strategic decisions and justify their recommendations through oral and written communications. (3 credits)

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

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 will build on the Accounting course (760.604), so that students will understand 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 lead-

ership. 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 will partner with a local company to identify a business problem. They will 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 will judge final products and marketing plans. The course will be 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.761.726 Managerial Strategy and Policy

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

Notes: This is a required course in the Management Concentration

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)

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 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 AND BU.762.709 AND BU.762.730 AND BU.762.731) OR (BU.761.625 AND BU.790.609 AND BU.790.611 AND BU.790.614 AND BU.790.615 AND BU.790.616) OR (BU.755.613 AND BU.755.615 AND BU.755.616 AND BU.761.625 AND BU.790.611 AND BU.790.614)

BU.762.709 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)

Note: formerly Promotional Strategy, Management and Design

Prerequisite(s): (BU.762.702 AND BU.762.703 AND BU.762.709 AND BU.762.730 AND BU.762.731) OR (BU.753.701 AND BU.756.701 AND BU.761.700 AND BU.761.731 AND BU.762.703 AND BU.771.732 AND BU.771.750)

BU.762.713 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 AND BU.762.703 AND BU.762.709 AND 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 AND BU.762.703 AND BU.762.709 AND BU.762.730 AND BU.762.731) OR (BU.753.701 AND BU.756.701 AND BU.761.700 AND BU.761.731 AND BU.762.703 AND BU.771.732 AND BU.771.750)

BU.762.718 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 AND BU.762.717 AND BU.762.720 AND 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 AND BU.762.717 AND BU.762.720 AND BU.762.752 AND BU.762.753) OR (BU.753.701 AND BU.756.701 AND BU.761.700 AND BU.761.731 AND BU.762.703 AND BU.771.732 AND BU.771.750)

BU.762.720 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 AND BU.762.703 AND BU.762.709 AND 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 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, 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 AND BU.762.703 AND BU.762.709 AND BU.762.730 AND BU.762.731) OR (BU.753.701 AND BU.756.701 AND BU.761.700 AND BU.761.731 AND BU.762.703 AND BU.771.732 AND BU.771.750)

BU.762.734 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, esti-

imating 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 AND BU.762.703 AND BU.762.709 AND 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 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 AND BU.762.703 AND BU.762.709 AND BU.762.717 AND 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 AND BU.762.703 AND BU.762.709 AND BU.762.730 AND BU.762.731 AND BU.762.717) OR (BU.756.701 AND BU.761.700 AND BU.761.731 AND BU.753.701 AND BU.762.703 AND 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 AND BU.762.703 AND BU.762.709 AND BU.762.730 AND BU.762.731) OR (BU.753.701 AND BU.756.701 AND BU.761.700 AND BU.761.731 AND BU.762.703 AND BU.771.732 AND BU.771.750)

BU.762.808 ARP Research and Review

Students who are ready to begin the Applied Research Project portion of the MSM program and need an additional 1-credit for registration purposes may elect to take this course in place of 762.809 ARP Proposal. All topics will be presented in a seminar style course in order to prepare students for successfully completing the Applied Research Project. Students must attend six sessions, which will be held on various

SATURDAYS at a designated campus. The sessions will be offered once per semester at either the Washington or Downtown Baltimore campus. 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, and 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. 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 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 the program director 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.762.815 Internship in Marketing

This course is designed to provide primarily full time students with practical work experience as they complete their Master of Science in Marketing degree. Graduate field internship projects are arranged by the student, an adviser and the director of the marketing department. A faculty adviser is appointed to assist the student with fulfillment of the internship requirements. A proposal must be submitted and should include a description of the firm, intern site, project objective(s), rationale for the project in the context of the student's overall program of study, and a guiding research question for the experience. Students submit a final paper describing what they learned on the job, the organization, and the industry as well as evidence of information gathered to address the guiding research question. This course fulfills a concentration requirement for any of the three concentrations. Students must receive written approval before registering for this course. (3 credits)

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

BU.762.830 Graduate Project in Marketing Management

Students with a special interest in a particular marketing topic or area may apply to study under the direction of a Carey Business School faculty member. Independent study applicants should submit a request, including an outline of the proposed project and must receive written approval prior to registration. This course may be used to fulfill a concentration requirement. (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 provides 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.767.732 Contemporary Topics in Real Estate

This is a yearlong course is designed to provide the student with exposure to the real estate pro-

fessional community through field trips, networking events and other experiential learning techniques. The crucial role that a real estate professional plays in the real estate industry, but also the community at large, will be explored. In addition, class activities will begin the process of creating a cohesive student cohort. Speakers will emphasize some of the many different disciplines comprising the real estate process as well as provide background on some of the skills necessary to succeed in the real estate industry today. (3 credits)

Notes: This course is open only to MS in Real Estate candidates of the accelerated real estate program. It is scheduled to cover the fall semester through May Intersession

BU.767.746 Building and Site Design

Site planning and building design have major implications for real estate projects. This course concentrates on the development of the project with an emphasis on the design process from the architect's and developer's perspectives. Topics include the developer/architect relationship. A project's form, function, and cost are reviewed showing both successful and less effective designs. Emphasis is placed on the relationship between marketability studies, design, and construction. (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 Real Estate Program, 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.767.796 Real Estate Portfolio Management

Portfolio management is a well-developed science in the institutional investment world for stocks and bonds, but is still developing in real estate markets. While insurance companies have invested in real estate and debt for decades, it is only during the last 25 years that real estate has been considered by pension funds and other institutional investors. This course surveys portfolio management fundamentals and the current state of the art in real estate portfolio management. Both private debt and equity plus public debt (CMBS) and equity (REIT) investment alternatives are covered. (3 credits)

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

Prerequisite(s): BU.767.776

BU.767.797 Real Estate Capital Markets

This course examines real estate capital markets and their implications for lenders, institutions, and owners. Students examine debt and equity financing from 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.

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 AND BU.768.102 AND 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.768.307 Business Statistics

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

BU.768.308 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.768.309 Team Building and Leadership

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

BU.768.311 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.768.313 Customers and Competition

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

Prerequisite(s): BU.768.306

BU.768.315 Strategic Management

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

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

BU.768.318 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 will 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, whistle blowing, 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 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 topics include 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 physical 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.768.482 Topics in Human Resource Management

Check Course Schedule for listing as the course topic varies to accommodate current issues in the field. Possible topics include, but are not limited to employment law, international human resources, and training and development. (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 AND BU.768.402 AND BU.768.454

BU.768.496 Independent Study

The independent study course involves research in the field of business. Students with an interest in a particular area study under the direction of a faculty member. Independent study applicants must submit a request, including an outline of the proposed project, to the program director and must receive written approval prior to registration. (3 credits)

BU.768.498 Senior Project

The senior project is designed to provide an opportunity to synthesize critical thinking, writing, research, and presentation skills developed throughout the undergraduate program. The project allows students to study a business topic of interest at an advanced and in-depth level and

produce a polished written document for their professional portfolio. Specifically, students will select a topic, frame a research question, conduct a thorough search of literature, both primary and secondary, using a wide range of resources, analyze and evaluate the information gathered, provide conclusions to the research question based on supporting evidence, write a paper that incorporates thoughtful analysis and is clearly communicated, well-organized, and appropriately referenced, and present their research findings to their colleagues, instructor, and others. (3 credits)

Prerequisite(s): BU.768.315 AND BU.768.402 AND BU.768.454

BU.769.303 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 Information 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. 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 and Telecomm

The ability to communicate is central to all contemporary systems, including people to people,

people to systems, and systems to systems. This course examines technology and its role in effective communications. Topics include digital vs. analog communication, networking theory, telecommunications history and development, an overview of telecommunications legal issues, LAN, WAN, global networks, topologies, protocols, data encoding, and network management issues. (3 credits)

BU.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.769.330 Information Assurance Principles
Security has become one of the most important aspects of systems development. It impacts almost every part of the system and has technical, legal, and operational ramifications. This course is intended to introduce security concepts and provide an overview of the field. Topics include basic security concepts and information system assurance principles; security standards: identifying potential system threats; developing responses; potential personnel issues; an overview of hardware, software and network problems; and concepts in security planning. (3 credits)

Prerequisite(s): BU.769.307

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 application. 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.769.421 Software and OS Security

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

Prerequisite(s): BU.769.307 AND BU.769.330

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 will examine network security issues, including network security models and architectures, network device security, Web hacking, firewalls, network operating system's 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 Sec 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 is designed to cover the aspects of 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 AND BU.769.421 AND 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 AND BU.769.421 AND BU.769.422 AND BU.769.425

BU.769.440 Operating Systems and File Structures

A detailed understanding of operating systems, how they manage systems and handle data is critical to information retrieval and recovery. Various operating systems will be covered in detail, including architectural structure and operations, design philosophies, file manipula-

tion 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 will introduce the student to the principles and practices of computer forensics. Forensic science principles will be 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. The student 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 will gain an understanding how valuable information can be retrieved from storage devices. They will learn how operating systems, file systems, files and unallocated information can be acquired, examined, analyzed and documented. This will be done using both manual and automated tools. Students will learn to effectively document their findings. (3 credits)

Prerequisite(s): BU.769.440 AND BU.769.442

BU.769.445 Network Forensics

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

Prerequisite(s): BU.769.311 AND BU.769.442

BU.769.448 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 will focus 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. To be most efficient, this requires a variety of both technical and non-technical skills. This course focuses on the non-technical skills needed for proper project scoping, planning, execution, and completion. Topics covered include scope analysis, scheduling, activity and milestone planning, resource allocation and scheduling, personnel management, cost analysis and planning, communication skills, calendar preparation, reporting, and project monitoring. (3 credits)

Prerequisite(s): BU.769.307 AND BU.769.311 AND BU.769.315 AND BU.769.320 AND BU.769.325 AND BU.769.330

BU.769.494 Technology Mgmt

One of the most important ways to understand technology is to view and analyze its use from the organizational perspective. How do technology decisions get made? Who makes them? How are systems really used by the technology customer? This course examines these questions and other topics including the role of automation in the organization, historical development of systems, management issues. (3 credits)

Prerequisite(s): BU.769.307 AND BU.769.311 AND BU.769.315 AND BU.769.320 AND BU.769.325 AND BU.769.330

BU.769.496 Ind. Study In Technology

This independent study course involves research into the field of technology. Students with an interest in a particular area study under the direction of a Division of Information Technology faculty associate. Independent study applicants must submit a written request, including a description of the proposed project, an outline of the proposed final results, and a project plan timeline, to the program director and must receive written approval prior to registration. (3 credits)

Prerequisite(s): BU.769.307 AND BU.769.311 AND BU.769.315 AND BU.769.320 AND BU.769.325 AND BU.769.330

BU.769.497 Info Tech 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 telecommunications 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 IT 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 IT Professionals
Students learn and gain experience in written and oral communication relevant to IT management

topics, such as developing proposals, preparing technical papers, delivering technical and management presentations, engaging in critical thinking, conducting product and system evaluations, and providing IT consulting support to an organization. Topics also include effective and ethical methods of IT research and analysis. (3 credits)

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 affect 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)

Notes: Prerequisite(s): 770.600 IT Budget and Financial Management or Completion of all MBA foundation courses

BU.771.710 Organizational and Legal Issues in Technology

With the advent of information systems, complex legal issues have developed concerning the planning, management, operation, and support of technology functions. This course provides a background in legal theory in the context of technology's impact on business operations. Topics include ownership, intellectual property rights, software licensing, liabilities, contracting, and privacy. (3 credits)

BU.771.713 Business Processes and Change Management

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

BU.771.732 Quantitative Decision Making for Business

This course presents some of the various techniques that have been developed to help managers and other decision makers solve the problems that they encounter. Computer software is used to demonstrate strategies and methodologies which allow students to focus on the benefits and limitations of the various methodologies presented. Topics include multicriteria decision making, multiattribute utility theory, operations research and management science techniques, and risk management. (3 credits)

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 tech-

nology, its impact on the organization, and the manager's role in the process. (3 credits)

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

BU.772.810 Graduate Capstone Project in Technology

The course is based on a semester-long project, which brings students from various IT concentrations together to solve an organization's IT-related business problem. Under close supervision of a Carey Business School faculty instructor and an organizational sponsor, student teams perform required tasks to complete the projects in the semester time frame. Students prepare academic reports and make presentations of solutions to their sponsors. This course is open only to MS/ITS students and should be taken as the last course in the program. 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)

BU.772.833 Independent Study in ITS

Students with a demonstrated ability, desiring to focus their studies in a specialized area of technology, may elect to pursue an independent study project under the supervision of a faculty sponsor. The applicant will submit an application and project proposal for approval. The proposal should include a summary and outline of the intended project topic, detailed deliverables, and a project timeline. The application and proposal must be approved prior to registration. (3 credits)

BU.773.701 Data Mining and Discovery Informatics

Discovery informatics is the study and practice of effectively employing the full spectrum of computing and analytical sciences and technologies to discover knowledge by identifying and validating patterns in data. Students learn strategies, methods, and tools associated with this emerging methodology, including data mining, the knowledge discovery process, identification of structural patterns in data, decision trees, classification and association rules, evaluation and validation of discovered patterns, visualization, and ethical and privacy issues. (3 credits)

BU.773.719 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 will apply analytical and socio-technical techniques to improve organizational decision making as related to CI, and should understand the issues related to the collection, analysis, and management of external information. (3 credits)

BU.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 cannot be done legally to secure systems. Specific topics include HIPAA, GASSP, security best practices, political issues in the organization, implementation of an enterprise-wide security strategy, and finally, the organization, roles, staffing responsibilities, and funding. (3 credits)

Prerequisite(s): BU.773.719

BU.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 will 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.782.698 Effective Negotiation and Conflict Management

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

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

BU.782.705 Conflict Resolution and Mediation Process

This course examines conflict theory and the processes of conflict management and resolution, such as negotiation, mediation, alternative dispute resolution, and analytical problem solving.

Students study the development and assessment of the roles of mediator, arbitrator, and reconciliator; assess third party interventions in a variety of organizational settings; compare and contrast legal processes and alternative dispute resolution; and discuss ethical perspectives and dimensions. (3 credits)

Notes: Open to MBA/Management concentration students

Prerequisite(s): BU.782.620 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.718 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 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.723 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 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.724 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 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.727 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 of the social psychology and emotional and

behavioral dynamics of groups that often are comprised of people from a variety of racial, cultural, ethnic, gender, and other types of backgrounds typically found in globally competitive organizations in the 21st century.

Communications, conflict management, problem solving, decision making, politics and influencing processes, boundaries, membership, conformity, deviance, leadership, and followership represent many of the common themes, issues, and challenges of creating and working in groups. This course will use experiential learning methodologies to expose students to these fundamentals and to effective interventions to address problems that arise in these domains of group functioning. Students will also review the broad literature on group dynamics in this course to strengthen the conceptual foundations for their leadership and consulting practices. (3 credits)

Prerequisite(s): BU.782.625 AND BU.782.636

BU.782.728 Work and Management Teams: Diagnosis and Intervention

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

Prerequisite(s): BU.782.727

BU.782.733 Organizations: Diagnosis and Intervention

This course focuses on the development of the knowledge and skills necessary to perform comprehensive organization assessments and to design and implement an array of interventions that can help solve the problems of globally competitive organizations. Survey techniques, commercially available instruments, interviewing processes,

needs assessments, benchmarking studies, and market analysis as tools for assessment are covered in the course. Interventions such as product or service design, organizational design, outsourcing, downsizing, rightsizing, offshoring, strategic planning, culture assessment, creating vision, mission, and values statements, organizational learning, open space meetings, job design, work flow design, and others are explored. The course is based on experiential learning approaches and students are expected to develop core competencies in organizational assessment and a number of other organizationally oriented intervention methodologies. (3 credits)

Prerequisite(s): BU.782.863

BU.782.734 Large Human Systems: Diagnosis and Intervention

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

Prerequisite(s): BU.782.864 AND BU.782.733

BU.782.736 Advanced Topics in Organizational Learning

Students engage in an in-depth examination of learning and change issues in organizations. The selection of topics reflects current trends, how organizations respond to changes in the business and economic environment, labor market issues,

new technologies, political trends, and consumer demands. (3 credits)

Prerequisite(s): BU.782.620 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.740 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 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.743 Leadership Theory and Practice

This course blends theory and practice to help students develop their leadership skills. A robust theory of leadership effectiveness, woven throughout the semester, includes articulated style and domain traits, personal and positional power bases, social forces, and organizational, group, and individual variables for leadership. Emphasis is placed on case studies of leaders as effective change agents in organizations confronting turbulent times. (3 credits)

Notes: Open to MBA management concentration students

Prerequisite(s): BU.782.620 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.747 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 implementation by means of the organization's structure. (3 credits)

Notes: Open to MBA/Management concentration students

Prerequisite(s): BU.782.620 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.749 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 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.838 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 AND BU.782.625 AND BU.782.636 AND BU.782.638 AND BU.782.640 AND BU.782.642 AND BU.782.644

BU.782.863 Practicum Field Experience I

This course provides students with their first opportunity to put their organization development skills to work in a consulting project with real clients. Projects will be selected and shaped in accordance with the level of development of the students. This course will be undertaken by students who have completed the core courses in the program and the diagnostic and intervention sequence that focuses on groups and work teams. Components of the course will include:

- Students will be placed in consulting teams who will work with supervisors to negotiate and deliver organization development services to client organizations.
- Consulting projects will be provided by the OD Program and will take place in businesses and not for profit organizations in the metropolitan Baltimore and Washington region.
- Through their projects, students will be expected to demonstrate their knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches.
- Student participation will be on both an individual and group basis and final evaluations will reflect the performance of every member of the consulting teams.
- Consulting projects will range widely in their contents and in the types of organizations in which they will be conducted but they should be able to be completed within a six month time frame.
- Students must successfully complete the FE1 course in order to meet their degree requirements. (3 credits)

Prerequisite(s): BU.782.623 AND BU.782.625 AND BU.782.628 AND BU.782.634 AND BU.782.636 AND BU.782.637

BU.782.864 Practicum Field Experience II

This course will provide students with their second opportunity to put their organization development skills to work in a consulting project with real clients. Projects will be selected and shaped in accordance with the level of development of the students. This course will be undertaken by students who have completed the core

courses in the program, the diagnostic and intervention sequence that focuses on groups and work teams including the first practicum assignment, and the diagnostic and intervention sequence that focuses on organizations and large social systems. Components of the course will include:

- Students will be placed in consulting teams who will work with supervisors to negotiate and deliver organization development services to client organizations.
- Consulting projects will be provided by the OD Program and will take place in businesses and not for profit organizations in the metropolitan Baltimore and Washington region.
- Through their projects, students will be expected to demonstrate their knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches in organizations or social systems.
- Student participation will be on both an individual and group basis and final evaluations will reflect the performance of every member of the consulting teams.
- Consulting projects will range widely in their contents and in the types of organizations in which they will be conducted but they should be able to be completed within a six month time frame.
- Students must successfully complete the FE2 course in order to meet their degree requirements. (3 credits)

Prerequisite(s): BU.782.728 AND BU.782.733 AND BU.782.755 AND BU.782.863

BU.782.865 Capstone Field Experience

Capstone Field Experience allows students to demonstrate consulting skills with real clients prior to their graduation. It will serve as a vehicle to integrate the knowledge they have obtained in their course work under supervision in live organization development projects. CFE components include: working with supervisors to negotiate and deliver organization development services to client organizations, and demonstrating student knowledge and skill in the conduct of a complete OD project cycle using contemporary consulting approaches. Student participation will be on both an individual and group basis and final evaluations will reflect the performance of every member of the consulting teams. Consulting projects will range widely in their contents and in the types of organizations in which they will be conducted. Students must

successfully complete the CFE course in order to meet their degree requirements. (3 credits)

BU.790.005 Advanced Statistical Analysis

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

BU.790.006 Capital Budgeting

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

BU.790.007 Developing Strategy

This project 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. (2 credits)

BU.790.008 The Firm and the Macroeconomy

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

and nature of the business cycle; the Keynesian model of the economy; and macroeconomic policy. (2 credits)

BU.790.009 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. Students will evaluate alternatives to accomplish specific business objectives, considering resource constraints, and the likely reactions of competitors. They will use economic concepts to make sense of complex business situations and arrive at optimal decisions that are just for all parties involved. The quantitative techniques discussed in the course will help managers to select strategic directions and respond to tactical issues to succeed in today's competitive global economy. (2 credits)

BU.790.010 Microeconomics Essentials

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

BU.790.011 Corporate Finance

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

BU.790.012 Global Business

Ready for a flatter world? This course examines the reality that business is a major facet in the ever growing global framework. Students examine the world of the multicultural business within a global environment and the context within

which small businesses, multinational corporations, multilateral institutions and Non-governmental agencies (NGO's) interact. Students learn to apply global business concepts in understanding of national political economics, legal systems and socio-cultural environments. Business within the world of humanity. (2 credits)

BU.790.013 Cross Cultural Communications

This course is about understanding global culture and how it affects organizations in the process of doing business in cross-cultural or multicultural settings. Specifically, students will identify the critical elements of similarity and differences of culture that govern the perceptions and thinking processes of managers in the business environment both domestically and globally. This will enable the students to learn how to gain the appropriate cross-cultural skills and understanding to be effective as managers. The implications that a lack of cultural understanding have in general on business relationships and organizational effectiveness will be investigated. (2 credits)

BU.790.014 Global Strategy

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

BU.790.015 International Project: Innovation for Humanity

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

BU.790.016 Decision Models

This course introduces students to the principles of management science and several of the analytic tools of that discipline often used in business and government to support decision-making. These techniques and their appropriate application are useful in addressing a wide range of management problems. The course is tailored for students of business seeking to augment their decision-making skills. Students will learn key terms and explore a variety of quantitative and qualitative techniques. They are expected to learn what each technique is, how and when it should be applied, and its underlying assumptions. They are also expected to be able to use these techniques to solve simple problems and to explain their solutions. Techniques covered include linear programming, decision trees, networks, and project management. Students are not expected to become expert in any of the several management science techniques and approaches that are introduced throughout the course. They are expected to learn what each technique is, how and when it should be applied, and its underlying assumptions. They are also expected to be able to use these techniques to solve simple problems and to explain their solutions. Sample problems will be thoroughly discussed in class to give the student an appreciation of what can be accomplished with management science models. By the end of the course, students should be able to translate from problems described by statements in English to problems expressed in standard mathematical notation. They should be able to explain the mathematical or computer solution to a problem in terms of the original problem description. Finally, they should recognize that 1) management science techniques help to make decisions, but do not make decisions, and that 2) management science techniques can be used to solve problems only after they are understood and defined. (2 credits)

BU.790.018 Leadership

To compete in today's business environment, it is vital that all employees are working to their potential. Motivating an employee is a complex process. It requires an understanding of the needs, wants and expectations of that employee. This course offers a comprehensive introduction to leadership and the steps one must take to become an effective leader. In addition the student will receive a solid grounding in leadership approaches, theories and motivation concepts. The course also discusses the importance of

rewards and recognition, and grievances and discipline procedures. (1 credit)

Notes: successful completion of residencies 1, 2, 3, and 4.

BU.790.023 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.790.609 Financial Management

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

Prerequisite(s): (BU.790.611 AND BU.790.616) OR (BU.790.611 AND BU.790.003) OR (BU.790.616 AND BU.756.001) OR (BU.756.001 AND BU.790.003) OR (BU.790.611 AND BU.755.616) OR (BU.755.616 AND BU.756.001)

BU.790.611 Financial Accounting

This course emphasizes the vocabulary, methods, and processes by which for-profit business transactions are communicated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account revenue, and expense; internal controls; and preparation and understanding of financial statements, including balance sheets, statements of income, and cash flows. The course also introduces the analysis of financial results. (3 credits)

BU.790.614 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 for 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 project 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 project is a macro-level project that looks at the business as a business and helps participants develop an understanding of the business concept and business models, and develop a framework that can be used to incorporate more micro-level learning in future projects. (6 credits)

BU.790.702 Developing and Introducing a New Product or Service Offering

This project helps participants develop a more complete understanding of a business model from all perspectives of the value chain, from customers to suppliers. Further, participants are introduced to the concepts 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 project 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 project helps participants understand the product (service) development and introduction process. They are confronted with the problem of determining the market for a product that does not exist and finding financing for an "idea." As part of the project, they develop a business plan to present to venture capitalists or upper management. This is often an excellent project to do with a live client (incubation center or innovation center). (6 credits)

BU.790.707 Improving Operations

This project 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 project focuses on the interrelationships between business and government. The consideration can range from government regulations to business lobbying efforts. Obviously, the issue of

corporate social responsibility is also a part of the participants' consideration. Participants also focus on the interrelationships among business and its environmental context. The social, political, technological, and economic environments are all potential targets. While any particular project may emphasize the interaction of business and a single environmental element, the total environmental system is the major target for learning in this project. (6 credits)

BU.790.709 Focus on Self I

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

BU.790.710 Focus on Self II

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

BU.790.711 Corporate Finance and Entrepreneurship

This course provides students with an in-depth examination of the challenges involved in identifying and assessing an opportunity for an entrepreneurial venture, whether in business-to-business or business-to-consumer settings. Entrepreneurial ventures are opportunity-focused, whether their setting is a start-up, a small early-stage firm, a social enterprise, or a larger well-established company. The course also serves to apply and bring together, in an entrepreneurial context, tools and frameworks introduced in other core courses. This course, intended for non-finance majors, provides a rigorous introduction to the foundational principles of corporate finance that are applicable to an entrepreneurial start-up, for-profit or non-profit enterprise. The organization will center around three themes:

- (1) accounting skills and financial analysis,
- (2) corporate finance tools and techniques, and
- (3) financial modeling and asset valuation.

The material will have immediate application with the two comprehensive cases assigned and will serve as a complement toward your Focus on Self project efforts. (6 credits)

BU.790.740 MBA Case Competition-Elective

Under the direction of the Adviser, the students will work with the National or International Case Competition Team to apply strategy formulation and implementation methods to corporate systems. The students will develop general management skills and learn 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 will involve working on-site at a sponsor's location for an agreed upon duration. An internship proposal must be formally requested and approved by the the MBA Program. 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 AND BU.790.609 AND BU.790.611 AND BU.790.614 AND BU.790.615 AND BU.790.616

BU.790.801 Competitive Strategy

Students integrate and apply previous course work to strategic management problems. Analytic, integrative, and decision-making skills are developed through case discussions using team presentations. (3 credits)

Notes: Open only to MBA students

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

BU.800.610 Corporate Governance

The value of a firm depends on corporate governance practices that protect the investor. Greater investor protection lowers the cost of capital. Thus, the set of governance practices, rules and regulations that promote private sector development also promote firm value. Course topics include corporate pyramidal structures, hostile takeovers and the failure of the market for corporate control, mutual fund governance, executive compensation policies, boardroom structure and practices, corporate transparency and the value of the shareholder vote. (2 credits)

BU.910.610 Financial Resources

This course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions. (3 credits)

BU.911.610 People and Markets

This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. The combination of highly motivated employees and a culture for innovation to consistently deliver a competitive value proposition that builds a firm's customer equity. (3 credits)

BU.912.610 Business Processes

This module requires the student to assume the role of a General Manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a general manager's job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so is the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter's 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix,

GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queuing Theory. (3 credits)

BU.913.610 Managerial Decision Behavior

This course examines the essential principles for productive decision making, which allow firms to thrive by encouraging risk taking in value creation. This course further explores the formal and informal processes for promoting reliable decision making at the individual and organizational levels. This module develops the micro-economic rationale underlying these decisions using coherent statistical analysis and interpretation of data. Business decisions are influenced not only by data and normative models but also by the subjective mindsets and emotions that managers bring to the decision context. The course encourages us to think critically about how we interpret data and make decisions and then to learn how to avoid and correct common decision errors that occur because of faulty, ingrained mental models. (3 credits)

BU.920.610 Digital Marketplaces

Advances in communication and information technologies have had far-reaching impact on markets, on price discovery mechanisms and the structure of the channels through which products and services are delivered. This course will address how markets, market mechanisms and channels of product and service delivery have been impacted and often transformed by Information and Communication technologies. The nearly instantaneous transmission of rich information across the boundaries of the corporation and across geographical boundaries have enabled the enterprise-wide systems of corporations to connect to each other and enable business-to-business transactions and orchestrate complex, electronic, settlement and fulfillment mechanisms that bring together multiple value chain and supply chain partners. Students will learn how B2B markets are evolving and their implications for businesses. (2 credits)

BU.921.610 Networked Organizations

This course considers the evolving new models of innovation and value creation networks being introduced across different industries, and exam-

ines such critical managerial issues as product and process technology strategy, operational innovation, knowledge management, IT infrastructure, leadership and organizational processes, governance, and finance. Utilizing a series of case studies from across a range of industry networks, students will get a chance to learn how companies can participate in such inter-firm networks and what unique business resources and capabilities they can employ to enhance the probability of commercial success. (2 credits)

BU.922.610 Strategic Options

This course bridges finance and strategic planning, focusing on value creation. Most investment opportunities are multistaged, involving managerial decisions at each stage leading to expansion and contraction based on dynamic market conditions. To value such an investment properly, we have to recognize and explicitly value strategic options embedded in the investment. As a new valuation and strategic decision-making paradigm, the real option analysis has recently developed rapidly across a number of disciplines. The course will provide both the analytic framework for valuing real options and its application to many types of real options that are present in industries. (2 credits)

BU.923.610 Business Negotiations

This course provides learners/students with basic knowledge and applied skills practice needed for effective negotiation of business relationships in diverse settings. The first part of the course focuses on understanding and developing a systematic approach to preparing for, structuring, and negotiating key business relationships and future outcomes. The second part of the course helps participants develop and integrate basic process, conflict management, cultural and conflict resolution skills needed for effective negotiation of business relationships in diverse settings. The course will also explore some ethical considerations of negotiation. Emphasis will be placed on individual, dyads or triads and collaboration by groups as directed practice via case study of negotiation and conflict mediation opportunities. (2 credits)

BU.924.610 Competitive Intelligence

Competitive Intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization's

plans, decisions, and operations. Students learn to apply the CI process and CI-related methodologies, techniques, and tools to better analyze an organization's current and future competitive position. Students will apply analytical and sociotechnical techniques to improve organizational decision making as related to CI, and should understand the issues related to the collection, analysis, and management of external information. (2 credits)

BU.930.610 Thought and Discourse Seminars

Thought and Discourse Seminars is a critical component of the Global MBA experience. Friday seminars offer an environment of intellectual inquiry and debate in which students' participation and perspective are expected. Students gain a critical analytical perspective on important business issues and the skills needed to organize and communicate your views in multiple modalities. Students will learn from the practical experience of prominent business and international leaders, industry experts, and policy makers, in a format that stimulates analytical thinking, persuasive communication, and creative expression. The course encourages and motivates students to identify and evaluate alternative solutions and their implications in the real business environment. (2 credits)

BU.931.610 Thought and Discourse Seminars

Thought and Discourse Seminar is a critical component of the Global MBA experience. Friday seminars offer an environment of intellectual inquiry and debate in which students' participation and perspective are expected. Students gain a critical analytical perspective on important business issues and the skills needed to organize and communicate your views in multiple modalities. Students will learn from the practical experience of prominent business and international leaders, industry experts, and policy makers, in a format that stimulates analytical thinking, persuasive communication, and creative expression. The course encourages and motivates students to identify and evaluate alternative solutions and their implications in the real business environment. (1 credit)

BU.940.610 Innovation for Humanity Project

This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful

businesses within developing communities around the world. The course is consistent with the Carey School's signature theme of "teaching business with humanity in mind" and it provides an understanding of the needs of developing communities around the world. The students will spend three weeks abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs. (2 credits)

BU.950.610 Discovery to Market

The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as

intangible co-products or "know-how." This course will cover the concepts and organizational issues involved in selecting an invention or discovery and converting it to a viable business. This course will help students to recognize and screen technology opportunities. Students will learn the ins and outs of intellectual property creation, protection, sale and acquisition, how to license technology that others have patented, and how to license students' own technology to others to create diverse revenue streams. Largely focusing on biotechnology inventions and discoveries originating in universities, the course will cover the ownership of the invention, protecting the intellectual property, forming a company, overcoming regulatory hurdles, and related issues common to this type of enterprise. Particular attention will be paid to economic issues ranging from when and how to raise initial capital to strategies to harvest the profits. (3 credits)

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