



# SABAL University

## UNIVERSITY CATALOG 2026-2027

Volume VI  
Effective February 2026





# UNIVERSITY CATALOG 2026-2027 VOLUME VI

EFFECTIVE FEBRUARY 2026

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# MESSAGE FROM OUR PRESIDENT

## Welcome to SABAL University!

Welcome to **SABAL University!** We are a higher education institution committed to Innovation, Excellence, Inclusion, Sustainability, Responsibility, Collaboration and Social Commitment. Our goal is to provide educational programs that promote research, entrepreneurship, and innovation, both face to face and online.

We strive to create flexible and dynamic learning environments, supported by a cutting-edge technology platform provided by leading distance education providers. In this way, we guarantee quality training that prepares our students for employment in their respective fields.

At **SABAL University**, our students and alumni are our top priority. We seek to inspire the development of innovative research and activities that lead to academic success at a national and international level. Our mission is to provide access to world-class learning resources, regardless of geographic location.

Our academic programs are designed to be an international model of high-quality and affordable educational support. We offer a wide variety of degree options to suit the emerging needs and interests of today's society.

At **SABAL University**, you will experience a multimedia learning approach that maximizes your academic development. It will feature interactive lectures, tutoring by highly-trained faculty, access to a virtual library, office software, meaningful peer interaction and collaboration, responsive tech support, and real-time tracking tools. In addition, each approved course will grant you certifications and digital badges, essential to improve your job opportunities.

Our academic programs are taught by highly qualified professors who, in addition to having the necessary academic qualifications, have extensive industry experience. Most of our teachers are required to work professionally in their fields and stay up to date on the latest trends and skills through continuing education programs.

At **SABAL University**, we are committed to your educational and professional success. Our university programs are designed to help you achieve your personal and professional goals. We work hard to establish a relationship of mutual commitment to our mission and to the success of every member of our community.

On behalf of our professors, researchers, staff and authorities, we are pleased to be your university and we hope that our academic offer is to your liking!

**“We are SABAL University... Clear Minds, Clear Future.”**

**Rene J. Aguirre Bracho, PhD**  
**President & Chancellor**





# General Information



# GENERAL INFORMATION

## OUR MISSION

Our mission is to inspire, educate, and guide our students through innovative educational programs that foster critical thinking, creativity, and intellectual growth. Through our online platform, we are dedicated to promoting research, entrepreneurship, and academic excellence. As agents of change, we strive to ensure that our students achieve personal and professional growth, guiding their path to success and preparing them to become leaders in their communities and the world.

## OUR VISION

Our vision is to become a top-tier educational institution that prioritizes the needs of our students and fosters a culture of research and innovation. Our goal is to lead our students towards academic excellence by providing challenging study plans and instilling the spirit of lifelong learning. By imparting essential knowledge and skills, we strive to empower our students to thrive in the ever-evolving global workforce.

## OUR VALUES

**Innovation.** We embrace constant technological, didactic, and pedagogical advancements, harnessing the power of artificial intelligence (AI). This enables us to provide personalized education, effective assessments with timely feedback, content curation, and foster collaborative learning.

**Excellence.** We strive for excellence in everything we do, from the quality of our teaching to research. We seek to provide our students with a first-rate education that prepares them to excel in their careers and contribute positively to society.

**Inclusion.** We value and respect the diversity of our university community. We promote an inclusive environment where all people, regardless of their ethnic origin, gender, sexual orientation, religion or disability, feel welcome and can develop fully. We believe that diversity enriches learning and fosters intercultural understanding.

**Responsibility.** We value responsibility in all our actions and decisions. We promote academic and professional ethics, fostering honesty, integrity and respect in our interactions. We are committed to transparency in our management and be accountable to our university community and to society in general.

**Collaboration.** We encourage collaboration and teamwork. We recognize that achieving our goals requires the active participation and joint input of students, faculty, staff, and external partners. We seek to build relationships based on trust, dialogue and mutual support to drive collective success.

**Social Commitment.** We are committed to being agents of change in our society. We seek to promote community service, civic responsibility and active participation in issues of social relevance. We are looking for citizens committed to the well-being of others and to building a more just and equitable society.

**Sustainability.** We care about the environment and strive to be a sustainable institution. We seek our environmental impact through responsible practices, such as the efficient use of resources, waste reduction and the promotion of renewable energy. We foster environmental awareness among our university community and promote the adoption of sustainable habits.



## PURPOSE

The purpose of **SABAL University** is to cultivate an environment that promotes teaching, research, and continuous learning within the context of digital transformation and artificial intelligence. Through distance education, our goal is to provide outstanding education by offering a high-quality learning environment, establishing ourselves as a leader in distance higher education in a rapidly evolving world.

Our Slogan “CLARA MENTIBUS, CLARIOR FUTURA”, (*CLEAR MINDS, CLEAR FUTURE*) expresses our philosophical and epistemological vision in an institutional curriculum focused on the development of adaptive intelligence to face the new professional challenges of the future.

At **SABAL University**, we understand the importance of embracing digital advances while maintaining a human-centered educational approach. By combining traditional classroom experiences with cutting-edge technology, our goal is to create a learning environment that encourages critical thinking, creativity, and collaboration. Through our curriculum, we empower students to cultivate clear, agile minds that can confidently face challenges and seize opportunities ahead in their professional journeys.

## LEGAL CONTROL

**SABAL University** is a fictitious name privately owned by **SABAL University, LLC** which is registered with the Florida Department of Corporations as a for-profit company. **SABAL University, LLC** is wholly owned by **Smart Education Alliance Group, LLC** and **Pathway to Learning, INC.** Rene Aguirre Bracho, PhD is the Chairman of the Corporation Board which is responsible for the fiscal oversight. The University governing board is charged with the autonomous operation of the Institution is the oversight for operational and academic matters. Both the Corporate Board and the University governing board operate self-contained with respect to their identified scope of operation.

## FACILITIES

**SABAL University** is located at **2500 NW 107th Avenue, Suite 304, Doral, FL 33172**. It is housed in a modern, newly renovated professional building that offers both elevator and stair access. The facility comprises **2,524 square feet** and includes five offices — **President’s Office, Office of Admissions and Administration, Registrar’s Office, Academic Support Office, and Student Services Office** — as well as one conference room, a reception area, a waiting room, and a coffee area. The parking area is spacious and free of charge, with convenient access for all visitors. The building is in full compliance with all safety, fire prevention, and sanitation regulations, and provides complete accessibility for individuals with disabilities throughout all areas.

## STATEMENT OF LICENSURE

**SABAL University** is licensed by the Commission for Independent Education, Florida Department of Education, [License #11494](#). Additional information regarding this institution may be obtained by contacting the Commission at: 325 W. Gaines St, Suite 1414, Tallahassee, Florida 32399-0400, Phone: 850-245-3200, Fax: 850-245-3233 (<https://www.fldoe.org/policy/cie/>).

## ACADEMIC CALENDAR

**SABAL University** is Semester-based. Each academic year is divided into three semesters of 16 weeks, each described as **Fall, Spring, and Summer**. Each semester has four (4) Terms (Term A, Term B, Term C, Term D). Programs are designed so students may enroll at the beginning of any semester.



### Spring 2026

Registration Period	12/01/2025	12/26/2025
Last day to add/drop classes	01/09/2026	
Semester Schedule	01/05/2026	04/26/2026
SAP Checkpoint - Term A	01/05/2026	02/01/2026
SAP Checkpoint - Term B	02/02/2026	03/01/2026
SAP Checkpoint - Term C	03/02/2026	03/29/2026
SAP Checkpoint - Term D	03/30/2026	04/26/2026

#### Holidays

**Martin Luther King Day:** 01/19/2026  
**President's Day:** 02/16/2026

**Spring Break:**  
 04/27/2026 – 05/03/2026

### Summer 2026

Registration Period	04/01/2026	04/30/2026
Last day to add/drop classes	05/08/2026	
Semester Schedule	05/04/2026	08/23/2026
SAP Checkpoint - Term A	05/04/2026	05/31/2026
SAP Checkpoint - Term B	06/01/2026	06/28/2026
SAP Checkpoint - Term C	06/29/2026	07/26/2026
SAP Checkpoint - Term D	07/27/2026	08/23/2026

#### Holidays

**Memorial Day:** 05/25/2026  
**Independence Day:** 07/04/2026

**Summer Break:**  
 08/24/2026 – 08/30/2026

### Fall 2026

Registration Period	07/27/2026	08/21/2026
Last day to add/drop classes	09/04/2026	
Semester Schedule	08/31/2026	12/20/2026
SAP Checkpoint - Term A	08/31/2026	09/27/2026
SAP Checkpoint - Term B	09/28/2026	10/25/2026
SAP Checkpoint - Term C	10/26/2026	11/22/2026
SAP Checkpoint - Term D	11/23/2026	12/20/2026

#### Holidays

**Labor Day:** 09/07/2026  
**Veterans Day:** 11/11/2026

**Thanksgiving:** 11/26 – 28/2026  
**Fall Break:** 12/21/2026 – 01/03/2027



## Spring 2027

<b>Registration Period</b>	<b>11/23/2026</b>	<b>12/26/2026</b>
<b>Last day to add/drop classes</b>	<b>01/08/2027</b>	<b>01/08/2027</b>
<b>Semester Schedule</b>	<b>01/04/2027</b>	<b>04/25/2027</b>
<b>SAP Checkpoint - Term A</b>	<b>01/04/2027</b>	<b>01/31/2027</b>
<b>SAP Checkpoint - Term B</b>	<b>02/01/2027</b>	<b>02/28/2027</b>
<b>SAP Checkpoint - Term C</b>	<b>03/01/2027</b>	<b>03/28/2027</b>
<b>SAP Checkpoint - Term D</b>	<b>03/29/2027</b>	<b>04/25/2027</b>

### Holidays

**Martin Luther King Day:** 01/18/2027  
**President's Day:** 02/15/2027

**Spring Break:**  
 04/26/2027 – 05/02/2027

## INSTRUCTIONAL SEMESTER

- **Full-Time Student:** Can take between 9 to 12 Credits per semester.
- **Part-Time Student:** Can take between 3 to 6 Credits per semester.
- **Academic Year:** Beginning September 1st through August 31st.
- **Semester:** There are three semesters which contain 16 weeks of instruction.
- **Semester Descriptions:** Fall, Spring, and Summer.
- **Add-Drop Period:** Occurs during the first week (7 days) of each semester.
- **Each term begins:** Monday at 12:01 AM EST and ends on a Sunday at 11:59 PM EST.

## LANGUAGE OF DELIVERY

SABAL University programs are offered in in English and Spanish Languages.

**COMPLETING A COURSE OR PROGRAM IN ANOTHER LANGUAGE OTHER THAN ENGLISH MAY REDUCE EMPLOYABILITY WHERE ENGLISH IS REQUIRED.**

## OFFICE HOURS

The administrative office of our University is open from 9:00 am to 4:00 pm EST, Monday through Friday, providing support to students. In addition, we offer 24/7 email communication for student inquiries. See the **Online Communication** section in our catalog for details on how to contact professors.





# Financial Information



# FINANCIAL INFORMATION

## TUITION

Undergraduate Programs	Tuition/Credit
Bachelor of Science in Business Administration	\$120.00
Bachelor of Science in Information Systems	\$120.00

Graduate Programs	Tuition/Credit
Master of Business Administration	\$200.00
Master of Science in Project Management	\$200.00
Master of Science in Education	\$200.00

Doctorate Programs	Tuition/Credit
Doctor of Business Administration	\$250.00
Doctor of Educational Leadership	\$250.00

## FEES

Fees	Cost
Application fee (non-refundable as per the refund policy)	\$150.00
Graduation Fee	\$250.00
Technology	\$20.00
Course Re-Entry (additional tuition fee may apply)	\$35.00
Returned Checks	\$35.00
Per Transfer Credit Accepted	\$50.00
Official Transcript (first one is free)	\$25.00
Library Fee	\$5.00
Late Payment Fee	\$35.00
Withdrawal Processing Fee	\$35.00

- Textbook(s) must be purchased by students separately and are not included in course tuition, a reasonable \$1,200 to \$1,700 for the graduate programs, and \$1,900.00 to 2,500.00 for the undergraduate programs.
- Students must allow two weeks for processing receipts which are requested to be sent by mail or fax.
- Types of Payment: Visa, MasterCard, Wire Transfer or Flywire.
- Tuition is subject to change.



## **PAYMENT OPTIONS**

1. Full payment at time of signing enrollment agreement.
2. Application fee at the time of signing enrollment agreement with balance paid prior to starting date.
3. Application fee at time of signing enrollment agreement with balance paid prior to graduation by a payment plan.

## **CANCELLATION & REFUND POLICY**

If a student wishes to cancel his or her enrollment either prior to or after classes have begun, they must notify the institution in person, by electronic mail or certified mail. The cancellation shall be effective on the date the notice is postmarked.

1. Cancellation can be made in person, by electronic mail, by Certified Mail, or last date of attendance by the student or date of written notice received.
2. All monies will be refunded if the school does not accept the applicant or if the student cancels within five (5) business days after signing the enrollment agreement and making initial payment.
3. Cancellation after the fifth (5th) Business Day, but before the first class, results in a refund of all monies paid, except for the Application fee (not to exceed \$150.00).
4. The drop/add period is the first week of classes. There will be a refund of all tuition and fees except Application fee if the student withdraws on or during the drop/add week. There will be no refund after the drop/add week.
5. Termination Date: In calculating the refund due to a student, the last date of actual attendance by the student is used in the calculation.
6. Refunds will be made within 30 days of termination of student enrollment or receipt of Cancellation Notice from student.

## **COURSE & PROGRAM CANCELLATION**

Student who registered for a course or a program that is cancelled by the university will be given the opportunity to register for another course or receive a full refund of tuition and fees associated with that course.





# Academic Information



# ACADEMIC INFORMATION

## DOCTOR OF BUSINESS ADMINISTRATION

### PROGRAM DESCRIPTION

The **Doctor of Business Administration (DBA)** is a terminal professional degree designed for senior professionals, executives, consultants, and entrepreneurs who aspire to lead organizational transformation and manage business technological innovation to address the most complex managerial challenges.

This 60-credit advanced program integrates management science, applied research, and technological innovation to equip candidates with the analytical, strategic, and ethical competencies required to guide organizations in today's dynamic and globalized business environment. The curriculum emphasizes evidence-based decision-making, ethical leadership, and strategic foresight within the context of technological disruption and digital transformation.

Through a rigorous combination of theoretical foundations, advanced research methods, and two specialized concentrations, students develop a deep understanding of how to optimize systems, create organizational value, and drive sustainable growth.

- **Concentration in Strategic Leadership and Change:** Focuses on transformation management, competitive advantage, and the human dynamics of systemic change.
- **Concentration in Technological Innovation for Project Management:** Centers on leveraging applied science and advanced data analytics to enhance project performance and agility.

Students learn to apply systems thinking and advanced analytics to generate practical knowledge and tangible solutions, bridging the gap between scientific discovery and executive practice.

### PROGRAM OBJECTIVE

Graduates of the **Doctor of Business Administration (DBA)** Program will be able to:

- **Integrate Strategic Management and Innovation Science:** Apply scientific reasoning, empirical research, and interdisciplinary approaches to frame and solve complex business challenges, driving innovation from concept to market and achieving a competitive advantage.
- **Exercise Transformational and Ethical Leadership:** Develop the executive capacity to inspire organizational vision, promote a culture of Agility and continuous improvement, and lead systemic change grounded in ethical reasoning and Corporate Social Responsibility (CSR).
- **Critically Evaluate and Solve Complex Managerial Problems:** Employ analytical reasoning, creative problem-solving, and evidence-based methodologies to design strategic and sustainable solutions in dynamic organizational environments.
- **Design and Conduct Rigorous Applied Research:** Utilize advanced quantitative and statistical models, such as Operations Research and Advanced Probability, to inform strategic decision-making and achieve system optimization.



- **Leverage Data Analytics for Strategic Advantage:** Master techniques in Data Mining, Governance, and Monetization to enhance business intelligence and drive effective decision-making in project and portfolio management.
- **Lead High-Impact, Technology-Driven Projects:** Employ advanced project management methodologies and Agile frameworks to plan and execute initiatives aligned with technological transformation and intellectual property strategy.
- **Analyze Global Strategy and Intellectual Property (IP):** Evaluate global business environments and apply principles of Strategic Management and IP law to ensure projects create sustainable competitive advantage and protect organizational assets.
- **Bridge Research and Practice through Applied Inquiry:** Translate theoretical knowledge and empirical findings into actionable executive strategies that generate measurable impact on organizational performance and innovation capability.
- **Demonstrate Strategic Communication and Influence:** Articulate ideas and research findings with executive-level clarity and professionalism to effectively engage multidisciplinary audiences and lead global teams.

## PROGRAM BREAKDOWN

Course Code	Course Title	Credit Hours
<b>Theory and Fundamentals Courses</b>		
BUS8000	High-Impact Project and Innovation Strategy	3
BUS8100	Intellectual Property and Patent Management	3
BUS8300	Seminar on Global Business Environments	3
BUS8500	Strategic Management for Project Leaders	3
BUS8600	Executive Leadership and Organizational Innovation	3
BUS8700	Leadership Ethics and Corporate Social Responsibility	3
<b>Sub-Total</b>		<b>18</b>

Course Code	Course Title	Credit Hours
<b>Research Methodology Courses</b>		
RES8800	Advanced Applied Research Methods	3
RES8810	Advanced Quantitative Research Design	3
RES8820	Advanced Probability and Statistical Analysis	3
RES8830	Operations Research and System Optimization	3
<b>Sub-Total</b>		<b>12</b>



Course Code	Course Title	Credit Hours
<b>Concentration: Technological Innovation for Project Management</b>		
MAN9100	Data Mining and Business Application	3
MAN9200	Data Governance & Monetization Strategies	3
MAN9300	Agile Team Management and Organizational Agility	3
MAN9400	Technological Innovation for Project Management	3
<b>Sub-Total</b>		<b>12</b>

Course Code	Course Title	Credit Hours
<b>Concentration: Strategic Leadership and Change</b>		
LED9100	Corporate Strategy, Innovation, and Competitive Advantage	3
LED9200	Leadership for Transformation and Systemic Change Management	3
LED9300	Advanced Talent Management and Strategic Compensation	3
LED9400	Negotiation, Power, and Influence in Complex Organizations	3
<b>Sub-Total</b>		<b>12</b>

Course Code	Course Title	Credit Hours
<b>Dissertation Courses</b>		
DIS9800	Dissertation I: Proposal Development	4
DIS9810	Dissertation II: Theoretical Framework and Methodology Development	4
DIS9820	Dissertation III: Data Collection and Analysis	4
DIS9820	Dissertation IV: Dissertation Writing and Defense	6
<b>Sub-Total</b>		<b>18</b>
<b>Total</b>		<b>60</b>

## DOCTOR OF EDUCATIONAL LEADERSHIP

### PROGRAM DESCRIPTION

The **Doctor of Educational Leadership (Ed.D.)** is a terminal professional degree designed for education professionals, administrators, experienced policy specialists, and practitioners who aspire to lead large-scale institutional change, drive innovation, and address complex management challenges in the primary, secondary, and higher education sectors, as well as in nonprofit organizations focused on education. This advanced program rigorously integrates educational theory, applied research, and executive leadership to equip graduates with the expertise necessary to transform learning environments and influence educational policy.

The 60-credit curriculum places special emphasis on systemic thinking, ethical governance,



and evidence-based decision-making, preparing graduates to become visionary leaders capable of implementing sustainable and equitable solutions. Through a balanced structure that includes a solid core, an advanced research component, and a specialized concentration in Leadership, Management, and Problem Solving, students develop deep competencies in:

- **Organizational Management:** Mastery of strategic planning, human resource management, and effective organizational communication.
- **Technological Innovation:** Leading the integration of cutting-edge technology and innovative educational strategies to enhance teaching and learning outcomes.
- **Systemic Problem Solving:** Applying advanced analytical tools and conflict resolution strategies to diagnose institutional challenges and achieve measurable organizational effectiveness.

**PLEASE NOTE: THIS PROGRAM WILL NOT LEAD OR QUALIFY STUDENTS TO LICENSURE UPON GRADUATION. IN ADDITION, THE TRANSFER OR ACCEPTABILITY OF CREDITS OR DEGREE IS AT THE DISCRETION OF THE ACCEPTING INSTITUTION.**

## PROGRAM OBJECTIVE

Graduates of the **Doctor of Business Administration (DBA)** Program will be able to:

- **Integrate Advanced Educational Theories, Methodologies, and Philosophies:** Demonstrate a comprehensive understanding of foundational educational philosophy, organizational learning theory, and global trends to analyze and improve institutional effectiveness in diverse contexts.
- **Exercise Strategic and Transformational Leadership:** Develop the capacity to inspire organizational vision, promote collaboration, and lead systemic change through evidence-based strategies that align institutional resources with evolving educational needs.
- **Advance Ethical, Equitable, and Socially Just Practices:** Integrate ethical governance, cultural responsiveness, and social justice principles (as covered in Course 3) into professional decision-making to dismantle barriers and ensure fairness, respect, and access for all learners.
- **Manage Organizational Resources and Human Capital Effectively:** Apply strategic management and Human Resource principles (as covered in Courses 5 & 9) to optimize institutional operations, manage conflict, and foster professional development in educational settings.
- **Design and Conduct Rigorous Educational Research:** Utilize advanced qualitative, quantitative, and mixed method approaches to investigate significant problems of practice and generate actionable knowledge that directly informs educational leadership and policy improvement.
- **Leveraging Data Analysis and Technology for Strategic Decision-Making:** Apply cutting-edge educational technologies, data analysis tools and business intelligence techniques to optimize organizational management and enhance student learning outcomes.



- **Critically Resolve Conflict and Drive Decision-Making:** Employ analytical reasoning, creative problem-solving, and conflict resolution techniques to diagnose institutional challenges and design sustainable, innovative solutions.
- **Demonstrate Executive Communication and Policy Advocacy:** Articulate ideas and research findings effectively to diverse stakeholders—from the classroom to the board room—to advocate for transformative educational initiatives and policy reform.
- **Bridge Research and Practice through Applied Inquiry:** Translate theoretical knowledge and empirical evidence into practical strategies that directly address real-world educational challenges and improve institutional performance and accountability.

## PROGRAM BREAKDOWN

Course Code	Course Title	Credit Hours
<b>Theory and Fundamentals Courses</b>		
EDU8000	Foundations of Educational Theory and Practice	3
EDU8100	Educational Leadership and Organizational Change	3
EDU8300	Ethics, Equity, and Social Justice in Education	3
EDU8500	Global Trends and Policies in Education	3
EDU8600	Strategic Management in Educational Institutions	3
EDU8700	Communication and Collaboration in Educational Settings	3
Sub-Total		18

Course Code	Course Title	Credit Hours
<b>Research Methodology Courses</b>		
RES8900	Research Design and Methodology in Education	3
RES8910	Data Analysis and Interpretation for Educational Research	3
RES8920	Advanced Qualitative and Quantitative Methods	3
RES8930	Advanced Seminar in Educational Research	3
Sub-Total		12

Course Code	Course Title	Credit Hours
<b>Concentration: Leadership, Management &amp; Problem-Solving</b>		
EDU9100	Educational Innovation and Technology Integration	3
EDU9200	Conflict Resolution and Decision-Making in Educational Contexts	3
EDU9300	Human Resource Management in Education	3
EDU9400	Practical Problem-Solving in Educational Leadership	3
Sub-Total		12



Course Code	Course Title	Credit Hours
<b>Dissertation Courses</b>		
DIS9800	Dissertation I: Proposal Development	4
DIS9810	Dissertation II: Theoretical Framework and Methodology Development	4
DIS9820	Dissertation III: Data Collection and Analysis	4
DIS9820	Dissertation IV: Dissertation Writing and Defense	6
<b>Sub-Total</b>		<b>18</b>
<b>Total</b>		<b>60</b>

## MASTER OF BUSINESS ADMINISTRATION

### PROGRAM DESCRIPTION

The **Master of Business Administration** (MBA) program offers a comprehensive curriculum that combines theoretical knowledge with practical training, preparing participants for management and leadership roles in different business sectors. The program is designed to enhance analytical, decision-making, and leadership skills, enabling participants to excel in today's dynamic and competitive business environment.

Through a carefully crafted curriculum, the MBA program emphasizes real-world industry experiences, ensuring that students receive a well-rounded, practical education. Courses are designed to bridge the gap between theory and practice, equipping students with the necessary tools and knowledge to successfully navigate complex business challenges.

In addition, the program aims to develop essential management and communication skills. Students will learn to think critically about the complexities of leadership and will be exposed to a combination of traditional strategies and personalized techniques tailored to their individual strengths. By cultivating these skills, students will be equipped to assess, make informed decisions, and take effective action in the fast-paced, dynamic world of business.

Our MBA program offers specialization in three key areas that are essential for success in today's business landscape:

- **Entrepreneurship and Innovation:** This specialization focuses on equipping students with the knowledge and skills to create values in diverse business contexts, from start-ups to global companies. Students will learn to design and deliver new products and services using data-driven and strategic direction, with a focus on innovation and entrepreneurial skills. Students will be prepared to navigate the challenges and opportunities that come with launching and growing a successful startup.
- **Digital Marketing:** This specialization explores the fundamentals of digital marketing, focusing on designing and executing effective campaigns across various channels. Participants will gain expertise in setting and measuring objectives and key performance indicators (KPIs), optimizing strategies for different customer segments, and aligning marketing tactics with the customer journey. The program covers essential topics like content creation, performance analysis, and customer engagement, helping students build data-driven strategies that maximize impact. By the end of the course, participants will be equipped to lead successful marketing campaigns and drive business growth in today's digital landscape.



- **Real Estate:** This specialization focuses on the intricacies of the commercial real estate industry. Participants will explore key areas of the commercial real estate landscape, such as when to buy, when to build, how to rent, and when to sell properties. Through an in-depth analysis of the variables that affect real estate decisions, participants will develop critical real estate skills and gain a comprehensive understanding of the ever-changing commercial real estate market. This specialization equips participants with the necessary expertise to make real estate investment and management decisions.
- **Appraisal Review and Management:** In this specialization, professionals will be trained in economic appraisal and asset valuation through a practical approach. Students will develop skills in valuation methodologies, intangible asset appraisal and financial analysis, in addition to applying international regulations. This will allow them to make accurate and well-founded evaluations, thus contributing to strategic decision-making in various organizations.
- **Occupational Safety:** With this specialization, professionals will be trained to lead safety management in the workplace by applying strategic and preventive approaches. They will develop advanced knowledge of safety management regulations and systems, as well as skills to implement audits and perform risk assessments. Students will acquire essential skills to promote a preventive culture within organizations, integrating leadership and regulatory compliance principles that ensure safe and healthy work environments.
- **Human Resource Management:** This specialization is designed to train highly qualified professionals in the strategic management of human resources within organizations. It offers a comprehensive approach that combines theory and practice, allowing students to develop essential skills in human talent management, mediation of labor conflicts, and the implementation of information systems that optimize human resources processes. Upon completion, graduates will be prepared to face current challenges in the workplace and contribute to organizational success effectively.
- **Finance:** This specialization aims to train highly skilled professionals in financial management and analysis, ready to face the challenges of a constantly evolving global environment. With a comprehensive approach that balances theory and practice, the program allows students to acquire a deep understanding of finance, while developing strategic decision-making skills. Key areas addressed include advanced resource management, market and investment analysis, and financial risk assessment, all within an international context that prepares students to lead in the global financial space.
- **Business Intelligence and Big Data:** With specialization in training methods, techniques and tools for analysis and data mining. In addition to learning to use business intelligence and big data technologies as an advanced user. You will learn the main current techniques and formulas that will serve as the key to approaching the digitization of a business, developing strategies and methodologies that bring us closer to achieving business objectives in an efficient and operational manner.
- **Artificial Intelligence:** This specialization aims to train business leaders trained to integrate artificial intelligence (AI) into strategic decision making, drive innovation and optimize key processes within their organizations. Throughout the program, you will develop advanced business management skills, combined with a deep understanding of AI, preparing you to make the most of emerging technologies and successfully lead digital transformation across diverse sectors.



By offering these specialized areas of study, our MBA program provides students the opportunity to gain in-depth knowledge and skills in entrepreneurship and innovation, digital marketing, real estate, appraisal review and management, occupational safety, human resource management, finance, Business Intelligence and Big Data and Artificial Intelligence. These specialized tracks prepare students for various career paths and empower them to thrive in their chosen field.

## PROGRAM OBJECTIVE

Graduates of the **Master of Business Administration** will be able to:

- Discuss current conceptual and theoretical models, problems, and concerns in business administration.
- Describe current practices, problems, and concerns in business administration.
- Apply current business practices to business management.
- Design appropriate strategies for their own continuing professional development and implement these strategies upon successful completion of the MBA.
- Master the rules and strategies of the real estate market.
- Train students in asset valuation and international methodologies to carry out accurate evaluations that support strategic decisions.
- Train professionals able to implement effective strategies that ensure safe working conditions, complying with regulations and managing risks in organizations.
- Develop skills to manage human resources strategically, optimizing processes and promoting conflict mediation in the work environment.
- To train professionals in advanced financial management and analysis, capable of making strategic decisions that optimize resources and manage risks in a global environment.
- Understand the essential aspects of business intelligence and Big Data.
- Develop strategic skills for graduates to innovate and optimize processes in their organizations, promoting digital transformation and the responsible use of AI in decision-making.



## PROGRAM BREAKDOWN

Course Code	Course Title	Credit Hours
<b>CORE COURSES</b>		
BUS510	Legal and Ethical Environment of Business	3
ISM520	Information and Technology Management	3
MAR530	Strategic Management of Global Marketing	3
ORG540	Organizational Behavior	3
BUS550	Economics and Business Conditions	3
BUS560	Operations Management	3
FIN570	Financial Reporting and Managerial Control	3
BUS580	Strategy and Business Policy	3
<b>Sub-Total</b>		<b>24</b>

### MAJOR COURSES

REQUIRED COURSES PER CONCENTRATION  
(Student should choose minimally one concentration)

<b>Entrepreneurship and Innovation</b>		
EIN600	Disruptive Business Models	3
EIN610	Business Insights from Data	3
EIN620	Design Thinking & Customer Discovery	3
EIN630	Future & Emerging Tech	3
EIN640	Business Challenge	3
<b>Sub-Total</b>		<b>15</b>

<b>Digital Marketing</b>		
MAR600	Social Media Management	3
MAR610	Search Engine Marketing	3
MAR620	Ethical Marketing of Digital Content	3
MAR630	Social Psychology	3
MAR650	Consumer Behavior in Digital Environments	3
<b>Sub-Total</b>		<b>15</b>



### Real Estate Management

REM600	Introduction to Real Estate	3
REM610	Fundamentals of Real Estate Development	3
REM620	Real Estate Market and Transaction Analysis	3
REM630	Real Estate Finance and Investment	3
REM640	Primary Mortgage Markets & Institutions	3
Sub-Total		15

### Appraisal Review and Management

ARM600	Fundamentals of Economic Expertise	3
ARM610	Methodologies for Valuation and Appraisal of Assets	3
ARM620	International Regulations on Expertise and Appraisals	3
ARM630	Financial Analysis for Economic Expertise	3
ARM640	Appraisal of Intangible Assets	3
Sub-Total		15

### Occupational Safety

OCS600	Strategic Management of Occupational Safety	3
OCS610	Regulations and Legislation on Occupational Safety	3
OCS620	Occupational Safety Management Systems	3
OCS630	Audit and Evaluation of Occupational Safety	3
OCS640	Leadership and Preventive Culture in Occupational Safety	3
Sub-Total		15

### Human Resource Management

HRM600	Strategic Human Resources Management	3
HRM610	Mediation and Resolution of Labor Conflicts	3
HRM620	Human Resources Information Systems	3
HRM630	Compensation and Benefits	3
HRM640	Legal Environment of Human Resources Management	3
Sub-Total		15



## Finance

FIN600	Advanced Financial Management	3
FIN610	Financial Markets and Investment Analysis	3
FIN620	Financial Analysis and Decision Making	3
FIN630	International Finance	3
FIN640	Financial Risk Management	3
<b>Sub-Total</b>		<b>15</b>

## Business Intelligence and Big Data

INL600	Big Data and Business Intelligence	3
INL610	Deploying an ETL Process	3
INL620	Customer Value Management	3
INL630	Web and Mobile Analytics	3
INL640	Quantitative Analysis of Business Decisions	3
<b>Sub-Total</b>		<b>15</b>

## Artificial Intelligence

AIB600	Ethics and Regulation of Artificial Intelligence	3
AIB610	Business Applications for AI	3
AIB620	Machine Learning in Business	3
AIB630	Business Data Visualization	3
AIB640	Emerging Business Tech	3
<b>Sub-Total</b>		<b>15</b>
<b>Total</b>		<b>39</b>

## MASTER OF SCIENCE IN PROJECT MANAGEMENT

### PROGRAM DESCRIPTION

The **Master of Science in Project Management** program is meticulously designed to train individuals with technical backgrounds, developing the necessary experience and leadership skills to excel in overseeing major civil and environmental engineering projects. This Master's degree enables the development of professionals who possess the competency not only to effectively manage projects and programs, but also to establish and implement solid project management systems and policies within organizations.

Throughout the program, participants will acquire the essential knowledge and skills to navigate the complexities of project management in a constant changing global business landscape. By emphasizing contemporary techniques and the use of virtual teams, students will gain



proficiency in orchestrating projects within fast-paced and dynamic environments.

The program offers comprehensive training that goes beyond the technical aspects of the field. Participants will develop vital management and leadership skills, improve their communication skills, and gain experience in conflict resolution. By fostering these competencies, graduates will be well-prepared to face multifaceted challenges, lead diverse teams, and achieve successful outcomes in complex real world project scenarios.

The **Master of Science in Project Management** program offers specialized tracks in two key areas:

- **Risk Management:** Participants who choose this specialization will delve into the field of risk management as a critical business discipline. You will gain the experience to anticipate, assess and address the potential consequences of strategic actions within an organization. With a focus on financial literacy, project managers possess the necessary skills and experience to identify and assess risk factors. They can then implement strategic plans to prevent or mitigate losses, safeguarding an organization's assets, revenue, employees, reputation, and shareholders.
- **Business Intelligence and Big Data:** This specialization provides students with the training, techniques, and tools necessary for data mining and analysis. Participants will become proficient users of business intelligence and big data technologies, enabling them to take advantage of these advanced resources effectively. They will gain in-depth knowledge of the latest techniques and formulas to drive digital transformation within companies. By developing strategies and methodologies aligned with organizational goals, graduates will be equipped to achieve operational efficiency and effectiveness in a digitized business environment.

By offering specialized tracks in these areas, the **Master of Science in Project Management** program ensures that students receive comprehensive training and experience in their chosen fields. Whether in risk management or big data, graduates will leave prepared to excel in their respective domains, contributing to the success and innovation of organizations in today's dynamic business landscape.

## PROGRAM OBJECTIVE

Graduates of the **Master of Science in Project Management** will be able to:

- Effectively lead and manage complex, sometimes inter-related projects while avoiding common project management pitfalls.
- Build Broad and Inclusive Knowledge – Manage project scope, risk, quality, and performance metrics while communicating effectively with all project stakeholders.
- Understand the need for ethics and social responsibility in the practice of project management..
- Develop the critical thinking, problem solving, and communication skills necessary to lead projects in a complex and dynamic project environment.
- Understand the essential aspects of business intelligence and Big Data.
- Master the management of risks for the success of a project or business.



## PROGRAM BREAKDOWN

Course Code	Course Title	Credit Hours
<b>CORE COURSES</b>		
MAN510	Foundations of Project Management	3
MAN520	Project Planning & Scheduling	3
MAN530	Project Estimation & Cost Management	3
LED540	Project Leadership Team and Stakeholder Management	3
MAN550	Managing Project Knowledge	3
MAN560	E-Tools for Project Management	3
MAN570	Project Procurement Management	3
MAN580	Project Quality and Quantitative Methods	3
<b>Sub-Total</b>		<b>24</b>

### MAJOR COURSES

REQUIRED COURSES PER CONCENTRATION  
(Student should choose minimally one concentration)

<b>Risk Management</b>		
RMA600	Legal, Organizational, and Regulatory Risk	3
RMA610	Economic and Financial Risk Management	3
RMA620	Insurance and Risk Management	3
RMA630	Security Risk Analysis and Management	3
RMA640	Product and Market Development Risk Management	3
<b>Sub-Total</b>		<b>15</b>

<b>Business Intelligence and Big Data</b>		
INL600	Big Data and Business Intelligence	3
INL610	Deploying an ETL Process	3
INL620	Customer Value Management	3
INL630	Web and Mobile Analytics	3
INL640	Quantitative Analysis of Business Decisions	3
<b>Sub-Total</b>		<b>15</b>



## Industrial Safety Expert

<b>INL600</b>	<b>Fundamentals of the Expert Opinion of Occupational and Industrial Accidents</b>	<b>3</b>
<b>INL610</b>	<b>Industrial Expertise: Methods and Procedures</b>	<b>3</b>
<b>INL620</b>	<b>Industrial Accident Investigation</b>	<b>3</b>
<b>INL630</b>	<b>International Regulations on Security Expertise</b>	<b>3</b>
<b>INL640</b>	<b>Analysis of Expert Reports of Industrial Accidents</b>	<b>3</b>
	<b>Sub-Total</b>	<b>15</b>
	<b>Total</b>	<b>39</b>

## MASTER OF SCIENCE IN EDUCATION

### PROGRAM DESCRIPTION

The **Master of Science in Education** program is designed to train participants to advance their educational careers as teachers, curriculum developers, administrators, and leaders in different educational settings. Participants gain specialized experience while also developing essential leadership skills to become influential change agents in the field of education. The program takes a comprehensive approach that combines theoretical knowledge, practical application, and research. By bridging theory and practice, participants gain a deep understanding of how to apply educational concepts to effectively address real-world instructional challenges. Course work integrates multiple disciplines, fostering individual strengths and talents.

Through the Master of Science in Education program, students explore a wide range of critical topics, including curriculum development, instructional strategies, and assessment methods. They gain a comprehensive understanding of issues affecting educators at all levels of schooling and within educational organizations. Additionally, the program emphasizes the importance of diversity and provides students with a global perspective on education, preparing them to navigate diverse classrooms and engage with students from diverse cultural backgrounds.

As students' progress through the program, they have the opportunity to participate in collaborative projects, conduct research, and participate in field experiences that enhance their practical skills and deepen their understanding of educational practices. The program's comprehensive approach equips graduates with the knowledge, skills, and leadership abilities necessary to drive positive change in education, shape instructional practices, and contribute to the advancement of the field as a whole.

By offering a balanced blend of theory, practice, and research, the Master of Science in Education program prepares students to become well-rounded professionals who can make a significant impact in educational settings. Graduates are equipped with the experience and leadership capabilities necessary to shape the future of education, inspire students, and drive educational excellence.

The **Master of Science in Education** program offers participants the opportunity to choose from three majors, each focusing on a specific area of expertise within the field of education.



- **Administration, Planning and Policy:** The Administration, Planning and Policy track provides participants with specialized knowledge in educational administration. Through a flexible curriculum that integrates politics, administration, and research, students develop the leadership skills and political acumen necessary to create education systems that effectively serve a diverse student population.
- **Curricular Development and Evaluation:** This track focuses on the latest educational trends, theories, research, and technology. Students gain in-depth knowledge of teaching methods adapted to different types of learners. They develop strong problem-solving, critical thinking, and communication skills to effectively address educational challenges and design innovative curricula.
- **Digital Age Learning and Educational Technology:** The Digital Age Learning and Educational Technology track explores the evolution of the science of learning and the role of technology in transforming education. Participants delve into emerging technology trends and examine best practices for different learning environments, including formal, informal, online, blended, and personalized settings. With an emphasis on project-based learning and collaborative planning, participants gain competencies in learning science, instructional design, systems change, Universal Design for Learning, and evaluating emerging technologies.
- **Mediation and Educational Psychology:** This specialization will train professionals capable of managing and resolving conflicts in educational contexts through mediation, as well as applying psychological principles that promote learning and the comprehensive development of students. The program combines theory and practice, offering essential tools to effectively intervene in conflictive situations and promote a positive educational environment.
- **Higher Education:** In this specialization, professionals will be trained to understand the development of higher education in contemporary contexts. Graduates will address key aspects that impact teaching and learning in higher education institutions, integrating theories, methodologies, and innovative approaches that improve educational quality. Thus, they will contribute to the development and improvement of the sector, implementing effective practices that respond to the current challenges of higher education.

Through these specialized areas, the Master of Science in Education program equips students with the experience and practical skills necessary to excel as educational leaders, curriculum developers, and advocates of educational innovation. Graduates are prepared to navigate the complexities of the educational landscape, contribute to policy development, implement effective educational strategies, and harness technology to enhance learning experiences.

**PLEASE NOTE: THIS PROGRAM WILL NOT LEAD OR QUALIFY STUDENTS TO LICENSURE UPON GRADUATION. IN ADDITION, THE TRANSFER OR ACCEPTABILITY OF CREDITS OR DEGREE IS AT THE DISCRETION OF THE ACCEPTING INSTITUTION.**

## PROGRAM OBJECTIVE

Graduates of the **Master of Science in Education** will be able to:

- Demonstrate an understanding of the different dimensions of the relationship between schools and the surrounding community.
- Critically appraise research on educational issues, such as pedagogical practices, student learning, and educational policy, and engage in action research to promote student learning.



- Employ data analytics and technology to plan for professional practice improvement, school organization improvement, and/or program effectiveness.
- Demonstrate an understanding of the ethical and legal considerations and practices surrounding making curricular, instructional, and operational decisions appropriate to their roles in education.
- Apply theories and best practices of curriculum, instruction, and assessment relevant to their roles in education.
- Develop leadership in planning and decision-making related to human, fiscal and physical resources.
- Engage in critical reflection and inquiry to explore educational issues related to curriculum and instruction.
- Develop mediation skills that allow for effective management of conflicts in the educational environment.
- Apply psychological principles to address student situations in the classroom, providing support for their difficulties and promoting their emotional well-being.
- Develop risk and crisis management skills for implementing accident mitigation strategies.
- Understand learning theories and develop learning assessment skills to improve teaching practice in higher education.
- Integrate innovation and technology in teaching, analyzing organizational structures and the legal framework of the educational sector.
- Promote effective educational practices that address contemporary challenges, contributing to the development and continuous improvement of higher education.

## PROGRAM BREAKDOWN

Course Code	Course Title	Credit Hours
<b>CORE COURSES</b>		
<b>EDU510</b>	<b>Trends and Issues in Science Education</b>	<b>3</b>
<b>LED520</b>	<b>Leadership in Education</b>	<b>3</b>
<b>EDU530</b>	<b>Approaches to Educational Research</b>	<b>3</b>
<b>EDU540</b>	<b>Leaders of Curriculum, Learning &amp; Diversity</b>	<b>3</b>
<b>EDU550</b>	<b>Research Principles for Education</b>	<b>3</b>
<b>PSY560</b>	<b>Advanced Educational Psychology</b>	<b>3</b>
<b>EDU570</b>	<b>Inclusion, Intervention Teams &amp; Special Education Law</b>	<b>3</b>
<b>HRM580</b>	<b>Personnel Development and Human Resources in Education</b>	<b>3</b>
<b>Sub-Total</b>		<b>24</b>



MAJOR COURSES  
 REQUIRED COURSES PER CONCENTRATION  
 (Student should choose minimally one concentration)

Administration, Planning and Policy		
<b>APP600</b>	<b>Policy, Politics and Law</b>	<b>3</b>
<b>APP610</b>	<b>Safe and Supportive School Environments</b>	<b>3</b>
<b>APP620</b>	<b>Administrative Processes and Finance</b>	<b>3</b>
<b>APP630</b>	<b>Administration in Educational Organizations</b>	<b>3</b>
<b>APP640</b>	<b>Formulation And Evaluation of Educational Projects</b>	<b>3</b>
<b>Sub-Total</b>		<b>15</b>

Curricular Development and Evaluation		
<b>CDE600</b>	<b>Curricular Design Trends and Politics</b>	<b>3</b>
<b>CDE610</b>	<b>Curricular Evaluation and Innovation</b>	<b>3</b>
<b>CDE620</b>	<b>Instructional Design, Development and Evaluation</b>	<b>3</b>
<b>CDE630</b>	<b>Evaluation Models</b>	<b>3</b>
<b>CDE640</b>	<b>Developing a Global Perspective</b>	<b>3</b>
<b>Sub-Total</b>		<b>15</b>

Digital Age Learning and Educational Technology		
<b>LET600</b>	<b>Digital Age Learning</b>	<b>3</b>
<b>LET610</b>	<b>Technological Innovation in Education</b>	<b>3</b>
<b>LET620</b>	<b>Innovations and Emerging Technologies in Learning</b>	<b>3</b>
<b>LET630</b>	<b>School Choice and Innovative School Settings</b>	<b>3</b>
<b>LET640</b>	<b>Digital Identity and Digital Branding</b>	<b>3</b>
<b>Sub-Total</b>		<b>15</b>

Mediation and Educational Psychology		
<b>MEP600</b>	<b>Fundamentals of Educational Mediation</b>	<b>3</b>
<b>MEP610</b>	<b>Mediation Techniques in Educational Conflicts</b>	<b>3</b>
<b>MEP620</b>	<b>Psychological Intervention in Educational Contexts</b>	<b>3</b>
<b>MEP630</b>	<b>Psychological Evaluation in Education</b>	<b>3</b>
<b>MEP640</b>	<b>Psychology of Motivation in Learning</b>	<b>3</b>
<b>Sub-Total</b>		<b>15</b>



Higher Education		
HED600	Learning Theories in Higher Education	3
HED610	Learning Assessment in Higher Education	3
HED620	Innovation and Technology in Higher Education	3
HED630	Organizational Structures of Higher Education	3
HED640	Law and Policy of Higher Education	3
	Sub-Total	15
	Total	39

## BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

### PROGRAM DESCRIPTION

The **Bachelor of Science in Business Administration** program offers students a comprehensive education in business theories, models, and their practical applications. Through the program, students develop the ability to analyze and evaluate companies, identifying their strengths, weaknesses, threats, and opportunities. They learn to design comprehensive strategies for global success, equipping them with critical problem-solving skills that are highly relevant in today's business landscape.

The program also emphasizes the development of management techniques, including conflict resolution, leadership training, and sustainable business practices. Students gain an understanding of resource management, ethical considerations, and the use of information and communication technologies in the business world. This integrated approach ensures that graduates are well-rounded professionals who can navigate the complexities of the modern business environment.

The **Bachelor of Science in Business Administration** program encourages students to connect business concepts with larger global contexts, preparing them for meaningful careers in the field. Whether seeking immediate employment or continuing their education through graduate study in business administration or related fields, students have a solid foundation for success.

Students in the **Bachelor of Science in Business Administration** program have the opportunity to specialize in one of three major areas, each of which focuses on a specific area of specialization:

- **Marketing Management:** This specialization delves into various aspects of marketing, equipping students with skills in market research, distribution management, product management, brand management, personal selling, price management, and Internet management. With a focus on adapting to the ever-changing business environment, students gain an in-depth understanding of effective marketing strategies to meet the changing needs of consumers.
- **Operations Management:** This area emphasizes global operations management, covering the processes involved in the production and transportation of products, services, and even people. Students learn techniques to reduce costs, maximize profits, and improve customer satisfaction, as these factors are critical to the long-term success and sustainability of any organization. By studying operations management, students gain the knowledge and skills to optimize business operations in a global context.



- **Coaching and Mentoring:** This specialization focuses on theories, models, and practices related to coaching and mentoring. Students explore the roles and responsibilities of coaches and mentors, examine commonalities and challenges associated with coaching and mentoring strategies, and develop effective communication skills to foster nurturing relationships. This track prepares students to become skilled coaches and mentors who can positively impact individuals and organizations through guidance and support.
- **Major in Sport Management:** This specialization provides students with the knowledge and skills necessary to excel in the dynamic and competitive sports industry. The program combines core business administration principles with specialized courses in marketing, finance, operations, governance, and ethics as applied to sports organizations. Students will learn how to manage professional and amateur sports entities, oversee events and facilities, address legal and ethical challenges, and develop innovative strategies for growth. This major prepares graduates for careers in sports organizations, athletic departments, event and facility management, sports marketing agencies, and related fields.

By offering these specialized areas, the Bachelor of Science in Business Administration program provides students the opportunity to tailor their education to align with their interests and career goals. Whether students choose to specialize in marketing management, operations management, or coaching and mentoring, they develop expertise in their chosen field and gain a competitive edge in the business world.

## PROGRAM OBJECTIVE

Graduates of the **Bachelor of Science in Business Administration** will be able to:

- Show knowledge to formulate strategies that promote the strengthening and positioning of the company in a global market.
- Manage marketing strategies with efficiency and productivity levels, to obtain the best results in the business and promote a successful financial stability for organizations.
- Successfully manage local and global business operations, with international best practices.
- Generate innovative processes in the implementation of financial and accounting strategies.
- Develop skills in effective communication processes, such as coach or organizational mentor.
- Integrate the core principles of business administration with the specialized knowledge required for the strategic management and leadership of professional, amateur, and recreational sport organizations.
- Develop ability to successfully operate and oversee sport events and facilities, address legal, ethical, and financial challenges, and apply innovative strategies.

## PROGRAM BREAKDOWN

		Credit Hours
Course Code	Course Title	
<b>General Education</b>		
<b>ENC100</b>	<b>English Composition I</b>	<b>3</b>
<b>ENC201</b>	<b>English Composition II</b>	<b>3</b>
<b>PSY100</b>	<b>General Psychology</b>	<b>3</b>
<b>SOC201</b>	<b>Sociology</b>	<b>3</b>



<b>ALG105</b>	<b>College Algebra</b>	<b>3</b>
<b>COM100</b>	<b>Introduction to Communication</b>	<b>3</b>
<b>STA201</b>	<b>Applied Probability and Statistics</b>	<b>3</b>
<b>PSY202</b>	<b>Critical Thinking and Logic</b>	<b>3</b>
<b>COM201</b>	<b>Principles of Public Speaking</b>	<b>3</b>
<b>SCI100</b>	<b>Environmental Science</b>	<b>3</b>
<b>Sub-Total</b>		<b>30</b>

<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b>CORE COURSES</b>		
<b>BUS200</b>	<b>Ethical and Legal Issues</b>	<b>3</b>
<b>BUS205</b>	<b>Fundamentals in Business Analytics</b>	<b>3</b>
<b>LED210</b>	<b>Values-Based Leadership</b>	<b>3</b>
<b>PSY210</b>	<b>Organizational Behavior</b>	<b>3</b>
<b>MAN200</b>	<b>Principles of Management</b>	<b>3</b>
<b>BUS210</b>	<b>Business Simulation</b>	<b>3</b>
<b>BUS300</b>	<b>Fundamentals for Success in Business</b>	<b>3</b>
<b>FIN220</b>	<b>Principles of Financial and Managerial Accounting</b>	<b>3</b>
<b>FIN300</b>	<b>Finance Skills for Managers</b>	<b>3</b>
<b>MAR200</b>	<b>Concepts in Marketing, Sales, and Customer Contact</b>	<b>3</b>
<b>ECO200</b>	<b>Principles of Economics</b>	<b>3</b>
<b>ECO300</b>	<b>Macroeconomics</b>	<b>3</b>
<b>MAN300</b>	<b>Sales Management</b>	<b>3</b>
<b>BUS310</b>	<b>Electronic Commerce</b>	<b>3</b>
<b>MAN310</b>	<b>Strategic Management</b>	<b>3</b>
<b>BUS320</b>	<b>Business and Society</b>	<b>3</b>
<b>QCO400</b>	<b>Quality Control</b>	<b>3</b>
<b>MIS410</b>	<b>Strategic Information Technology</b>	<b>3</b>
<b>MAN420</b>	<b>Production/Operations Administrations</b>	<b>3</b>
<b>LED400</b>	<b>Strategic Planning and Leadership</b>	<b>3</b>
<b>HRM400</b>	<b>Human Resource Management</b>	<b>3</b>
<b>ECI400</b>	<b>Emotional and Cultural Intelligence</b>	<b>3</b>
<b>Sub-Total</b>		<b>66</b>



MAJOR COURSES  
 REQUIRED COURSES PER CONCENTRATION  
 (Student should choose minimally one concentration)

Marketing Management		
<b>MAR430</b>	<b>New Product and Brand Development</b>	<b>3</b>
<b>MAR440</b>	<b>Building and Managing Professional Sales Organizations</b>	<b>3</b>
<b>MAR450</b>	<b>Interactive and Digital Marketing</b>	<b>3</b>
<b>MAR460</b>	<b>Quantitative Marketing Decision-Making</b>	<b>3</b>
<b>MAR470</b>	<b>Marketing Customer Insights Development</b>	<b>3</b>
<b>MAR480</b>	<b>Web Analytics &amp; Online Advertising</b>	<b>3</b>
<b>MAR490</b>	<b>Mobile Marketing and eCommerce</b>	<b>3</b>
<b>CAP499</b>	<b>Capstone Written Project</b>	<b>3</b>
<b>Sub-Total</b>		<b>24</b>

Operations Management		
<b>MAN430</b>	<b>Management Science through Spreadsheets</b>	<b>3</b>
<b>MAN440</b>	<b>Continuous Improvement Tools and Technique</b>	<b>3</b>
<b>MAN450</b>	<b>Sustainable Operations</b>	<b>3</b>
<b>MAN460</b>	<b>Supply Chain Management</b>	<b>3</b>
<b>MAN470</b>	<b>Trends in Operations Management</b>	<b>3</b>
<b>MAN480</b>	<b>Inventory Management Strategies</b>	<b>3</b>
<b>MAN490</b>	<b>Production Supervisor</b>	<b>3</b>
<b>CAP499</b>	<b>Capstone Written Project</b>	<b>3</b>
<b>Sub-Total</b>		<b>24</b>

Coaching and Mentoring		
<b>CME430</b>	<b>Coaching and Mentoring Foundations and Strategies</b>	<b>3</b>
<b>CME440</b>	<b>Coaching and Mentoring Techniques</b>	<b>3</b>
<b>CME450</b>	<b>Communication in Coaching and Mentoring</b>	<b>3</b>
<b>CME460</b>	<b>Organizational Change Strategies and Personal Development</b>	<b>3</b>
<b>CME470</b>	<b>Evaluating Performance</b>	<b>3</b>
<b>CME480</b>	<b>Train the Trainer</b>	<b>3</b>
<b>CME490</b>	<b>Mentoring Sessions</b>	<b>3</b>
<b>CAP499</b>	<b>Capstone Written Project</b>	<b>3</b>
<b>Sub-Total</b>		<b>24</b>



## Sport Management

<b>SPM430</b>	<b>Introduction to Sports Management</b>	<b>3</b>
<b>SPM440</b>	<b>Principles of Sports Marketing</b>	<b>3</b>
<b>SPM450</b>	<b>Legal and Ethical Issues in Sports</b>	<b>3</b>
<b>SPM460</b>	<b>Sports Governance</b>	<b>3</b>
<b>CME470</b>	<b>Sports Operations and Facility Management</b>	<b>3</b>
<b>SPM480</b>	<b>Cooperative Learning in Sports Management</b>	<b>3</b>
<b>SPM490</b>	<b>Financial Management for Sports Organizations</b>	<b>3</b>
<b>CAP499</b>	<b>Capstone Written Project</b>	<b>3</b>
	<b>Sub-Total</b>	<b>24</b>
	<b>Total</b>	<b>120</b>

## BACHELOR OF SCIENCE IN INFORMATION SYSTEMS

### PROGRAM DESCRIPTION

The **Bachelor of Science in Information Systems** program is specifically designed to equip students with the necessary credentials and skills to thrive in the rapidly expanding fields of application software programming, cybersecurity, database and infrastructure administration. By enrolling in this program, students gain a solid foundation of practical programming knowledge and skills, comparable to those acquired in a programming bootcamp, and develop project-based work samples.

The program's curriculum is carefully designed to give students a comprehensive experience working with operating systems, networks, databases, and other essential components of information systems. Through a wide range of information systems courses, aligned with the requirements of professional curricular bodies, students gain proficiency in communication technology skills, information literacy, abstract thinking, and critical analysis. These competencies foster a deeper understanding and application of course material, preparing students to excel in their chosen field.

The **Bachelor of Science in Information Systems** program offers students valuable exposure to emerging technologies and industry standard practices, enabling them to keep abreast of the latest developments in the field. With a focus on practical application and learning by doing, students are well prepared to enter or advance their careers within the dynamic and ever-evolving landscape of information systems.

The **Bachelor of Science in Information Systems** program offers students the flexibility to choose between two major areas, each with their own specialized focus and career paths:

- **Cyber Security:** Cyber Security provides students comprehensive knowledge and skills in the field of cyber security, cyber law, and cyber ethics. Through this specialization, students learn techniques to prevent data breaches, mitigate vulnerabilities, and improve the security of networks and systems. The curriculum emphasizes the development of strong technical competencies, critical thinking skills, and problem-solving skills, enabling students to effectively address the changing challenges of cyber security.



- **Blockchain and Fintech:** The Blockchain and Fintech area is designed for students interested in exploring the potential of blockchain technology and its applications, particularly in the field of finance. Students delve into topics such as the design of blockchain technology, emerging platforms and applications, as well as the limitations and opportunities that blockchain offers in the financial sector. By focusing on the intersection of blockchain and fintech, students gain a deep understanding of how this transformative technology is reshaping the financial industry.

Both areas within the program provide students specialized knowledge and skills that are highly sought after in today's digital landscape. Program graduates will be well-equipped to pursue diverse career opportunities in cybersecurity, blockchain technology, fintech, and related fields.

## PROGRAM OBJECTIVE

Graduates of the **Bachelor of Science in Information Systems** will be able to:

- Analyze and document the requirements of a complex information system.
- Design and program relatively complex information systems, including advanced database features and appropriate interfaces.
- Demonstrate the skills necessary to keep up with the evolving technical areas of information systems.
- Use and understand the best practices and technological tools of Blockchain to solve problems of information systems in organizations.
- Communicate the objectives and analytical, design, and programmatic components of a sophisticated information system to professionals, managers, and users.
- Design and implement financial information systems that adjust to the strategic plans, goals, and objectives of emerging organizations.

## PROGRAM BREAKDOWN

		Credit Hours
Course Code	Course Title	
<b>General Education</b>		
<b>ENC100</b>	<b>English Composition I</b>	<b>3</b>
<b>ENC201</b>	<b>English Composition II</b>	<b>3</b>
<b>PSY100</b>	<b>General Psychology</b>	<b>3</b>
<b>SOC201</b>	<b>Sociology</b>	<b>3</b>
<b>ALG105</b>	<b>College Algebra</b>	<b>3</b>
<b>COM100</b>	<b>Introduction to Communication</b>	<b>3</b>
<b>STA201</b>	<b>Applied Probability and Statistics</b>	<b>3</b>



<b>PSY202</b>	<b>Critical Thinking and Logic</b>	<b>3</b>
<b>COM201</b>	<b>Principles of Public Speaking</b>	<b>3</b>
<b>SCI100</b>	<b>Environmental Science</b>	<b>3</b>
	<b>Sub-Total</b>	<b>30</b>

<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b>CORE COURSES</b>		
<b>BUS200</b>	<b>Ethical and Legal Issues</b>	<b>3</b>
<b>BUS205</b>	<b>Fundamentals in Business Analytics</b>	<b>3</b>
<b>LED210</b>	<b>Values-Based Leadership</b>	<b>3</b>
<b>PSY210</b>	<b>Organizational Behavior</b>	<b>3</b>
<b>MIS200</b>	<b>Fundamentals of Computer Networking</b>	<b>3</b>
<b>MIS205</b>	<b>Computer Programming with a Low-Level Language</b>	<b>3</b>
<b>MIS210</b>	<b>Computer Programming with a High-Level Language</b>	<b>3</b>
<b>MIS215</b>	<b>Server Administration</b>	<b>3</b>
<b>MIS220</b>	<b>Relational Database Management</b>	<b>3</b>
<b>MIS230</b>	<b>Data Management – Applications</b>	<b>3</b>
<b>MIS240</b>	<b>Network and Security – Foundations</b>	<b>3</b>
<b>MIS300</b>	<b>Decision Support Systems</b>	<b>3</b>
<b>MIS310</b>	<b>Structured Systems Analysis &amp; Design</b>	<b>3</b>
<b>MIS320</b>	<b>Data Communications</b>	<b>3</b>
<b>MIS330</b>	<b>Internet Programming</b>	<b>3</b>
<b>MIS340</b>	<b>Applied Data Science</b>	<b>3</b>
<b>MIS350</b>	<b>Computer Security, Control, and Information Assurance</b>	<b>3</b>
<b>MIS410</b>	<b>Strategic Information Technology</b>	<b>3</b>
<b>BUS410</b>	<b>Business Processes and Information Systems Integration</b>	<b>3</b>
<b>LED400</b>	<b>Strategic Planning and Leadership</b>	<b>3</b>
<b>HRM400</b>	<b>Human Resource Management</b>	<b>3</b>
<b>MIS420</b>	<b>Management Information Systems</b>	<b>3</b>
	<b>Sub-Total</b>	<b>66</b>



MAJOR COURSES  
REQUIRED COURSES PER CONCENTRATION  
(Student should choose minimally one concentration)

Cyber Security		
CYS430	Cyber Law and Cybercrime	3
CYS440	Introduction to Computer Forensics	3
CYS450	Defense Information Warfare	3
CYS460	National Security Policy	3
CYS470	Systems Assurance	3
CYS480	International Security	3
CYS490	Mobile Applications and Services	3
CAP499	Capstone Written Project	3
<b>Sub-Total</b>		<b>24</b>

Blockchain and Fintech		
BFT430	Importance of Technologies in Finance	3
BFT440	Introduction to Blockchain Technology	3
BFT450	Bootstrapping network effects	3
BFT460	Tokens to digital platforms	3
BFT470	FinTech Regulations	3
BFT480	Artificial Intelligence & Machine Learning in Finance	3
BFT490	New-age Digital Currency	3
CAP499	Capstone Written Project	3
<b>Sub-Total</b>		<b>24</b>
<b>Total</b>		<b>120</b>

## ADMISSION REQUIREMENTS

### UNDERGRADUATE PROGRAMS

All applicants must meet the following admission requirements:

1. Submit an official **High School Diploma** or equivalent from an accredited, state licensed, or government recognized institution.
2. Submit an official valid government issued photo identification.
3. If applying with an **Associate Degree**, the applicant must submit **Official Transcripts** from an Accredited or Licensed institution.
4. Any document not in English must be accompanied by a certified translated copy.



5. All diplomas, degrees, or official transcripts issued by educational institutions located outside the United States must be evaluated and certified by a recognized Foreign Credential Evaluation Agency affiliated with NACES or AICE.

### **Language Proficiency Assessment:**

**For programs offered in English:** Official test results are required from one of the following:

- TOEFL internet-based score of 71+
- IELTS score of 6.0+
- Duolingo score of 100+
- PTE Academic score of 50+

The English language proficiency requirement may be waived if you meet one of the following:

- College/university English composition 101 or 102 subjects at a U.S. institution.
- Completed high school program in the U.S. or Canada (except Quebec).
- 1B Higher Level English (minimum score of 4).
- AP English Literature (minimum score of 3).
- ELS Language Center Level 112 Certificate.
- OHLA Advanced 2 level.

**For programs offered in Spanish:** To assess the language skills for new or transfer students unable to provide evidence of college level language competency, the student may be required to take an institutional language assessment.

The Spanish language proficiency requirement may be waived if you meet one of the following:

- College/university Spanish composition at a U.S. institution.
- Completed high school program in Spanish.
- Advanced Placement Exam (AP) in Spanish Composition with a score of 3 point or higher.
- An associate degree from an accredited Spanish speaking college or university.

### **GRADUATE PROGRAMS:**

**All applicants must meet the following admission requirements:**

1. Submit a **Bachelor Degree Diploma** and **Official Transcripts** from an accredited, state licensed, or government recognized institution.
2. Submission of a valid government-issued photo identification.
3. Submit a copy of an updated resume.



4. Submit three (3) letters of recommendation.
5. Any document not in English must be accompanied by a certified translated copy.
6. All diplomas, degrees, or official transcripts issued by educational institutions located outside the United States must be evaluated and certified by a recognized Foreign Credential Evaluation Agency affiliated with NACES or AICE.

### **Language Proficiency Assessment**

**For programs offered in English:** Official test results are required from one of the following:

- TOEFL internet-based score of 71+
- IELTS score of 6.0+
- Duolingo score of 100+
- PTE Academic score of 50+

The English language proficiency requirement may be waived if you meet one of the following:

- College/university English composition 101 or 102 subjects at a U.S. institution.
- Completed high school program in the U.S. or Canada (except Quebec).
- IB Higher Level English (minimum score of 4).
- AP English Literature (minimum score of 3).
- ELS Language Center Level 112 Certificate.
- OHLA Advanced 2 level.

**For programs offered in Spanish:** To assess the language skills for new or transfer students unable to provide evidence of college-level language competency, the student may be required to take an institutional language assessment.

The Spanish language proficiency requirement may be waived if you meet one of the following:

- College/university Spanish composition at a U.S. institution.
- Completed high school program in Spanish.
- Advanced Placement Exam (AP) in Spanish Composition with a score of 3 point or higher.
- An associate degree from an accredited Spanish speaking college or university.

### **DOCTORATE PROGRAMS:**

**All applicants must meet the following admission requirements:**

1. Applicants must have completed a master's degree.
2. Applicants must submit official transcripts from their master's degree program.
3. Applicants must submit official, valid, government-issued photo identification.
4. Applicants must submit an essay explaining how earning a doctoral degree will enhance their knowledge and contribute to their professional and career goals.
5. Applicants must have a minimum of four (4) years of verifiable professional business experience.



6. This program does not accept transfer credits.
7. Any documents not issued in English must be accompanied by a certified English translation.

### **Language Proficiency Assessment**

**For programs offered in English:** Official test results are required from one of the following:

- TOEFL internet-based score of 71+
- IELTS score of 6.0+
- Duolingo score of 100+
- PTE Academic score of 50+

The English language proficiency requirement may be waived if you meet one of the following:

- College/university English composition 101 or 102 subjects at a U.S. institution.
- Completed high school program in the U.S. or Canada (except Quebec).
- 1B Higher Level English (minimum score of 4).
- AP English Literature (minimum score of 3).
- ELS Language Center Level 112 Certificate.
- OHLA Advanced 2 level.

**For programs offered in Spanish:** To assess the language skills for new or transfer students unable to provide evidence of college-level language competency, the student may be required to take an institutional language assessment.

The Spanish language proficiency requirement may be waived if you meet one of the following:

- College/university Spanish composition at a U.S. institution.
- Completed high school program in Spanish.
- Advanced Placement Exam (AP) in Spanish Composition with a score of 3 point or higher.
- An associate degree from an accredited Spanish speaking college or university.

## **APPLICATION FOR ADMISSION**

All persons interested in applying for admission to the university must complete an application which must be accompanied by a **non-refundable** application fee of **\$150.00** (check, money order or credit card) in order to process the application. Check/money order should be made payable to **SABAL University**. It is important to note that all necessary application documents must be included for consideration. After the evaluation process, candidates will receive an email with additional instructions. Throughout the application process, admissions agents will be in regular contact with applicants to ensure timely submission of all required documents to the admissions office.



## REACTIVATION OF ADMISSION APPLICATION

An individual who has been accepted for admission to **SABAL University**, but who has not attended any courses, has their original application and fee active for one (1) year from the term in which the individual was first accepted. In situations longer than one (1) year, the application process must be started again with a new application and fee paid.

## REGISTRATION

Students are required to register for classes either through email or in person, registration period is listed above on the institution's calendar.

## ORIENTATION

All new students, as well as those returning to the university after an absence of one term or more, are required to participate in a **mandatory orientation program** before attending classes. This program aims to familiarize students with the policies and guidelines of the University. Additionally, during their first quarter, students are required to attend an e-Library orientation, which can be held on campus and/or on a platform such as Zoom or Microsoft Team.

The electronic library orientation provides students with essential information and guidance on how to use the university's digital library resources effectively. Attendance at both the general orientation program and the electronic library orientation is crucial to ensure that students have a comprehensive understanding of the university's policies and resources, preparing them for a successful academic journey.

## GRADUATION REQUIREMENTS

**To graduate from SABAL University, and to receive a degree, the student must:**

- Complete all credits as stated in the catalog.
- Earn a minimum **2.5** cumulative grade point average for **undergraduate** level and/or earn a minimum **3.0** cumulative grade point average for **graduate** level.
- Met satisfactory academic progress.
- Fulfill all monetary obligations.

## CREDENTIALS AWARDED

Program	Credits Required	Credential Awarded
Business Administration	120	Bachelor of Science
Information Systems	120	Bachelor of Science
Business Administration	39	Master of Business Administration
Project Management	39	Master of Science
Education	39	Master of Science
Business Administration	60	Doctoral
Educational Leadership	60	Doctoral



## DEFINITION OF A UNIT OF CREDIT

The university follows the Carnegie unit calculation method for awarding course credit. As an example, we calculate 1 Credit Hour to be **15 theory hours**. To that end, our courses are typically **3 credit courses** and will require **45 hours of total instruction**. Additionally, the student must be prepared to complete assignments, research, and other course related activities.

## COURSE CANCELLATION POLICY

To ensure a high-quality learning experience, **SABAL University** has established a minimum enrollment requirement for online courses. In the rare event that a course does not meet the minimum number of students, the university reserves the right to cancel the course on the first day of classes. In such cases, every effort will be made to accommodate affected students by transferring them to another online course that aligns with their educational needs or by finding a suitable alternative. It is important to note, that even if a student has already accessed the online course platform prior to cancellation, they will not be financially responsible for the course if it is canceled. The university prioritizes the academic and financial well-being of its students and strives to provide an excellent educational experience.

## COURSE WITHDRAWAL POLICY

To apply for a withdrawal, students will provide notification of intent to withdraw, in writing or orally, to the Registrar's Office. The Registrar will document the reasons and date of the student request.

- **Withdrawals with Refund:** Courses in which the student applies for withdrawal during the drop/add period will be refunded according to the Cancellation and Refund Policy.
- **Withdrawals without Refund:** When students request a withdrawal from a course, after the due date established by the institution for withdrawals with refund, it may affect the student's academic progress.

## WITHDRAWAL POLICY

A student may withdraw from a class and obtain the notation of **"W"** until the day before the final exam.

- Unsatisfactory academic performance following the above deadline will not be accepted as a reason for withdrawal.
- Students who are seeking a withdrawal for medical reasons must provide appropriate medical information using the "Withdrawal Form" available at the **SABAL University** website.
- If a withdrawal for medical reasons is approved, an **"I"** will be recorded for each course.
- Students who receive a withdrawal for medical reasons may be placed "on hold" until the university determines that the student is ready to return. If a withdrawal for medical reasons is not approved, but the situation justifies a withdrawal, the request may be approved as a late withdrawal, and grade of **"W"** will be recorded.
- If a student withdraws from a course while an alleged academically dishonest act is under review, and the case is not resolved in favor of the student, the academic department, in conjunction with faculty and appropriate university committee, reserves the right to assign the appropriate grade for the course.



## MAKE-UP WORK POLICY & REPEATING COURSES

In situations where students are unable to complete their work by the end of the course, they may request an **Incomplete (I)** grade with instructor approval. Policy for make-up work is considered on a case-by-case basis, and arrangements must be finalized within three (3) days of course completion. It is important to note that failure to make the necessary arrangements without administrative approval will result in a failing grade. The University recognizes that unforeseen circumstances may arise and strives to provide students with opportunities to successfully complete their courses within reasonable parameters.

## TRANSFER OF CREDITS

Transfer applicants must meet all the admission requirements of **SABAL University**. The university's transfer policy is designed to recognize previously earned credits. Individuals who have earned credit at other institutions are encouraged to find out which courses may apply. Students may qualify to transfer up to **90 Credits or 75%** towards the **bachelor's degree** and **18 credits or 50%** towards the **master's degree**. Qualified credits will only be accepted if the grade earned was at least a **"B"**. Transfer of credit is at the discretion of **SABAL University**.

Transfer of Credits from **SABAL University** to another university is at the discretion of the receiving institution, it is the students' responsibility to confirm whether credits will be accepted by another institution of their choice.

All diplomas, degrees, or official transcripts from schools, colleges, or universities not in English must be evaluated and certified in English by a recognized Foreign Credential Evaluation Agency affiliated with NACES or AICE.

## PRIOR LEARNING ASSESSMENT (PLA)

**SABAL University** grants credits for work experience and proficiency exams. Students must submit their applications to the Registrar's Office. Limits: **Bachelor 30 credits (25%), Master 12 credits (25%). Requires portfolio with 3+ years relevant experience**. Evaluation by expert faculty. Credits appear as "PLA" on transcript, do not affect GPA.

## FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

**SABAL University** adheres to federal and state laws governing the confidentiality of student records and information. As such, students have the right to access and review their education records, and their written consent is required for the release of such information, except in cases involving subpoenas. To request transcripts and other academic information, students must submit requests in writing. It is important to note that requests made by unauthorized third parties or through telephone inquiries will not be answered, which guarantees the protection of the privacy and confidentiality of students.





# Online Delivery

# ONLINE DELIVERY

**SABAL University** online term is sixteen (16) weeks long and encompasses multiple hours of asynchronous instruction per week via Internet and discussions including assignments, assigned readings and projects.

## TECHNOLOGY REQUIREMENTS

Once a student has completed the registration process, the primary requirement for their participation in the eLearning program is access to a personal computer with an Internet connection. This allows students to log into the e-learning platform from anywhere in the world. To ensure privacy and security, each student is assigned a unique username and password, giving them access to their individualized personal page within the Moodle Learning Management System. This personalized platform serves as a hub for students to interact with course materials, interact with instructors and peers, and track their academic progress. By providing a secure online environment, students can confidently and comfortably participate in their courses from any corner of the world.

It is important to maintain student interaction with the instructor and the learning community. The online platform will allow these interactions to be more flexible regarding time and space, yet the outcome should be similar or better. It is important to outline the following criteria:

1. The professor has knowledge in online instructional technology so that they can not only easily use it to teach students but also help students who have any issues.
2. The student earns flexibility in distance and time. Based on the course syllabus, the student can plan and organize his/her learning plan for the subject.
3. The online process opens many avenues for study; self-study takes an enhanced role. Also, they can have interactions with the professor and the rest of the students through forums, chats, web- conferencing and such.
4. The student follows the course syllabus with the professor's guidance. Students are accountable for semester work.

## OUR LEARNING MANAGEMENT SYSTEM

On the Moodle platform, students have access to various web tools to facilitate their learning process. When entering your personal page, you will be able to use tabs such as "Documents and Links" to download the study program, readings, audios or videos, and other relevant materials. Following the schedule established in the program, students can use the "Assignments" tab to check due dates, download tests, turn in assignments and projects, and submit completed work. They can also participate in discussions through "Discussion Posts", where both the teacher and classmates can answer questions and prompt responses. If you have questions related to the course.

The platform offers an "Announcements" tab for teachers to share instructions and important updates on special activities. For non-course related inquiries, students can use the student contact details provided in the program, such as email or Skype chat, to communicate directly with the teacher. These tools enable effective communication between students and teachers, providing an interactive and collaborative online learning environment. Some of the elements contained in the platform are:



- **Course Syllabus:** Outlines the path to the class.
- **Chats:** Allows for the student to interact with other students and the professor.
- **Forums:** This asynchronous tool allows the class participants to create threads of information that will be available throughout the class.
- **Calendar:** Reminds the students how the class has advanced and reminds them of tasks, quizzes, or exams ahead.
- **Document Load Zone:** Throughout the course the student will have places to load assignments in a clear and convenient way.

## COURSE CONTENT

To further improve the student experience within the eLearning program, a couple of improvements can be implemented. First, integrating a real-time chat feature or discussion forum directly within the course page would facilitate immediate communication between students and instructors, fostering collaboration and peer learning. This would provide a dedicated space for students to ask questions, share ideas, and engage in meaningful discussions related to course content.

Additionally, implementing an automated grading system for assignments and tests would speed up the feedback process, allowing students to receive quick evaluations of their work. This would enhance the learning experience by providing timely feedback, allowing students to more effectively identify areas for improvement and progress in their studies. By incorporating these enhancements, the eLearning program can foster a more interactive and efficient learning environment, promoting active student engagement and academic success.

## EVALUATIONS

A rubric-based grading system is implemented for assignments that would provide students with clear criteria for assessment and allow for more objective and consistent grading. This would improve transparency and fairness in the assessment process, ensuring students understand the expectations and can strive to meet specific criteria. In addition, the incorporation of formative assessments throughout the course will help students measure their understanding and progress. These assessments can be in the form of quizzes, interactive activities, or discussions that allow students to apply their knowledge and receive immediate feedback. This promotes active learning and allows students to identify areas for improvement in real time.

Lastly, giving students access to a comprehensive gradebook or progress log within the e-learning platform would allow them to monitor their performance, view their grades, and track their overall progress in the course. This transparency and visibility of their academic standing would allow students to take ownership of their learning journey and make informed decisions regarding their studies.

## RESPONSE TIME

To ensure timely and effective communication and feedback, Instructors agree to maintain a maximum response time of 24 hours for student inquiries and forum posts, excluding weekends. This quick responsiveness extends to assessments that require instructor review, grading, and feedback. By adhering to this consistent time frame, instructors can demonstrate their dedication to supporting student learning journeys and creating an environment conducive to active engagement and academic growth.



## ONLINE COMMUNICATION

To foster effective communication between online students and instructors, it is essential that students maintain frequent contact. They can contact their instructors via email to seek clarification or ask questions about the course material. If further explanation is needed, students have the option to request additional chat sessions, which can be done through various means such as chat rooms, phone calls, or even in-person meetings at the campus location, if feasible. To ensure clarity and documentation, it is common for the instructor to provide a written summary of each communication, which will be sent to the student via email. This practice promotes effective communication, helps students stay informed, and facilitates a productive learning experience.

## ATTENDANCE AND CLASS SCHEDULE

### ONLINE CAMPUS

**SABAL University** maintains a year-round academic schedule, with the exception of holidays specified in the Calendar section. The instructional approach involves asynchronous delivery of classes through the university's Learning Management System (LMS). Students are expected to actively engage in weekly chats and discussions, which are carefully prepared by their instructors and shared within the Chat and Discussion Boxes on the LMS. Regular and active participation is mandatory, requiring students to log in to their classes at least three times per week to demonstrate attendance. In addition to regular coursework, there may be specific scheduled instructional activities arranged to accommodate both students and faculty members' availability. This structure aims to promote active learning, facilitate collaboration, and create a dynamic and engaging online learning environment for all participants.





# Student Services



# STUDENT SERVICES

SABAL University provides comprehensive student services to address various areas of support and guidance. Academic planning is a central component of these services, encompassing Academic Advising, assistance with course selection, guidance on additional online course options, and class registration support. Students can also receive assistance in completing administrative forms, accessing textbooks, and using library resources.

The university offers financial advice to help students navigate the financial aspects of their education. This includes guidance on financial aid options, scholarships, and other resources available to support your academic journey. In addition, students can seek support for personal academic problems, receive advice and assistance to overcome challenges, and improve their overall academic experience. In addition, career services are provided to help students explore and pursue career opportunities. This support includes identification of potential career paths, guidance on job search strategies, and advice on the most effective ways to pursue such opportunities.

By offering a range of services covering academic planning, financial advice, personal academic support and career services, SABAL University aims to ensure that students receive comprehensive assistance in achieving their academic and career goals.

## ACADEMIC ADVISING

At SABAL University, academic advising is a vital component of student support. Upon enrollment, each student is assigned an academic advisor who plays a crucial role in helping them achieve their educational goals and meet college requirements. Contact information for the academic advisor, including their phone number and email address, is provided to the student for ease of communication. The assigned academic advisor serves as a valuable resource for the student's educational planning. They establish direct contact with the student, obtaining a deeper understanding of their expectations, aspirations and previous academic experiences. This personal connection allows the academic advisor to offer personalized guidance and insight into the student's academic journey.

The primary responsibility of the academic advisor is to provide professional and personal academic supervision to the student throughout their program at the university. This includes offering academic advising, assisting with course selection, providing guidance on degree requirements, and offering prompt feedback and support when needed.

By working closely with each individual student, the academic advisor ensures that students receive personalized attention, guidance, and assistance throughout their academic journey at SABAL University.

## ACADEMIC COUNSELING

SABAL University recognizes the importance of academic guidance for students and provides continuous support throughout the admission process and the duration of the program. In cases where the university is unable to address specific problems or meet certain student needs, appropriate referrals are made to community organizations and agencies. This referral



system ensures that students receive necessary assistance and resources beyond the scope of the university, thus improving their overall well-being and academic success. The goal is to create a comprehensive support network that meets the diverse needs of students and helps them overcome challenges they may encounter during their educational journey.

## CAREER SERVICES

SABAL University acknowledges that it cannot provide any guarantees of employment or specific salary levels upon graduation. However, the university is committed to supporting students in their career development through its Career Services department. Career Services aims to assist students in identifying potential employment opportunities and providing guidance on effective strategies to pursue those opportunities.

The Career Services advisor will work closely with students, offering valuable support in various areas. This includes helping students create a professional resume that highlights their skills and experiences, sharpening their interviewing skills to improve their chances during job interviews, and providing guidance on effective strategies for searching and applying for current job opportunities.

While the university cannot guarantee specific employment outcomes, the Career Services department strives to equip students with the necessary tools and knowledge to enhance their prospects in the job market. By offering these resources and support, SABAL University aims to empower students to make informed decisions and take proactive steps towards their career goals.

## E-LIBRARY

SABAL University offers students and faculty access to an essential online resource: the SABAL University Online Library. Through a partnership with <https://aquinasnetwork.com/online-library/>, the library provides 24/7 access to a wide range of instructional, academic, and research resources. This valuable online library serves as a crucial support system for academic assignments, projects, and research, offering a comprehensive collection of materials that can be accessed at any time, enhancing the academic experience for students and facilitating scholarly pursuits for faculty members.

By collaborating with AQUINAS NETWORK, **SABAL University** ensures that students and faculty have uninterrupted access to a wealth of resources for their academic and research needs. The continuous availability of the online library strengthens the university's commitment to providing high-quality educational resources and fostering an environment conducive to learning and scholarly achievement.

## ONLINE TECHNICAL ASSISTANCE

**SABAL University** provides round-the-clock technical assistance for its Online Course Platform. Students and faculty can access this support 24 hours a day, 7 days a week. For any technical inquiries or assistance, individuals can reach out to the university via email at [info@SABAL.university](mailto:info@SABAL.university). This dedicated email address ensures that users can receive prompt and reliable technical support whenever needed, ensuring a smooth and uninterrupted online learning experience for all.



## LEAVE OF ABSENCE

**SABAL University** allows students to request a leave of absence, with a maximum duration of 5 days. To initiate a leave of absence, students must submit a written request, clearly stating the reason for the LOA and specifying the expected date of return. It is important to note that if a student fails to return on the expected date, their enrollment will be terminated.

In such cases, the school's Cancellation & Refund Policy will be applied to calculate any applicable refunds. The withdrawal date will be recorded as the student's last date of attendance, determining the refund calculation according to the policy in place. It is essential for students to adhere to the established procedures and communicate effectively with the university to ensure proper handling of their leave of absence and any related administrative processes.





# Satisfactory Academic Progress



# SATISFACTORY ACADEMIC PROGRESS

## GRADING SYSTEM

Grades at **SABAL University** are determined by the quality of work demonstrated through various assessments such as written tests, term papers, and projects, as outlined in the respective course syllabus. Faculty members are responsible for evaluating each student's performance in their courses and providing individualized assessments. Once grades have been determined, they are posted onto the student's academic record, which is maintained permanently. This record serves as a comprehensive and enduring record of the student's academic achievements at the university.

By employing a rigorous evaluation process and maintaining accurate and permanent academic records, SABAL University ensures transparency, accountability, and reliability in assessing student performance and documenting their progress throughout their academic journey.

GRADING SYSTEM		
<b>A+</b>	<b>4.0</b>	95 - 100% - Excellent
<b>A</b>	<b>3.75</b>	90 - 94%
<b>B+</b>	<b>3.5</b>	85 - 89%
<b>B</b>	<b>3.0</b>	80 - 84% - Minimum CGPA for Graduate
<b>C+</b>	<b>2.5</b>	75 - 79% - Minimum CGPA for Undergraduate
<b>C</b>	<b>2.0</b>	70 - 74%
<b>D+</b>	<b>1.5</b>	65 - 69%
<b>D</b>	<b>1.0</b>	60-64%
<b>F</b>	<b>0</b>	Fail
<b>I</b>	<b>0</b>	Incomplete
<b>P</b>	<b>0</b>	Pass
<b>W</b>	<b>0</b>	Withdrawal
<b>X</b>	<b>0</b>	Ongoing
<b>NR</b>	<b>0</b>	Grade Not Reported
<b>WF</b>	<b>0</b>	Withdrawal after 60% course completion
<b>T</b>	<b>0</b>	Transfer
<b>NP</b>	<b>0</b>	No Pass
<b>R</b>	<b>0</b>	Repeat

## STANDARDS OF SATISFACTORY ACADEMIC PROGRESS

At **SABAL University**, maintaining satisfactory academic progress is a requirement for students to remain enrolled. This progress is assessed based on two key factors: the student's **cumulative grade point average** (CGPA) and their **rate of progress towards completing their academic program**. The CGPA is a measure of the student's overall academic performance, calculated



by taking into account the grades earned in all completed courses. This average is used to evaluate the student's mastery of the curriculum and their ability to meet academic standards.

In addition to the CGPA, the rate of progress towards program completion is monitored. This includes considering factors such as the number of courses completed, the pace of completion, and adherence to the designated timeline for program requirements.

By evaluating both the CGPA and the rate of progress, SABAL University ensures that students are making consistent and satisfactory advancement towards their academic goals. This approach helps maintain academic rigor, promotes accountability, and supports student success throughout their academic journey at the university.

## **SATISFACTORY ACADEMIC PROGRESS**

### **SAP - Quantitative Criteria**

To comply with SABAL University's SAP (Satisfactory Academic Progress) Policy, students are required to successfully complete at least 67% of the credit hours they attempt each semester. The evaluation of credit hour progression is based on the cumulative total of attempted hours compared to the earned hours. For instance, if a student enrolls for twelve term credit hours, they must successfully complete a minimum of eight term credit hours ( $12 \times 67\% = 8$ ) during that term. Failure to meet these standards may lead to the student being placed on probation, indicating the need for improvement in their academic progress.

### **SAP - Qualitative Criteria**

#### **Undergraduate Programs:**

To maintain satisfactory academic standing, a student is required to achieve a Cumulative Grade Point Average (CGPA) of 2.5 at the midpoint of their program and have earned 75% of the credits attempted. Failure to meet these criteria will result in the student being placed on academic probation for the remainder of the academic term. While on academic probation, a student who earns less than a 2.5 CGPA in their cumulative average will continue on probation. The only way to remove academic probation is by earning a CGPA of 2.5 or higher in the subsequent term.

**Students placed on probation will be informed in writing and will receive academic advising to support them in improving their grades and meeting the required standards.** This guidance is intended to assist students in their academic progress and provide them with the necessary support to succeed academically.

#### **Graduate Programs:**

To ensure satisfactory academic progress, students are required to attain a Cumulative Grade Point Average (CGPA) of **3.0** at the midpoint of their program and must have successfully completed **75%** of the credits attempted. Failure to meet these criteria will result in the student being placed on academic probation for the remainder of the academic term. While on



academic probation, if a student's cumulative average falls below **3.0**, they will remain on probation. The only way to remove academic probation is by earning a CGPA of **3.0** or higher in the following term.

**Students placed on probation will receive written notification and will also be provided with academic advising to support them in improving their grades and meeting the required standards.** This guidance is designed to assist students in their academic progress and provide the necessary support for them to succeed academically.

### SAP - Evaluation

1. Students are evaluated at the end of an academic term.
2. If a student fails a course before the academic term ends, they are immediately placed on academic probation.
3. The student will remain on academic probation until they retake the failed course when it is next offered and passes on the next attempt.
4. If the student takes the course a second time and passes it, the student is removed from academic probation.
5. If the student fails the course for a second time, the student could be academically dismissed from the university.

### SAP Evaluation - Timeframe to Complete (MTF) Policy

The maximum allowable timeframe for students to remain active in the program is as follows:

Program	Program Length	Maximum Allowed Timeframe
Master's Degree	18 Months	27 Months
Bachelor's Degree	40 Months	60 Months
Doctor's Degree	24 Months	36 Months

To ensure timely progress towards program completion, SABAL University has set a maximum limit for the credit hours attempted by students. This limit is set at 1.5 times the total credit hours required to complete the program. If it is determined that a student has exceeded this allowable maximum time frame, they will be withdrawn from the program. This policy is in place to ensure that students make consistent progress and complete their program within a reasonable timeframe. By setting a maximum limit on credit hours attempted, the university aims to promote academic efficiency and facilitate students' timely completion of their educational goals.

It is important for students to be aware of this policy and manage their course load accordingly to avoid exceeding the maximum time frame and potential withdrawal from the program.

### CGPA REQUIREMENTS

For graduate-level students, maintaining a minimum Cumulative Grade Point Average (CGPA) is essential to ensure satisfactory academic progress. At SABAL University, the CGPA of graduate students is evaluated at the end of each term, after grades have been posted. This review determines whether the student's CGPA meets the required minimum and remains in compliance



with the university's academic standards. By regularly assessing the CGPA, SABAL University ensures that graduate students are meeting the academic expectations and making progress towards their educational goals. This evaluation provides an opportunity to identify any areas of concern and take appropriate measures to support students in their academic journey.

Graduate students are encouraged to monitor their CGPA and strive to maintain the minimum requirement throughout their enrollment to remain in satisfactory academic progress at SABAL University.

## GRADE CHANGE

Any changes in grades at **SABAL University** must be resolved within the term following the term in which the original grade was issued. To initiate a grade change, faculty members must complete the official "Grade Change Form" with their signature and submit it to the university registrar. It is important to note that all grade changes are subject to administrative approval. If a student has questions or concerns regarding a term grade posted on their academic record, they should contact the university registrar via email. The registrar will then forward the email to the instructor of the course and the appropriate academic administrator for resolution. The timeframe for grade changes is one week from the end of the term, during which any necessary modifications can be made.

This process ensures transparency and accountability in addressing grade-related inquiries or discrepancies. By providing a designated timeframe and involving relevant parties in the resolution, **SABAL University** aims to ensure fair and accurate grading practices and maintain the integrity of academic records.

## COMPUTATION OF CUMULATIVE GRADE POINT AVERAGE

The cumulative Grade Point Average (CGPA) at SABAL University is calculated using a percentage-based approach that considers the weighting of each component in relation to the total hours of the student's program. Each grade received is assigned a corresponding quality point value. To determine the CGPA, the assigned quality points for all completed components are totaled. This calculation method takes into account the relative importance of each component in the student's program. By assigning quality points to grades and considering their weightage, the CGPA provides an overall measure of the student's academic performance and achievement throughout their program.

The CGPA calculation approach ensures that the student's grades are appropriately weighted and aggregated to provide an accurate representation of their academic progress and accomplishments at SABAL University.

## GRADES AND TRANSCRIPTS

At SABAL University, original copies of student exams are kept in the respective student's education file while they are attending the university and for a period of three years after their last day of attendance. Transcripts, which provide a record of student grades, are maintained indefinitely by the student records office. Students can request to review their transcripts by submitting a written request.

Permanent copies of all student records are retained by the university. Official transcripts and diplomas have a waiting period of three business days for delivery. If a student requires additional copies of these documents, they are required to pay a processing fee for each requested document. To initiate the processing, students must present a receipt of payment



from the Business Office to the Registrar. Processing will only commence after payment has been made. It is important to note that any outstanding balance owed to the university must be settled before the processing of requested documents can begin.





# Policies and Procedures

# POLICIES AND PROCEDURES

## ACADEMIC WARNING OR PROBATION

If a student fails to meet the criteria specified in the SAP (Satisfactory Academic Progress) policy outlined in the university catalog, they will be placed on a probationary period. The duration of this probationary period is stated in the SAP policy. In the event that a student needs to repeat courses, there is a fee of **\$35.00** per course. At the end of the probationary period, if the student has not met the specified requirements, they may face termination from the university. Conversely, students who satisfy the requirements at the end of the probationary period will have their probationary status removed.

It is important to note that probation is an administrative status that places students at risk of program termination. During probation, students are closely monitored, and academic advising is provided on a regular basis to assess their progress. Additional course sessions may be required for students on probation. Written notification will be sent to students placed on probation, and they will receive academic advising to support them in improving their grades and meeting the necessary requirements.

## SUSPENSION & DISMISSAL

Students who have been suspended from **SABAL University** are eligible to apply for readmission after a minimum of one term. If readmitted, they will be placed on academic probation. However, if a student on probation fails to maintain a cumulative average above the minimum required at any point, they will be dismissed from the university and will not be eligible for further enrollment. In the event of a dismissal, students have the option to appeal by submitting a written appeal to the Chief of Academic Affairs within **15 days of receiving the dismissal notice**. The appeal will be reviewed, and the student will be informed of the decision in writing.

It is important to note that students are given a maximum time limit to complete their program, which is **1.5** times the normal length of the program. Failure to meet this requirement or make satisfactory progress may result in termination from the university.

These policies and procedures are in place to ensure that students maintain satisfactory academic progress and adhere to the university's guidelines for completion of their programs.

## APPEALS PROCESS

If a student wishes to appeal the actions described above, they must submit a written appeal to the Chief of Academic Affairs. The Chief of Academic Affairs will carefully consider the appeal and has the final authority to make a decision regarding its acceptance or rejection. The decision on the appeal will be communicated to the student within 5 days of receiving the appeal. For an appeal to be granted, the student must provide evidence of satisfactory academic progress. This evidence could include demonstrating improved grades, meeting the required criteria, or presenting a valid justification for the failure to meet the academic standards. The Chief of Academic Affairs will evaluate the appeal and supporting evidence to determine whether to grant the student's appeal and allow them to continue their studies.



This appeals process ensures that students have the opportunity to present their case and provide evidence of their ability to make satisfactory academic progress, allowing for a fair assessment of their situation.

## STUDENT CONDUCT POLICY

At **SABAL University** appropriate student conduct in each class and when communicating with others in the university is very important. Any inappropriate conduct could result in dismissal from the university.

### The following types of conduct are unacceptable:

1. All forms of academic misconduct including but not limited to cheating, fabrication, plagiarism, or facilitating academic dishonesty.
2. **Plagiarism:** All work submitted by a student must represent the student's original endeavor. When outside sources are used as references, the student should identify the source to make clear the extent to which the source has been used. The university considers plagiarism and falsification of documents a serious matter that will result in appropriate sanctions including loss of full or partial credit for the work, suspension for a specific period, or expulsion from the program.
3. Other forms of dishonesty including but not limited to fabricating information, furnishing false information, or reporting a false emergency to the university.
4. Forgery, alteration, or misuse of any university document, record, key, electronic device, or identification.
5. Unauthorized entry to, possession of, receipt of, or use of any university services; equipment; resources; or properties, including the university's name, insignia, or seal.
6. Sexual harassment, as defined here: Sexual harassment is unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when submission to or rejection of this conduct explicitly or implicitly affects a person's education, unreasonably interferes with a person's educational performance, or creates an intimidating, hostile or offensive learning environment. In the interest of preventing sexual harassment, the university will respond to reports of any such conduct.
7. Stalking behavior in which an individual repeatedly engages in conduct directed at another person and makes a credible threat with the intent to place that person in reasonable fear for his or her safety, or the safety of his or her family; where the threat is reasonably determined by the university to seriously alarm or torment the person; and where the threat is additionally determined by the university to serve no legitimate purpose.
8. Obstruction or disruption of teaching, research, administration, disciplinary procedures, or other university activities.
9. Failure to identify to, or comply with the directions of, a university official or other public official acting in the performance of his or her duties while at official university functions; or resisting or obstructing such university or other public officials in the performance of or the attempt to perform their duties.



10. Selling, preparing, or distributing for any commercial purpose course lecture notes, video or audio recordings of any course unless authorized by the university in advance and explicitly permitted by the course instructor in writing. The unauthorized sale or commercial distribution of course notes or recordings by a student is a violation of these policies whether it was the student or someone else who prepared the notes or recordings. Copying - for any commercial purpose - handouts, readers or other course materials provided by an instructor as part of the university course unless authorized by the university in advance and explicitly permitted by the course instructor or the copyright holder in writing.

## PENALTIES FOR MISCONDUCT

The **Chief of Academic Affairs at SABAL University** holds the authority to impose penalties for violations of university policies or campus regulations, regardless of whether such violations also constitute violations of the law. These penalties may be imposed even if legal proceedings are pending or have been conducted regarding the same acts. This ensures that the university can address and take appropriate action against misconduct that affects the university community.

In the event that an official appeal results in a determination that the student was improperly disciplined, the Chief of Academic Affairs has the ability to seal the record of the hearing upon the student's request. Furthermore, any reference to the disciplinary process will be removed from the student's record. However, the sealed record may only be used in connection with legal proceedings.

Whether or not a formal hearing is conducted, the university has the right to provide written notice to a student if their alleged behavior may have violated university policies or campus regulations. This notice serves as a warning that repeated behavior of the same nature may be subject to the disciplinary process. In subsequent disciplinary actions, evidence of prior alleged behavior as outlined in the written notice may be introduced. When a student is found to be in violation of university policies or campus regulations, the university has the discretion to impose various types of disciplinary actions. The chosen sanction should be appropriate to the violation, taking into account factors such as the context and seriousness of the violation, to ensure a fair and proportional response.

These policies and procedures regarding disciplinary actions enable SABAL University to maintain a safe and respectful learning environment and address instances of misconduct in a fair and consistent manner. When a student is found in violation of university policies or campus regulations, any of the following types of student disciplinary action may be imposed. Any sanction imposed should be appropriate to the violation, taking into consideration the context and seriousness of the violation.

1. **Warning/Censure:** Written notice or reprimand to the student that a violation of specified university policies or campus regulations has occurred, and that continued or repeated violations of the university policies or campus regulations may be cause for further disciplinary action, normally in the form of Disciplinary Probation, and/or Loss of Privileges and Exclusion from Activities, Suspension, or Dismissal.
2. **Disciplinary Probation:** A status imposed for a specified period during which a student must demonstrate conduct that conforms to the university standards of conduct.



Misconduct during the probationary period or violation of any conditions of the probation may result in further disciplinary action, normally in the form of Suspension or Dismissal.

3. **Loss of Privileges and Exclusion from Activities:** Exclusion from participation in designated privileges and activities for a specified period. Violation of any conditions in the written Notice of Loss of Privileges and Exclusion from Activities, or violation of university policies or campus regulations during the period of the sanction may be cause for further disciplinary action, normally in the form of Probation, Suspension or Dismissal.
4. **Suspension:** Termination of student status at the university for a specified period with reinstatement thereafter certain, provided that the student has complied with all conditions imposed as part of the suspension and provided that the he or she is otherwise qualified for reinstatement. Violation of the conditions of Suspension or of university policies or campus regulations during the period of Suspension may be cause for further disciplinary action, normally in the form of Dismissal.
5. **Dismissal:** Termination of student status for an indefinite period. Readmission after dismissal may be granted only under exceptional circumstances.
6. **Restitution:** A requirement for restitution in the form of reimbursement may be imposed for expenses incurred by the university or other parties resulting from a violation of these policies. Such reimbursement may take the form of monetary payment or appropriate service to repair or otherwise compensate for damages. Restitution may be imposed on any student who alone, or through group or concerted activities, participates in causing the damages or costs.
7. **Revocation of Awarding of Degree:** Subject to the concurrence of the university Governing Board.

## GRIEVANCE POLICY

A grievance procedure is available to any student who believes a university decision or action has adversely affected his or her status, rights, or privileges as a student. The purpose is to provide a prompt and equitable process for resolving student grievances. Students with grievances should first communicate with the appropriate course professor. If the professor is unable to resolve the student's complaint, the professor will refer it to the Chief of Academic Affairs in writing. If the Chief of Academic Affairs is unable to resolve the student's complaint, he will refer it to the university President. The university President will take steps to resolve the complaint. The university President's decision is final.

## INFORMAL RESOLUTION

At **SABAL University**, students are encouraged to first engage in direct communication with their mentor or the staff member primarily involved or responsible for the situation that has caused their complaint. This initial step aims to foster open dialogue and resolve issues informally. However, if the discussion does not lead to a satisfactory resolution or if the student deems it inappropriate to engage in such a conversation, they have the option to register an informal complaint or proceed with filing a formal written complaint. These complaint procedures ensure that students have accessible channels to express their concerns and seek appropriate resolutions in a manner that aligns with their comfort and the nature of the situation.



## INFORMAL COMPLAINT

To address concerns promptly, **SABAL University** allows students to register an informal complaint within a period of thirty (30) days from the event that triggered the complaint. It is encouraged to communicate as early as possible, as it increases the likelihood of achieving a satisfactory resolution. Informal complaints should be directed to the Chief of Academic Affairs and can be made in person, by telephone, or email. Upon receiving an informal complaint, the appropriate university staff will carefully review the matter presented by the student and assess whether any action is necessary. The university is committed to providing a timely response, and the student will be notified of the university's response within twenty (20) days of the informal complaint.

In the event that the student is not satisfied with the decision or the attempts at resolution, they have the option to proceed with a formal complaint. This allows for further review and consideration of the matter through the formal complaint process.

## FORMAL COMPLAINT

To initiate a formal complaint at SABAL University, the student is required to submit a written complaint to the Department Chairperson. The formal complaint must be filed within sixty (60) days of the event that triggered the complaint and should clearly state the nature of the grievance, the desired remedy, and any previous attempts made to resolve the issue. Upon receipt of the formal complaint, the university will acknowledge its receipt within fifteen (15) days. The complaint will then be reviewed by the appropriate university administrator. Within thirty (30) days of receiving the complaint, a final written determination, including any proposed resolution, will be sent to the student.

The university will maintain a comprehensive record of all formal complaints, including the outcome, which will be stored in a centralized database as well as the student's electronic file. This ensures that a complete record of the formal complaint process is maintained for reference and future review.

The formal complaint process allows students to have their concerns addressed through a structured and transparent procedure. SABAL University is committed to providing timely and thorough responses to formal complaints, ensuring fairness and accountability in addressing student grievances.

Students who at the end of this process feel a grievance is unresolved may refer it to:

Commission for Independent Education, Florida Department of Education  
325 W. Gaines St, Suite 1414, Tallahassee, Florida 32399-0400,  
Phone: 850-245-3200, Fax: 850-245-3233  
<http://www.fldoe.org/policy/cie>

## MODIFICATIONS

**SABAL University** retains the right to make necessary modifications to academic policies, regulations, courses, fees, and other matters of policy and rule. These modifications are made when deemed necessary and are accompanied by appropriate advance notice to students.



The university is committed to providing students with prior notification of any changes that may affect their academic journey or university experience. This allows students to stay informed and make necessary adjustments to their plans or preparations accordingly.

By maintaining the flexibility to adapt policies and procedures as needed, **SABAL University** ensures that its academic programs and services remain current and aligned with evolving educational needs and standards. The provision of advance notice further emphasizes the university's commitment to transparency and ensuring students are informed about any relevant changes that may impact their studies.

## **NON-DISCRIMINATION**

**SABAL University** upholds a policy of non-discrimination and provides equal opportunities for all students, irrespective of race, color, sex, age, marital status, disability (to the extent of the law), religion, creed, national or ethnic origin. The university ensures that all students have access to the same rights, privileges, programs, and activities that are generally available at the institution. SABAL University prohibits discrimination in the administration of its educational policies, admissions procedures, and other university-administered programs.

This commitment to non-discrimination reinforces the university's dedication to fostering an inclusive and diverse learning environment, where every student is treated with fairness, respect, and equality. **SABAL University** values the contributions and perspectives of students from various backgrounds and believes in providing an educational experience that is free from bias or prejudice. By adhering to this policy, **SABAL University** creates a welcoming and supportive community that promotes academic excellence, personal growth, and equal opportunities for all students.

## **ANTI-HAZING**

At SABAL University, hazing is strictly prohibited. The university defines hazing as any intentional action or situation that causes mental or physical discomfort, embarrassment, harassment, or ridicule. This policy reflects the university's commitment to fostering a safe and inclusive environment for all students, where their well-being and dignity are upheld. SABAL University promotes mutual respect and collaboration among students, emphasizing personal growth and ethical conduct. Any violations of the anti-hazing policy are taken seriously, and appropriate disciplinary actions will be taken to address such misconduct. The university remains dedicated to maintaining a campus environment where all students can thrive without being subjected to harmful practices.

## **EMERGENCY CLOSURE**

In the event of an emergency, SABAL University's administrative office will close as determined by Miami- Dade County due to inclement weather or natural disaster (hurricane, etc.). During emergency situations such as inclement weather or natural disasters, SABAL University's administrative office follows the guidelines set by Miami-Dade County. In the event of such emergencies, the administrative office may be closed for the safety and well-being of staff and students. This ensures that everyone is protected during challenging circumstances, such as hurricanes or other natural disasters. The university prioritizes the safety and security of its community members and adheres to the directives and recommendations provided by the local authorities in response to emergency situations.





# Course Descriptions

# COURSE DESCRIPTIONS

## COURSE NUMBERING SYSTEM

SABAL University utilizes its own course numbering system, which is distinct from state common course numbering systems. The course numbers are composed of an alpha prefix followed by a digit course number. The alpha prefix identifies the academic discipline, while the first digit of the course number indicates whether the course belongs to the upper or lower division. The numerical portion of the course number signifies the level of the course.

By using this course numbering system, SABAL University establishes a clear and consistent framework for categorizing and identifying courses based on their discipline, division, and level. This system allows students and faculty to easily navigate and understand the academic offerings at the university, aiding in the selection and organization of courses within their respective programs.

### **Sample Course Number (EDU510)**

**Letters** = Discipline = Education

**Digits** = 510 = Program Sequence

## DOCTOR OF BUSINESS ADMINISTRATION

### THEORY AND FUNDAMENTALS COURSES

#### **High-Impact Project and Innovation Strategy – 3 credits**

This course examines advanced methodologies for designing and managing innovation-driven projects that create measurable strategic value. Students explore frameworks such as Design Thinking, Lean Innovation, and Disruptive Strategy to align innovation initiatives with corporate objectives. Emphasis is placed on translating creative ideas into viable business models, optimizing resource allocation, and managing project portfolios that foster organizational competitiveness and sustainable growth.

#### **Intellectual Property and Patent Management – 3 credits**

This course explores the strategic importance of intellectual property in driving innovation and organizational value. Students learn to identify, protect, and manage patents, trademarks, copyrights, and trade secrets. Emphasis is placed on intellectual property valuation, global patent strategy, and ethical considerations in intellectual property management. Learners analyze case studies demonstrating how effective IP strategy supports technological innovation, competitive advantages, and organizational reputation.

#### **Seminar on Global Business Environments – 3 credits**

This seminar provides a comprehensive understanding of global markets and international business dynamics. Students examine geopolitical, cultural, and economic factors shaping global trade, investment, and competition. Emphasis is placed on analyzing emerging markets, multinational strategy, and cross-border risk management. Through applied discussions



and research, learners develop global leadership perspectives and strategies for navigating volatility, complexity, and cultural diversity.

### **Strategic Management for Project Leaders – 3 credits**

This course focuses on the intersection of strategic management and project leadership. Students study models for aligning project portfolios with corporate vision, analyzing industry dynamics, and evaluating competitive positioning. Topics include strategic alignment, scenario planning, and risk-based decision-making. Learners apply frameworks that integrate organizational strategy with project execution to drive innovation and achieve long-term performance objectives.

### **Executive Leadership and Organizational Innovation – 3 credits**

This course develops advanced leadership competencies for guiding innovation, transformation, and change in complex organizations. Students examine executive decision-making, adaptive leadership, and organizational culture as key drivers of performance. Emphasis is placed on emotional intelligence, systems thinking, and strategic foresight. Learners gain tools to foster innovation ecosystems, inspire high-performing teams, and lead with integrity during times of technological disruption.

### **Leadership Ethics and Corporate Social Responsibility – 3 credits**

This course explores ethical leadership and corporate social responsibility (CSR) as foundational elements of sustainable business strategy. Students critically examine ethical dilemmas, stakeholder theory, and governance frameworks. Topics include sustainability reporting, ethical decision-making, and ESG (Environmental, Social, and Governance) standards. Through real-world case studies, learners design CSR strategies that balance profitability, ethics, and societal impact.

## **RESEARCH METHODOLOGY COURSES**

### **Advanced Applied Research Methods – 3 credits**

This course equips students with the tools and methodologies required to design and execute rigorous applied business research. Topics include scientific reasoning, research ethics, and mixed-method approaches. Students learn to construct research frameworks that link theory with managerial practice and to employ data-driven methodologies that generate actionable insights for organizational improvement.

### **Advanced Quantitative Research Design – 3 credits**

This course emphasizes advanced statistical design for applied business research. Students study hypothesis testing, experimental design, regression modeling, and multivariate analysis. Emphasis is placed on using quantitative data to inform evidence-based management decisions. Learners gain experience using analytical software and interpreting statistical outputs in strategic business contexts.

### **Advanced Probability and Statistical Analysis – 3 credits**

This course develops expertise in probability theory and statistical modeling for managerial decision-making. Students explore probability distributions, inferential statistics, Bayesian analysis, and stochastic modeling. Emphasis is placed on applying probability-based tools to predict outcomes, assess uncertainty, and optimize decision processes in complex



organizational systems.

### **Operations Research and System Optimization – 3 credits**

This course provides advanced techniques for optimizing business systems and operations. Students explore linear and nonlinear programming, decision trees, simulation modeling, and queuing theory. Emphasis is placed on problem-solving, resource allocation, and system efficiency. Learners apply operations research tools to support data-informed decisions in logistics, production, and strategic project management.

## **CONCENTRATION: TECHNOLOGICAL INNOVATION FOR PROJECT MANAGEMENT**

### **Data Mining and Business Application – 3 credits**

This course introduces data mining techniques and business analytics models for extracting value from organizational data. Students learn methods such as clustering, classification, and association rule mining to identify business opportunities. Emphasis is placed on converting analytical insights into strategic action plans that improve competitiveness, customer experience, and operational performance.

### **Data Governance & Monetization Strategies – 3 credits**

This course explores governance frameworks and ethical principles for managing enterprise data assets. Students analyze strategies for ensuring data quality, compliance, and security while identifying monetization opportunities. Emphasis is placed on the economic value of data, intellectual property protection, and the creation of data-driven business models that enhance profitability and innovation.

### **Agile Team Management and Organizational Agility – 3 credits**

This course examines Agile leadership principles and practices for managing high-performance teams. Students study frameworks such as Scrum, Kanban, and SAFe to enhance collaboration, adaptability, and productivity. Emphasis is placed on building Agile cultures, leading cross-functional teams, and aligning Agile methodologies with strategic objectives to improve project delivery and organizational responsiveness.

### **Technological Innovation for Project Management – 3 credits**

This course focuses on leveraging technological innovation to improve project management efficiency and strategic outcomes. Students explore digital transformation, automation, AI-driven decision-making, and cloud-based project tools. Learners design technology-enabled frameworks for managing complexity, scalability, and innovation in project environments. Emphasis is placed on aligning technological solutions with business strategy and performance optimization.

## **CONCENTRATION: STRATEGIC LEADERSHIP AND CHANGE**

### **Corporate Strategy, Innovation, and Competitive Advantage – 3 credits**

This course examines the formulation and execution of corporate strategy in dynamic global markets. Students analyze models of strategic innovation, industry evolution, and competitive advantage. Emphasis is placed on portfolio strategy, value creation, and disruptive innovation. Learners integrate theoretical and empirical frameworks to design strategies that ensure long-term organizational sustainability and performance.



### **Leadership for Transformation and Systemic Change Management – 3 credits**

This course explores transformational leadership and systems theory as mechanisms for driving organizational renewal. Students learn to manage resistance, design change interventions, and lead through uncertainty. Emphasis is placed on adaptive strategy, emotional intelligence, and resilience. Through simulations and applied projects, learners develop the ability to guide systemic change and sustain organizational agility.

### **Advanced Talent Management and Strategic Compensation – 3 credits**

This course analyzes advanced concepts in human capital management and strategic compensation systems. Students study workforce analytics, succession planning, and performance optimization. Emphasis is placed on aligning talent strategy with organizational goals, developing equitable compensation structures, and fostering innovation through human capital investment.

### **Negotiation, Power, and Influence in Complex Organizations – 3 credits**

This course develops advanced negotiation and influence skills for executive leaders. Students analyze power dynamics, stakeholder interests, and conflict resolution frameworks. Emphasis is placed on strategic communication, persuasion, and ethical influence within complex organizations. Learners apply negotiation strategies through simulations that enhance decision-making and collaboration in high-stakes environments.

## **DISSERTATION COURSES**

### **Dissertation I: Proposal Development – 4 credits**

This course focuses on identifying a research problem, conducting a comprehensive literature review, and developing a well-structured research proposal. Students will learn to formulate research questions, select appropriate methodologies, and ensure alignment with academic standards and ethical guidelines. By the end of the course, participants will produce a formal dissertation proposal ready for committee review and approval.

**Dissertation II: Theoretical Framework and Methodology Development – 4 credits** This course focuses on the advanced stages of dissertation preparation, emphasizing the development of a robust theoretical framework and the selection of appropriate research methodologies. Students will learn to critically analyze existing theories, identify gaps in the literature, and construct a conceptual foundation that aligns with their research objectives. Additionally, the course provides guidance on designing qualitative, quantitative, or mixed-method approaches, ensuring methodological rigor and ethical compliance. By the end of the course, students will have a well-defined theoretical framework and a comprehensive methodology section ready for implementation in their dissertation research.

### **Dissertation IV: Dissertation Writing and Defense – 6 credits**

This course guides students through the final stages of the doctoral research process, focusing on writing, revising, and preparing the dissertation for formal submission and defense. Emphasis is placed on developing a clear, scholarly narrative that integrates research findings, adhering to academic standards, and mastering oral defense strategies. Students will refine their work through feedback, ensure compliance with institutional guidelines, and demonstrate the ability to present and defend their research before an academic committee.



### THEORY AND FUNDAMENTALS COURSES

#### **Foundations of Educational Theory and Practice – 3 credits**

This course provides an in-depth exploration of the philosophical, psychological, and sociological foundations of education. Students analyze major theoretical frameworks, including constructivism, connectivism, behaviorism, humanism, and critical pedagogy—to understand how these paradigms shape modern educational practices and systems. Emphasis is placed on connecting theory with the realities of teaching and learning, and on examining the relationship between educational philosophy, policy, and classroom innovation. Students critically reflect on how theory can inform leadership decisions and promote meaningful change in educational institutions.

#### **Educational Leadership and Organizational Change – 3 credits**

This course focuses on leadership theories and organizational behavior within educational settings. Students examine models such as transformational, instructional, and distributed leadership, as well as the dynamics of motivation, culture, and change management. Through real-world case studies, learners analyze how leaders influence institutional effectiveness and respond to evolving challenges. Emphasis is placed on developing strategic thinking, vision setting, and communication strategies to guide sustainable improvement and foster organizational resilience in schools, universities, and learning organizations.

#### **Ethics, Equity, and Social Justice in Education – 3 credits**

This course explores the ethical dimensions of educational leadership and practice, emphasizing social justice, fairness, and inclusion. Students critically analyze issues related to access, representation, and equity in education, and examine policies and practices that perpetuate or mitigate systemic inequities. The course encourages ethical reasoning, moral leadership, and advocacy for marginalized groups. Through reflective analysis and case discussions, students develop strategies to foster ethical cultures, inclusive policies, and equitable learning environments within their institutions.

#### **Global Trends and Policies in Education – 3 credits**

This course examines the evolving global landscape of education, including comparative education systems, international policy frameworks, and transnational reform movements. Students explore how globalization, technology, and socio-economic factors influence curriculum, teacher development, and institutional governance. The course also analyzes the roles of international organizations such as UNESCO and OECD in shaping educational priorities. Learners gain a global perspective on best practices and develop the capacity to adapt innovative strategies to their local educational contexts.

#### **Strategic Management in Educational Institutions – 3 credits**

This course introduces advanced concepts of strategic management and organizational analysis tailored to the educational sector. Students learn to assess institutional strengths and challenges, develop strategic plans, and allocate resources effectively to achieve long-term goals. Topics include organizational design, financial management, performance metrics, and stakeholder engagement. Emphasis is placed on evidence-based decision-making, institutional accountability, and the development of strategic initiatives that enhance quality, efficiency,



and sustainability in education.

### **Communication and Collaboration in Educational Settings – 3 credits**

Effective communication is essential for leadership success. This course develops advanced skills in communication, negotiation, and team collaboration within educational organizations. Students learn strategies for building trust, managing conflicts, and leading multidisciplinary teams. Emphasis is placed on stakeholder engagement, intercultural communication, and the use of communication technologies to support collaboration and transparency. By analyzing case studies and engaging in simulations, students strengthen their ability to convey vision, motivate teams, and promote participatory decision-making.

## **RESEARCH METHODOLOGY COURSES**

### **Research Design and Methodology in Education – 3 credits**

This foundational research course provides students with the knowledge and tools to design, conduct, and evaluate educational research. Topics include the nature of scientific inquiry, research ethics, variable selection, sampling techniques, and data collection methods. Students learn to formulate research questions aligned with educational practice and policy issues, while applying both qualitative and quantitative approaches. Emphasis is placed on methodological rigor, validity, reliability, and the translation of research findings into actionable insights.

### **Data Analysis and Interpretation for Educational Research – 3 credits**

This course focuses on statistical reasoning, data visualization, and interpretation techniques that inform evidence-based educational decisions. Students gain hands-on experience using analytical software to manage, analyze, and present data effectively. Topics include descriptive and inferential statistics, correlation, regression, and hypothesis testing. Learners also explore how data analysis contributes to policy development, assessment, and program evaluation. Emphasis is placed on ethical data use and the communication of results to diverse audiences.

### **Advanced Qualitative and Quantitative Methods – 3 credits**

Building on prior research training, this advanced course deepens students' expertise in complex research methodologies. Topics include experimental design, longitudinal studies, multivariate analysis, ethnography, and case study methods. Students critically evaluate published research and design their own advanced studies integrating multiple approaches. The course emphasizes triangulation, methodological innovation, and the integration of data to produce comprehensive, credible, and impactful findings relevant to educational improvement.

### **Advanced Seminar in Educational Research – 3 credits**

This seminar provides structured guidance for the development of the doctoral research proposal. Students identify a significant problem of practice, conduct a comprehensive literature review, and design a research framework aligned with their professional goals. Emphasis is placed on coherence among research questions, theoretical foundations, and chosen methodologies. Throughout the seminar, faculty advisors and peer feedback support students in refining their proposals for formal approval and preparation for dissertation implementation.

## **CONCENTRATION: LEADERSHIP, MANAGEMENT & PROBLEM-SOLVING**

### **Educational Innovation and Technology Integration – 3 credits**



This course explores how innovation and technology drive changes in educational systems. Students examine digital learning models, emerging technologies, and data search and analytics tools that enhance teaching, learning, and institutional management. Topics include digital transformation strategies, instructional design, and the ethical implications of technology use. Learners develop practical frameworks for integrating innovation into curriculum and operations to improve learner engagement, organizational performance, and accessibility.

### **Conflict Resolution and Decision-Making in Educational Contexts – 3 credits**

This course equips students with frameworks and tools for analyzing and managing conflicts within educational settings. Students explore theories of negotiation, mediation, and consensus building, applying them to real-world scenarios involving faculty, staff, students, and community stakeholders. The course emphasizes ethical decision-making, emotional intelligence, and communication as essential components of effective leadership. Through simulations and reflective exercises, students develop confidence in making informed, balanced, and transparent decisions under pressure.

### **Human Resource Management in Education – 3 credits**

This course examines the principles, policies, and practices of human resource management specific to educational organizations. Students explore topics such as recruitment and selection, professional development, performance appraisal, motivation, and retention strategies. The course highlights the role of leadership in fostering professional growth, promoting organizational health, and ensuring alignment between institutional goals and human capital strategies. Emphasis is placed on equitable HR practices and creating inclusive, high-performance educational environments.

### **Practical Problem-Solving in Educational Leadership – 3 credits**

This applied course focuses on diagnosing and solving authentic problems in education through the use of evidence-based approaches. Students engage in problem-based learning, analyzing institutional case studies and applying leadership theories, systems thinking, and action research. The goal is to design strategic interventions that improve organizational performance and student outcomes. Emphasis is placed on collaboration, creativity, and the ability to translate research into sustainable solutions for practice.

## **DISSERTATION COURSES**

### **Dissertation I: Proposal Development – 4 credits**

This course focuses on identifying a research problem, conducting a comprehensive literature review, and developing a well-structured research proposal. Students will learn to formulate research questions, select appropriate methodologies, and ensure alignment with academic standards and ethical guidelines. By the end of the course, participants will produce a formal dissertation proposal ready for committee review and approval.

**Dissertation II: Theoretical Framework and Methodology Development – 4 credits** This course focuses on the advanced stages of dissertation preparation, emphasizing the development of a robust theoretical framework and the selection of appropriate research methodologies. Students will learn to critically analyze existing theories, identify gaps in the literature, and construct a conceptual foundation that aligns with their research objectives. Additionally, the course provides guidance on designing qualitative, quantitative, or mixed-



method approaches, ensuring methodological rigor and ethical compliance. By the end of the course, students will have a well-defined theoretical framework and a comprehensive methodology section ready for implementation in their dissertation research.

### **Dissertation III: Data Collection and Analysis – 4 credits**

This course focuses on the practical implementation of research design through systematic data collection and analysis. Students will apply approved methodologies to gather data, ensure ethical compliance, and utilize appropriate analytical techniques to interpret findings. Emphasis is placed on accuracy, validity, and the integration of results into the broader research framework. By the end of the course, students will have completed the data collection phase and produced a comprehensive analysis that supports their dissertation objectives.

### **Dissertation IV: Dissertation Writing and Defense – 6 credits**

This course guides students through the final stages of the doctoral research process, focusing on writing, revising, and preparing the dissertation for formal submission and defense. Emphasis is placed on developing a clear, scholarly narrative that integrates research findings, adhering to academic standards, and mastering oral defense strategies. Students will refine their work through feedback, ensure compliance with institutional guidelines, and demonstrate the ability to present and defend their research before an academic committee.

## **MASTER OF BUSINESS ADMINISTRATION**

### **LEGAL AND ETHICAL ENVIRONMENT OF BUSINESS – 3 CREDITS**

This course provides an introductory overview of the legal framework within which businesses operate. It focuses on public and regulatory law and explores the social, political, and ethical dimensions of legal issues in the business context. Topics covered include the fundamentals of law and the legal process, administrative law, the intersection of business and the Constitution, statutory and common law, as well as other relevant subjects. The course aims to develop a foundational understanding of the legal aspects that impact business operations and decision-making, fostering awareness of the legal environment and its implications for ethical and responsible business practices.

### **INFORMATION AND TECHNOLOGY MANAGEMENT – 3 CREDITS**

This course provides students with essential knowledge for effectively managing the information technology function within larger organizations. It covers both strategic and operational aspects, taking into account the rapidly evolving nature of technology and its impact on organizational dynamics. Students will gain a comprehensive understanding of the fundamental principles and practices necessary for successful IT management. The course emphasizes the importance of aligning technology initiatives with organizational goals and addresses key considerations related to technology implementation, innovation, security, and governance. By exploring the intersection of technology and organizational matters, students will develop the skills and insights needed to navigate the complex landscape of managing IT within a broader organizational context.

### **STRATEGIC MANAGEMENT OF GLOBAL MARKETING – 3 CREDITS**

This course serves as the building block for gaining a competitive edge in the global marketplace by offering practical insights into the competitive implications that impact global marketing strategies. It explores the factors influencing the decision to enter export marketing and delves into the planning, organization, and management of international business marketing



strategies. Students will develop a hands-on understanding of the key components necessary to succeed in the international arena. The course emphasizes the importance of adapting marketing strategies to diverse cultural, economic, and regulatory environments, enabling students to navigate the complexities of global markets. By examining real-world examples and case studies, students will gain the knowledge and skills needed to formulate effective global marketing strategies and drive business success on a global scale.

### **ORGANIZATIONAL BEHAVIOR – 3 CREDITS**

This course explores the intricacies of human behavior within organizational settings and examines the practices and methods that can either enhance or hinder effective behavior. The course utilizes a combination of conceptual frameworks, case discussions, and skill-oriented activities to provide a comprehensive understanding of the topic. Students will delve into various aspects of organizational behavior, analyzing factors that influence individual and group behavior, communication dynamics, leadership styles, motivation, decision-making processes, and organizational culture. By blending theoretical concepts with practical applications, students will develop the knowledge and skills necessary to navigate and facilitate effective behavior within organizations. The course aims to equip students with a well-rounded understanding of organizational behavior and its implications for individual and collective success within the workplace.

### **ECONOMICS AND BUSINESS CONDITIONS – 3 CREDITS**

This course offers managers a comprehensive overview of relevant economic issues within the context of business. It begins by introducing fundamental economic concepts and analyzing the functioning of the market system. The course explores various market structures and their implications for organizations. Additionally, it examines the role of government in the economy and its impact on business operations. Through the course, managers gain a deeper understanding of economic principles and how they shape business decision-making. By examining real-world examples and case studies, managers develop the ability to analyze market dynamics, assess competitive forces, and navigate government regulations. The course equips managers with the knowledge and insights necessary to make informed economic decisions and effectively manage their organizations within the broader economic landscape.

### **OPERATIONS MANAGEMENT – 3 CREDITS**

This course offers a comprehensive overview of the role of operations in companies, encompassing both manufacturing and service industries from a general management perspective. It provides a broad survey of the concepts and techniques involved in the design and management of operations. The course aims to familiarize students with the field of operations management, with a focus on the operational aspects of management. While presenting mathematical component, the course also emphasizes the practical application of operations management principles. Students will gain insights into optimizing processes, improving efficiency, managing resources, and enhancing productivity. By examining real-world examples and case studies, students will develop a holistic understanding of the strategic and operational considerations involved in managing operations. The course equips students with the knowledge and skills necessary to contribute to the effective design and management of operations within organizations.

### **FINANCIAL REPORTING AND MANAGERIAL CONTROL – 3 CREDITS**

This course is designed to equip students with the essential skills to effectively utilize financial



reports for decision-making purposes. It provides a solid foundation in understanding accounting systems and financial statements, which are crucial tools for analysis. Students will learn to interpret and analyze financial reports to gain valuable insights into the financial health and performance of organizations. Additionally, the course delves into cost systems and controls, exploring their significance in organizational control and strategic decision-making. By developing a comprehensive understanding of financial reporting and cost management, students will be better equipped to assess the financial implications of business decisions and contribute to organizational success. The course emphasizes the practical application of financial analysis techniques, empowering students to utilize financial information for informed decision-making in various business contexts.

### **BUSINESS POLICY AND STRATEGY – 3 CREDITS**

This course focuses on establishing a solid understanding of the key elements of an effective strategic management process. Students will explore the characteristics that contribute to successful strategic management and learn to analyze both external market forces and internal organizational challenges. By examining external factors such as industry dynamics, competitive forces, and market trends, students will gain insights into the broader business environment and its impact on organizational effectiveness. Additionally, the course addresses internal factors, including organizational structure, resources, capabilities, and culture, to provide a comprehensive view of strategic management. Through a combination of theoretical concepts and practical case studies, students will develop the ability to assess and evaluate the strategic positioning of organizations. By the end of the course, students will have a clearer understanding of the strategic management process and its implications for achieving organizational effectiveness.

### **ENTREPRENEURSHIP AND INNOVATION**

#### **DISRUPTIVE BUSINESS MODELS – 3 CREDITS**

This course provides an exploration of the significant transformative shifts occurring in the modern economic landscape, with a specific focus on the influence of technology and the emergence of new business models. Students will gain insights into these changes and understand their implications for organizations and professionals. The course emphasizes the development of skills necessary to foster a culture of innovation within professional careers. Students will learn techniques for strategic idea generation, cultivating a balanced information diet, and identifying emerging areas of opportunity. By honing these skills, students will be equipped to drive innovation and navigate the evolving business landscape. Through practical exercises and real-world examples, students will gain practical knowledge on how to foster a culture of innovation within their own professional pursuits. The course aims to empower students to thrive in a dynamic and innovative business environment by leveraging their creativity, strategic thinking, and ability to identify emerging opportunities.

#### **BUSINESS INSIGHTS FROM DATA – 3 CREDITS**

This course places a strong emphasis on model development and the utilization of commercial software for data management, reporting, and analysis. Students will explore various types of analytics, including descriptive, predictive, and prescriptive analytics. They will also be introduced to the models, tools, and methods commonly employed in each area to derive multidisciplinary business insights from data. Through hands-on exercises and practical



applications, students will learn how to develop and utilize models to extract valuable insights from data. They will also gain proficiency in utilizing commercial software tools to perform data analysis, generate reports, and support decision-making processes. The course fosters a multidisciplinary approach, enabling students to integrate insights from different areas of business to derive meaningful conclusions from data. By leveraging analytics techniques and tools, students will be equipped to make data-driven decisions and contribute to strategic and operational initiatives within organizations.

### **DESIGN THINKING & CUSTOMER DISCOVERY – 3 CREDITS**

This course serves as an introduction to the tools and processes involved in gathering customer information to identify and develop new product opportunities. Through a comprehensive curriculum comprising five modules and hands-on project experiences, students will acquire the necessary knowledge and skills to transform insights gained from understanding customer needs into innovative new products. The course emphasizes a customer-centric approach, equipping students with techniques to gather and analyze customer data effectively. Students will learn how to conduct market research, employ various methods of data collection, and interpret the findings to uncover valuable customer insights. These insights will serve as the foundation for identifying new product opportunities that align with customer needs and preferences. Through practical project experiences, students will have the opportunity to apply their learning in a real-world context. They will engage in activities such as concept development, prototyping, and testing to translate their ideas into tangible product solutions. This hands-on approach will foster creativity, critical thinking, and problem-solving skills, enabling students to generate innovative product concepts that address customer needs. By the end of the course, students will have a comprehensive understanding of the customer discovery process and the ability to effectively identify and develop new product opportunities. They will be equipped with the skills and knowledge necessary to innovate within a customer-driven market and contribute to the success of businesses through the development of customer-centric products.

### **FUTURE & EMERGING TECH – 3 CREDITS**

In this course, students will be introduced to the tools and processes involved in gathering customer information to identify and capitalize on new product opportunities. The course consists of five modules, each addressing different aspects of the product development process, and incorporates hands-on project experiences to reinforce learning. The course emphasizes the importance of understanding customer needs and preferences as a foundation for innovation. Students will learn various techniques to gather and analyze customer information, including market research methods, customer surveys, and user feedback. By synthesizing and interpreting this data, students will be able to identify gaps and opportunities in the market. Through practical projects, students will apply their knowledge and skills to develop innovative product concepts. They will engage in activities such as ideation, prototyping, and testing, allowing them to refine their ideas and create tangible product solutions. The hands-on approach fosters creativity, critical thinking, and problem-solving abilities. By the end of the course, students will have acquired the necessary knowledge and skills to transform customer insights into innovative new products. They will be equipped with tools to analyze market trends, identify customer needs, and develop solutions that address those needs effectively. This course prepares students to contribute to the product development process and create value for customers in today's dynamic and competitive business landscape.

### **BUSINESS CHALLENGE – 3 CREDITS**



This course is designed to foster the development of essential skills needed for professional, personal, and academic growth. The challenge course provides a dynamic learning environment that incorporates real-world business scenarios, offering students a chance to experience challenges, adaptability, and flexibility within a professional framework. The course integrates a combination of individual and team activities, enabling students to enhance their problem-solving abilities, decision-making skills, and teamwork capabilities. Students will tackle various challenges that simulate real-world business scenarios, allowing them to apply theoretical knowledge to practical situations. By engaging in the challenge course, students will not only strengthen their professional skill set but also cultivate personal growth. The course encourages self-reflection, adaptability, and the ability to handle ambiguity, preparing students for the complexities and uncertainties of the business world.

## **DIGITAL MARKETING**

### **SOCIAL MEDIA MANAGEMENT – 3 CREDITS**

This course aims to provide a comprehensive understanding of the impact of social media and other contextual factors on the fields of public relations and marketing. Students will explore how these industries have evolved and adapted in response to the rise of social media platforms and the increased speed of information dissemination. The course will examine the changes and advancements brought about by social media, including its influence on consumer behavior, brand communication strategies, and the overall dynamics of public relations and marketing. Students will analyze case studies and real-world examples to gain insights into successful social media campaigns and the challenges faced by organizations in this rapidly evolving landscape. By the end of the course, students will have a solid grasp of the transformations that have occurred in public relations and marketing due to social media and other contextual factors. They will develop critical thinking skills and the ability to navigate and leverage social media platforms effectively in their professional roles. This course will equip students with the knowledge and skills needed to thrive in the dynamic and ever-changing fields of public relations and marketing in the digital age.

### **SEARCH ENGINE MARKETING – 3 CREDITS**

This live course is designed to provide students with the skills and knowledge necessary to excel in Search Engine Marketing (SEM). Students will gain a deep understanding of SEM concepts and strategies that can effectively target their customers, uncover valuable insights, and optimize their digital presence. The course recognizes the pivotal role of search engines in capturing customer intent and directing potential customers to businesses. Students will learn how to leverage search engine platforms to enhance their online visibility and attract relevant traffic. They will explore techniques to effectively manage search engine advertising campaigns, including keyword research, ad creation, and bid management. Through a combination of theoretical instruction and practical exercises, students will develop the ability to analyze search engine data, measure campaign performance, and refine their strategies for maximum impact. They will also explore advanced topics such as remarketing, mobile advertising, and optimization techniques to further enhance their SEM skills. By the end of the course, students will be equipped with the necessary tools to harness the power of search engines and drive targeted traffic to their businesses. They will understand the importance of search engine marketing in today's digital landscape and be able to apply strategic insights to optimize their digital presence.



## **ETHICAL MARKETING OF DIGITAL CONTENT – 3 CREDITS**

In this course, students will engage in a comprehensive exploration of ethical considerations within the fields of journalism, public relations, broadcast, website provision, and marketing. The course incorporates various pedagogical methods, including case studies, discussions, and deliberations, along with readings and lectures on the fundamentals of ethical thought. While moral philosophy provides a foundation for examining ethical issues, the course also emphasizes the importance of understanding developed and developing cultural norms. Students will explore how cultural context shapes ethical decision-making in the realms of journalism, public relations, broadcast, website provision, and marketing. Through in-depth analysis of case studies and engaging in discussions, students will develop critical thinking skills and the ability to navigate complex ethical dilemmas. They will gain insights into the ethical challenges faced by professionals in these fields and examine the impact of their decisions on stakeholders and society. By the end of the course, students will have a comprehensive understanding of the ethical frameworks and considerations that shape professional practices in journalism, public relations, broadcast, website provision, and marketing. They will be equipped with the knowledge and skills to make ethical decisions and navigate the ethical complexities inherent in their chosen fields.

## **SOCIAL PSYCHOLOGY – 3 CREDITS**

This course explores the dynamics of human social behavior, analyzing how people influence and are influenced by others. Topics covered include impression formation, conformity, social influence, self-perception, attitudes, aggression, prejudice, helping, attraction, group processes, and other components of social interaction. Through theory, research, and real-life examples, students will develop a deep understanding of human social behavior and its implications. Critical thinking and the ability to analyze social situations will be promoted, you will need tools to understand and address the challenges of human interactions in various personal, academic and professional contexts. In this course, students will explore the complexities of social behavior, examining how people perceive and relate to others in different contexts. Through topics such as impression formation and conformity, we will analyze how social factors influence the perception and behavior of individuals. Group processes and how they influence decision making and behavior will be examined. In addition, important topics such as bias and aggression will be addressed, providing insights into the psychological mechanisms that contribute to these behaviors and exploring strategies to promote positive social change. The course aims to provide students with a solid understanding of human social behavior and equip them with applied knowledge in various spheres of personal, academic and professional life.

## **CONSUMER BEHAVIOR IN DIGITAL ENVIRONMENTS – 3 CREDITS**

This course explores the dynamic interactions between consumers and digital platforms, examining how technology influences purchasing decisions and behavior. Students will analyze topics such as online consumer psychology, social media influence, e-commerce trends, and the impact of artificial intelligence on personalization. The course emphasizes data-driven insights, exploring how businesses can leverage analytics to predict and respond to consumer needs in digital spaces. Case studies and practical projects will prepare students to design strategies that enhance customer engagement and drive success in a rapidly evolving digital marketplace.

## **REAL ESTATE MANAGEMENT**

### **INTRODUCTION TO REAL ESTATE – 3 CREDITS**



This course offers a comprehensive exploration of real estate finance and development, emphasizing both legal and managerial aspects. It serves as a foundational course for students majoring in real estate and provides an introduction to the subject for students from other disciplines. The course aims to develop students' skills in applying legal concepts within the context of real estate transactions. Through a combination of theoretical instruction and practical exercises, students will gain a solid understanding of the fundamental principles and practices of real estate finance and development. They will explore topics such as property law, financing methods, risk analysis, and investment strategies. By the end of the course, students will have the necessary knowledge and skills to analyze real estate transactions from a legal and managerial perspective. They will be able to navigate the complexities of real estate finance, understand legal implications, and make informed decisions in real estate development scenarios. Overall, the course provides a strong foundation for students pursuing careers in real estate or those seeking a comprehensive understanding of the field.

### **FUNDAMENTALS OF REAL ESTATE DEVELOPMENT – 3 CREDITS**

This course provides an introduction to the field of real estate development, focusing on the various stages of the development process. Students will explore key components, including project conception, pre-development, construction, completion and stabilization, and property management and ownership. The course incorporates a variety of learning methods, including literature readings, in-class discussions, and hands-on exercises. Through engaging with course materials and participating in discussions and exercises, students will gain a comprehensive understanding of the real estate development process. They will explore the intricacies involved in each stage of development and the critical factors that contribute to successful outcomes. The course aims to develop students' analytical thinking, problem-solving, and decision-making skills in the context of real estate development. By the end of the course, students will have a solid foundation in real estate development and be equipped with the knowledge and skills necessary to navigate the complexities of the field. They will be able to analyze real estate development projects, identify challenges, and make informed decisions based on an understanding of best practices and industry standards.

### **REAL ESTATE MARKET AND TRANSACTION ANALYSIS – 3 CREDITS**

This course offers a critical analysis of market trends in the real estate industry, with a focus on sales, lending, and leasing. Students will engage in a comprehensive examination of various data sets and types of real estate developments to gain a deep understanding of real estate markets. Case studies will be utilized to analyze and interpret market trends and their impact on the industry. Through a combination of theoretical concepts and practical case studies, students will develop the skills necessary to critically evaluate real estate market dynamics. They will learn to analyze market data, identify emerging trends, and assess the factors influencing supply and demand in different real estate sectors. The course aims to provide students with the tools and knowledge to make informed decisions and predictions regarding real estate market conditions. By studying and interpreting market trends, students will develop the ability to assess the viability of real estate investments and understand the broader implications for industry stakeholders. Upon completion of the course, students will have a comprehensive understanding of real estate market analysis and the factors that drive market trends. They will be equipped with the analytical skills necessary to evaluate market data and make strategic decisions in the ever-evolving real estate industry.

### **REAL ESTATE FINANCE AND INVESTMENT – 3 CREDITS**



This course provides students with an introduction to fundamental concepts, principles, analytical methods, and tools for making investment and finance decisions in commercial real estate. The course covers both "stabilized" income properties, which are fully operational, and development investments. Students will learn the key factors involved in evaluating and analyzing commercial real estate assets for investment purposes. They will explore concepts such as cash flow analysis, risk assessment, valuation methods, and financing options specific to the commercial real estate sector. The course will delve into the considerations and decision-making processes involved in both stabilized income properties and development investments. By the end of the course, students will have a solid understanding of the principles and analytical methods used in commercial real estate investment and finance. They will be equipped with the knowledge and skills necessary to evaluate investment opportunities, assess risks, and make informed decisions in the commercial real estate market.

### **PRIMARY MORTGAGE MARKETS & INSTITUTIONS – 3 CREDITS**

This course provides a comprehensive examination of the role of financial markets and institutions in facilitating the flow of funds for corporate and government investments. It offers a systematic evaluation of each market, including an exploration of the participants and the types of instruments available. The course specifically focuses on four key markets: equity markets, debt markets, foreign exchange markets, and derivative markets. Students will gain a deep understanding of the structure, functions, and operations of these markets. They will examine the various participants involved, such as investors, issuers, and intermediaries, and analyze the types of financial instruments traded within each market. Through a combination of theoretical frameworks and real-world examples, students will develop a comprehensive understanding of financial markets and their significance in financing investments. The course aims to equip students with the knowledge and analytical skills to assess market dynamics, evaluate investment opportunities, and make informed decisions in a global financial context. By the end of the course, students will have a solid foundation in the workings of equity markets, debt markets, foreign exchange markets, and derivative markets. They will understand how these markets facilitate the flow of funds and contribute to the overall functioning of the financial system. This knowledge will enable them to navigate and thrive in the complex landscape of financial markets and institutions.

### **APPRAISAL REVIEW AND MANAGEMENT**

### **FUNDAMENTALS OF ECONOMIC EXPERTISE – 3 CREDITS**

This course introduces the foundational principles and concepts of economic expertise. Students will gain a comprehensive understanding of key topics, including the role of experts in economic and legal processes and their impact on strategic decision-making. The course also addresses the ethical principles that guide economic expertise practices.

### **METHODOLOGIES FOR VALUATION AND APPRAISAL OF ASSETS – 3 CREDITS**

Students will explore methodologies and approaches used in the valuation and appraisal of tangible and intangible assets. The course covers both quantitative and qualitative techniques for assessing properties, movable and immovable assets, with a strong emphasis on the practical application of valuation models in real-world scenarios.

### **INTERNATIONAL REGULATIONS ON EXPERTISE AND APPRAISALS – 3 CREDITS**



This course delves into international standards and regulations governing expertise and asset appraisals. Students will study frameworks such as the International Valuation Standards (IVS) and their application in diverse legal and economic contexts. The importance of regulatory compliance in global practices is highlighted throughout the course.

### **FINANCIAL ANALYSIS FOR ECONOMIC EXPERTISE – 3 CREDITS**

This course equips students with advanced tools and techniques for conducting financial analysis within the context of economic expertise. Topics include financial statement analysis, risk assessment, and financial projection models. The course emphasizes applying these skills to support well-founded decisions in economic valuation.

### **APPRAISAL OF INTANGIBLE ASSETS – 3 CREDITS**

In this course, students will learn to identify, value, and manage intangible assets such as brands, patents, intellectual property, and human capital. The course highlights the importance of intangible assets in creating business value and uses case studies to apply theoretical concepts to practical situations.

## **OCCUPATIONAL SAFETY**

### **STRATEGIC MANAGEMENT OF OCCUPATIONAL SAFETY – 3 CREDITS**

This course focuses on integrating occupational safety into organizational strategy. Students will explore the development and implementation of safety plans that align with business objectives, reduce risks, and enhance workplace productivity. Topics include risk assessment models, resource allocation, and aligning safety strategies with organizational goals.

### **REGULATIONS AND LEGISLATION ON OCCUPATIONAL SAFETY – 3 CREDITS**

This course provides an in-depth analysis of international and regional occupational safety regulations and legislation. Students will learn to navigate complex legal frameworks, ensuring compliance with standards such as OSHA and ISO, while addressing liability issues. The course emphasizes the practical application of these regulations in diverse industries.

### **OCCUPATIONAL SAFETY MANAGEMENT SYSTEMS – 3 CREDITS**

Students will examine frameworks and methodologies for developing, implementing, and maintaining effective occupational safety management systems. The course covers internationally recognized systems, such as ISO 45001, focusing on hazard identification, risk management, and continuous improvement processes in workplace safety.

### **AUDIT AND EVALUATION OF OCCUPATIONAL SAFETY – 3 CREDITS**

This course equips students with tools and techniques for auditing and evaluating occupational safety programs. Topics include creating audit plans, performance measurement, compliance assessments, and the use of key performance indicators (KPIs) to monitor and enhance safety standards.

### **LEADERSHIP AND PREVENTIVE CULTURE IN OCCUPATIONAL SAFETY – 3 CREDITS**

This course emphasizes the role of leadership in fostering a culture of prevention and safety within organizations. Students will learn how to inspire commitment to safety at all organizational levels, encourage proactive behavior, and implement strategies to sustain a preventive culture, reducing workplace accidents and incidents.



## HUMAN RESOURCE MANAGEMENT

### **STRATEGIC HUMAN RESOURCES MANAGEMENT – 3 CREDITS**

This course explores the strategic role of human resources in achieving organizational success. Students will analyze HR practices that align with business objectives, focusing on workforce planning, talent acquisition, performance management, and employee retention strategies. Case studies and practical applications will help students develop strategic thinking in human resource management.

### **MEDIATION AND RESOLUTION OF LABOR CONFLICTS – 3 CREDITS**

This course provides students with tools and techniques for effectively mediating and resolving labor disputes. Topics include negotiation strategies, conflict analysis, and collaborative problem-solving methods. The course emphasizes practical applications through role-playing scenarios and case studies, preparing students to address workplace conflicts constructively.

### **HUMAN RESOURCES INFORMATION SYSTEMS – 3 CREDITS**

This course introduces students to the design, implementation, and management of human resources information systems (HRIS). Students will learn how to use technology to streamline HR processes such as payroll, benefits administration, recruitment, and compliance reporting. Emphasis is placed on leveraging data analytics for informed decision-making in HR management.

### **COMPENSATION AND BENEFITS – 3 CREDITS**

This course examines strategies for designing and managing competitive compensation and benefits programs. Topics include salary structures, performance-based rewards, employee benefits packages, and legal considerations. Students will learn how to balance organizational budgets while motivating and retaining top talent through effective compensation planning.

### **LEGAL ENVIRONMENT OF HUMAN RESOURCES MANAGEMENT – 3 CREDITS**

This course provides an in-depth understanding of the legal frameworks and regulations affecting human resource management. Topics include labor laws, employment contracts, workplace discrimination, health and safety regulations, and compliance with local and international labor standards. Students will develop skills to navigate legal complexities and ensure organizational compliance.

## FINANCE

### **ADVANCED FINANCIAL MANAGEMENT – 3 CREDITS**

This course provides a comprehensive exploration of sophisticated financial management practices and strategies aimed at optimizing organizational performance. Key topics include advanced capital budgeting techniques, risk-adjusted return analysis, mergers and acquisitions, corporate restructuring, and strategic financial planning. Students will also examine global financial markets and the impact of economic trends on decision-making. Through case studies and real-world applications, the course equips students with the tools to address complex financial challenges, align financial strategies with organizational goals, and drive long-term value creation.



### **FINANCIAL MARKETS AND INVESTMENT ANALYSIS – 3 CREDITS**

This course examines the structure and operation of financial markets, with a focus on investment analysis and portfolio management. Topics include equity and fixed-income securities, derivatives, market efficiency, and behavioral finance. Students will develop skills to assess investment opportunities and formulate effective strategies.

### **FINANCIAL ANALYSIS AND DECISION MAKING – 3 CREDITS**

In this course, students will learn advanced techniques for financial statement analysis and decision-making. Topics include ratio analysis, trend analysis, and cash flow forecasting. Emphasis is placed on using financial data to make informed strategic decisions that align with organizational goals.

### **INTERNATIONAL FINANCE – 3 CREDITS**

This course explores the financial challenges and opportunities presented by the global economy. Students will study exchange rates, international financial markets, cross-border investments, and risk management strategies. The course emphasizes the application of theoretical concepts to real-world international finance scenarios.

### **FINANCIAL RISK MANAGEMENT – 3 CREDITS**

This course focuses on identifying, assessing, and managing financial risks in an organizational context. Topics include credit risk, market risk, liquidity risk, and operational risk. Students will learn to use tools such as Value at Risk (VaR) and stress testing to develop comprehensive risk management strategies.

## **BUSINESS INTELLIGENCE AND BIG DATA**

### **BIG DATA AND BUSINESS INTELLIGENCE – 3 CREDITS**

This course offers participants an introduction to Business Intelligence (BI) and applied Big Data analysis, covering the practices and procedures involved in these areas. Participants will gain a comprehensive understanding of Big Data and its significance as a transformative approach in various business and finance domains. Throughout the course, participants will have the opportunity to gain hands-on experience in working with Big Data databases. They will learn essential skills such as gathering, merging, and cleaning large datasets, allowing them to effectively handle the complexities associated with managing and analyzing Big Data. By the end of the course, participants will have developed a strong foundation in BI and Big Data analysis, equipping them with valuable skills in data management and decision-making. This knowledge will empower participants to apply Big Data concepts and techniques in practical business scenarios, making informed decisions and leveraging the power of data for organizational success.

### **DEPLOYING AN ETL PROCESS – 3 CREDITS**

In the course "Implementing ETL Pipelines on the Microsoft SQL Server Platform," participants will gain practical knowledge and skills in creating pipelines for dimensional models using Integration Services (SSIS) in SQL Server. The course focuses on using SSIS to design packages that efficiently load dimensions and fact tables. Participants will be introduced to essential SSIS components, such as Lookup, Data Transformation, Conditional Split, and OLEDB, and learn how to effectively utilize them within the ETL (Extract, Transform, Load) process. Through



hands-on exercises and real-world examples, participants will develop the expertise needed to construct comprehensive pipelines for ETL processes. By the end of the course, participants will have a solid understanding of how to implement ETL pipelines using SSIS in SQL Server. They will be equipped with the skills to design and execute efficient data integration processes, ensuring accurate and timely loading of data into dimension and fact tables.

### **CUSTOMER VALUE MANAGEMENT – 3 CREDITS**

The comprehensive program "Customer Value Management for Telecom Operators" is specifically designed to meet the needs of professionals in the telecom industry. The course offers a detailed exploration of Customer Value Management (CVM) along with practical guidance for its implementation. By the end of the course, participants will be equipped with the following capabilities: Define Customer Value Management (CVM), Understand the difference between Customer Value and Customer Satisfaction, Describe key CVM concepts and tools, Communicate the importance of measuring quality in the eyes of your clients."

### **WEB AND MOBILE ANALYTICS – 3 CREDITS**

In this course, participants will gain a comprehensive understanding of measuring customer experience in web and mobile environments. The course introduces various metrics specifically designed to capture and evaluate customer experiences. Participants will also learn how to effectively analyze large customer profiling data using advanced machine learning solutions, without the need for extensive programming knowledge, by leveraging tools like R packages and Python libraries. Furthermore, participants will explore the use of popular analytics tools such as Google Analytics, Tableau, Gephi, and others to uncover patterns and predict potential outcomes based on the collected data. By utilizing these tools, participants will be able to create insightful reports and visually appealing infographics that provide a deeper understanding of both micro and macro factors impacting marketing campaigns. With this knowledge, participants will be equipped to iteratively improve their marketing strategies and make data-driven decisions to enhance customer satisfaction and drive business growth.

### **QUANTITATIVE ANALYSIS OF BUSINESS DECISIONS – 3 CREDITS**

In this module, students will be introduced to essential tools of statistical and operations research (OR) quantitative techniques. The course covers different types of data and teaches students how to select appropriate methods for analyzing each type. Additionally, students will gain an understanding of probability concepts, which will enable them to analyze decision-making problems under uncertain conditions. The module also includes an introduction to linear regression, where students will learn how to formulate and solve problems using graphical methods and analysis. The application of linear regression in real-world scenarios will be explored. Furthermore, the module covers elementary methods of statistical inference in management, providing students with the necessary skills to draw conclusions and make informed decisions based on data. Lastly, the module includes an introduction to linear programming, a powerful mathematical technique used to optimize resource allocation. Students will learn the fundamentals of linear programming and its applications in management. By the end of the module, students will have a solid foundation in statistical and OR quantitative techniques, equipping them with valuable skills for data analysis and decision-making in various management contexts.

### **ARTIFICIAL INTELLIGENCE**



### **ETHICS AND REGULATION OF ARTIFICIAL INTELLIGENCE – 3 CREDITS**

This course examines the ethical considerations and regulatory frameworks surrounding the use of artificial intelligence in business. Topics include privacy, bias, transparency, accountability, and compliance with global AI standards. Students will learn to navigate the ethical challenges of AI while ensuring adherence to legal and regulatory requirements.

### **BUSINESS APPLICATIONS FOR AI – 3 CREDITS**

This course explores the practical applications of AI in solving complex business challenges. Topics include process automation, predictive analytics, customer experience optimization, and supply chain enhancements. Through case studies, students will gain insights into how AI technologies can drive innovation and efficiency across industries.

### **MACHINE LEARNING IN BUSINESS – 3 CREDITS**

In this course, students will learn how to apply machine learning techniques to analyze data and solve business problems. Topics include supervised and unsupervised learning, natural language processing, and deep learning applications. Emphasis is placed on using machine learning to derive actionable insights and improve decision-making processes.

### **BUSINESS DATA VISUALIZATION – 3 CREDITS**

This course focuses on translating complex data into clear and actionable visual narratives. Students will learn to design dashboards, reports, and presentations using advanced visualization tools to effectively communicate AI-driven insights to diverse stakeholders, supporting strategic business decisions.

### **EMERGING BUSINESS TECH – 3 CREDITS**

This course examines cutting-edge technologies that are transforming the business landscape, with a focus on their integration with AI. Topics include blockchain, IoT, quantum computing, and extended reality. Students will explore how these technologies, combined with AI, can drive innovation and create competitive advantages.

## **MASTER OF SCIENCE IN PROJECT MANAGEMENT**

### **REQUIRED CORE COURSES**

#### **FOUNDATIONS OF PROJECT MANAGEMENT – 3 CREDITS**

This course provides a comprehensive overview of the fundamental concepts and practical techniques for effectively managing both long-term development programs and short-term projects. The curriculum covers key aspects of project management, including planning, scheduling, organizing, and controlling projects. Students will learn project management principles and methodologies, with a special emphasis on planning, controlling, and successfully managing projects from initiation to completion. Topics such as project scope, time management, resource allocation, risk assessment, and stakeholder communication will be explored in-depth. Through real-world case studies and practical exercises, students will develop the skills necessary to create project plans, monitor progress, mitigate risks, and make informed decisions to ensure project success. By the end of the course, students will have a solid foundation in project management, equipping them with the knowledge and tools to effectively manage projects of varying sizes and complexities in diverse industries.



### **PROJECT PLANNING AND SCHEDULING – 3 CREDITS**

This course focuses on project planning and scheduling, incorporating concepts from the Project Management Body of Knowledge (PMBOK). It covers a range of topics, including defining the work breakdown structure (WBS), ensuring the quality of the WBS, and key considerations in its creation. The course also explores principles and concepts of the scheduling model, best practices for scheduling, developing a project schedule, and the components of a schedule. Students will gain a comprehensive understanding of the key elements involved in project planning and scheduling. They will learn how to effectively breakdown a project into manageable tasks through the WBS, ensuring its quality and alignment with project objectives. The course also emphasizes the importance of scheduling as a critical aspect of project management, guiding students in the development of project schedules using industry best practices. By the end of the course, students will be equipped with the knowledge and skills necessary to create robust project plans and schedules. They will understand the key considerations in defining the WBS and be able to develop schedules that effectively allocate resources and manage project timelines. Overall, the course provides a solid foundation for students to apply project planning and scheduling principles in their future project management endeavors.

### **PROJECT ESTIMATION AND COST MANAGEMENT – 3 CREDITS**

This course delves into the significance of cost management in project execution, with a focus on incorporating mid-course changes and effectively managing cash flow. It covers various topics related to cost management, including cost estimation, establishing a realistic project baseline, evaluating project performance, and presenting project benefits to stakeholders. Students will gain a comprehensive understanding of the principles and techniques involved in cost management throughout the project lifecycle. They will learn how to estimate costs accurately, establish a baseline budget, track and evaluate project expenses, and effectively communicate the benefits of the project to customers and other stakeholders. The course emphasizes the importance of managing costs in order to ensure project success and meet organizational objectives. By the end of the course, students will possess the necessary skills to effectively manage project costs and adapt to mid-course changes. They will be able to assess project performance, make informed decisions regarding cost control measures, and present project benefits in a compelling manner. Overall, the course equips students with the knowledge and tools to navigate the complexities of cost management in project execution and contribute to the overall success of projects.

### **PROJECT LEADERSHIP TEAM AND STAKEHOLDER MANAGEMENT – 3 CREDITS**

This course focuses on strategies for effectively managing individuals and stakeholder groups in project management, with an emphasis on the leadership role of the project manager. Students will develop skills to identify, assign, and communicate project roles and responsibilities. They will also learn to analyze and approach conflicts and negotiations considering individual, organizational and systemic factors. By the end of the course, students will be equipped to lead project teams, navigate conflict, and effectively manage stakeholders. They will possess the skills to communicate project roles, responsibilities and reporting relationships, and successfully navigate complex situations and negotiations. Overall, the course prepares students to be effective project leaders who can manage people and stakeholders throughout the project life cycle.

### **MANAGING PROJECT KNOWLEDGE – 3 CREDITS**



This course delves into the significance of formal and informal knowledge networks in project delivery. It provides students with a deep understanding of how project managers acquire and exchange knowledge, and how this knowledge influences their decision-making and actions. By incorporating concepts and theories from disciplines such as project management and knowledge management, the course offers a comprehensive exploration of the socio-technical aspects of project management. Throughout the course, students will examine the dynamics of formal and informal knowledge networks and their impact on project outcomes. They will explore how project managers can leverage these networks to enhance collaboration, innovation, and knowledge sharing within project teams. By drawing on interdisciplinary perspectives, students will gain a holistic understanding of the complex interactions between individuals, technology, and organizational processes in project management. By the end of the course, students will have developed a strong foundation in the role of knowledge networks in project delivery. They will be equipped with the knowledge and tools to effectively navigate and leverage formal and informal networks to support project success. The course aims to enhance students' abilities to manage knowledge within project contexts and to recognize the importance of social and technical factors in project management.

### **E-TOOLS FOR PROJECT MANAGEMENT – 3 CREDITS**

This course offers a comprehensive exploration of project management techniques and e-tools that are crucial for effective project planning, management, and control. Through a combination of theoretical knowledge and practical examples, students will gain a deep understanding of these methodologies in an interactive learning environment. By mastering basic project management skills, methodologies, and e-tools, participants will develop the ability to prioritize projects and workload effectively. They will learn how to set realistic goals, allocate resources efficiently, and manage project timelines and budgets. Additionally, the course emphasizes the importance of building and leading high-performing teams to achieve project success. Through hands-on exercises and real-world case studies, students will have the opportunity to apply their knowledge and enhance their practical project management skills. By the end of the course, participants will be equipped with the necessary tools and techniques to successfully plan, execute, and control projects using e-tools. They will have the confidence to tackle complex projects, make informed decisions, and deliver results in a dynamic and fast-paced business environment.

### **PROJECT PROCUREMENT MANAGEMENT – 3 CREDITS**

This course provides a comprehensive examination of the project procurement life cycle, encompassing perspectives from both buyers and sellers. It delves into cost estimating techniques and proposal development to facilitate effective procurement processes. By the end of the course, students will possess the following capabilities: understanding project procurement requirements and creating procurement schedules. Students will gain the knowledge and skills necessary to identify and analyze project procurement needs, considering factors such as budget, timeline, and quality requirements. They will learn how to develop procurement schedules that align with project objectives and ensure timely and efficient acquisition of goods and services. Furthermore, students will be equipped with the ability to assess cost estimates and create compelling proposals that meet the needs of both buyers and sellers. Through a combination of theoretical study, practical exercises, and case analysis, students will develop a solid foundation in project procurement. They will be prepared to navigate the complexities of procurement processes and contribute to successful project outcomes.



## **PROJECT QUALITY AND QUANTITATIVE METHODS – 3 CREDITS**

This course offers a comprehensive exploration of quality planning, management, and control methods, with a focus on the application of statistical analysis and quantitative methodologies. Students will learn how to effectively analyze data and make data-driven decisions to ensure and enhance quality in various professional contexts. Through theoretical discussions and practical applications, students will develop the skills needed to plan, implement, and evaluate quality management processes. They will gain proficiency in using statistical analysis techniques to assess data and identify trends, patterns, and variations that can impact quality outcomes. By applying quantitative methodologies, students will be able to make informed decisions regarding quality improvement initiatives and resource allocation. The course emphasizes the practical application of quantitative methods in quality management, equipping students with the tools and techniques needed to address real-world challenges. By the end of the course, students will have the ability to analyze data quantitatively, interpret results, and make evidence-based decisions to ensure and enhance quality in their professional roles.

## **RISK MANAGEMENT**

### **LEGAL, ORGANIZATIONAL, AND REGULATORY RISK – 3 CREDITS**

This course provides an introduction to corporate organizational structure, risk management, and compliance in both business firms and financial institutions. Students will explore various topics, including the roles and responsibilities of boards of directors and executives in managing firms and overseeing risk management and compliance. Additionally, the course covers key areas such as Codes of Ethics, internal controls, the Sarbanes-Oxley Act, the Foreign Corrupt Practices Act, whistleblowers, crisis management, and disclosure requirements under Federal Securities Laws and banking statutes and regulations. Throughout the course, students will examine the importance of ethical conduct and the implementation of effective risk management and compliance frameworks within organizations. They will learn about the regulatory landscape and legal requirements that govern corporate behavior, with a focus on maintaining transparency, accountability, and adherence to industry standards. Case studies and real-world examples will be used to illustrate the practical application of these concepts. By the end of the course, students will have a solid understanding of the fundamentals of corporate organizational structure, risk management, and compliance. They will be equipped with the knowledge and skills to navigate the complexities of corporate governance, mitigate risks, and ensure regulatory compliance within business firms and financial institutions.

### **ECONOMIC AND FINANCIAL RISK MANAGEMENT – 3 CREDITS**

This course serves as an introduction to financial risk management, covering both the techniques and the key issues involved. Financial risks are inherent in every firm, but they are particularly prominent in the financial services industry. Therefore, the course will primarily focus on banks and other financial intermediaries to analyze and understand risk management practices. Throughout the course, students will examine the various types of financial risks faced by firms and the potential consequences of inadequate risk management. Emphasis will be placed on understanding how the risk management practices of individual firms can have significant impacts on other firms within the same industry and on the broader economy as a whole. By exploring case studies and real-world examples, students will gain practical insights into the techniques used in financial risk management. They will learn how to identify, measure, and mitigate financial risks, with a particular emphasis on the unique challenges faced by financial



institutions. Additionally, students will develop an understanding of the broader implications of effective risk management practices in maintaining stability and resilience within the financial sector. By the end of the course, students will have a solid foundation in financial risk management and its importance for firms, particularly within the financial services industry. They will be equipped with the necessary knowledge and skills to identify and manage financial risks effectively, contributing to the overall stability and soundness of both individual firms and the broader economy.

### **INSURANCE AND RISK MANAGEMENT– 3 CREDITS**

This elective course delves into the fundamentals of risk management, emphasizing its significance in both personal and corporate financial planning. It covers a range of insurance topics in depth, providing students with a comprehensive understanding of risk mitigation strategies. The course also devotes considerable attention to the professional liability associated with financial planning. Designed specifically for insurance and risk management majors, the course offers valuable insights into potential career paths within the industry. Students will not only learn about the various aspects of risk management but also develop the skills to analyze and report on the operations, strategic plans, and growth prospects of firms in the field. Throughout the course, students will explore the principles and techniques of risk management, with a focus on their practical application. They will gain a deep understanding of the importance of insurance in managing risk, as well as the legal and ethical considerations relevant to the financial planning profession. By examining real-world case studies and engaging in critical analysis, students will develop the ability to assess risk profiles, recommend appropriate insurance coverage, and evaluate the financial stability of organizations. By the end of the course, students will have acquired a solid foundation in risk management, enabling them to make informed decisions in personal and corporate financial planning. They will possess the knowledge and skills necessary to navigate the complexities of the insurance industry, while also understanding the responsibilities and liabilities associated with the role of a financial planner.

### **SECURITY RISK ANALYSIS AND MANAGEMENT – 3 CREDITS**

This course delves into the field of risk management with a specific focus on information security. Students will explore the various aspects of information security risks, learn how to assess and evaluate these risks, and develop skills in making risk-based decisions while considering resource limitations within organizations. The course equips students with the necessary knowledge and tools to identify potential information security risks that organizations may face. Through the application of risk management principles, students will learn how to assess the likelihood and impact of these risks on organizational objectives and assets. They will also gain an understanding of the importance of resource allocation and constraints when making risk-based decisions. By the end of the course, students will be able to effectively analyze and evaluate information security risks, taking into account the specific context and limitations of the organization. They will be equipped with the skills to prioritize and allocate resources in a way that mitigates these risks and aligns with organizational goals. Additionally, students will develop a comprehensive understanding of the role of risk management in information security and its impact on organizational resilience. Throughout the course, students will engage in practical exercises and case studies to apply risk management concepts to real-world scenarios. They will also explore relevant industry standards and best practices in information security risk management. By combining theoretical knowledge with practical application,



students will be prepared to navigate the complex landscape of information security risks and make informed decisions to protect organizational assets and data.

### **PRODUCT AND MARKET DEVELOPMENT RISK MANAGEMENT – 3 CREDITS**

This course offers a comprehensive understanding of the new product development process and equips students with the necessary knowledge and skills to effectively manage a new product development project. Students will learn about the various stages involved in the development of a new product, including selection, planning, monitoring, and control, while utilizing appropriate tools and techniques. The course provides an overview of different types of traded products, allowing students to gain insights into their risk measurement and sensitivity measures. Students will also explore the unique liquidity characteristics and settlement processes associated with these products, understanding how they differ across various markets. Through a combination of theoretical concepts and practical applications, students will develop a holistic view of the new product development arena. They will learn how to identify viable product opportunities, create effective development plans, and implement strategies to monitor and control the project's progress. Additionally, students will gain a solid understanding of risk measurement in the context of traded products and the importance of liquidity management. Throughout the course, students will engage in hands-on activities, case studies, and discussions to apply the learned concepts to real-world scenarios. They will have the opportunity to work with industry tools and techniques commonly used in new product development and risk measurement. By the end of the course, students will have the skills and knowledge to navigate the complexities of new product development projects and make informed decisions to maximize success.

### **BUSINESS INTELLIGENCE AND BIG DATA**

#### **BIG DATA AND BUSINESS INTELLIGENCE – 3 CREDITS**

This course offers participants an introduction to Business Intelligence (BI) and applied Big Data analysis, covering the practices and procedures involved in these areas. Participants will gain a comprehensive understanding of Big Data and its significance as a transformative approach in various business and finance domains. Throughout the course, participants will have the opportunity to gain hands-on experience in working with Big Data databases. They will learn essential skills such as gathering, merging, and cleaning large datasets, allowing them to effectively handle the complexities associated with managing and analyzing Big Data. By the end of the course, participants will have developed a strong foundation in BI and Big Data analysis, equipping them with valuable skills in data management and decision-making. This knowledge will empower participants to apply Big Data concepts and techniques in practical business scenarios, making informed decisions and leveraging the power of data for organizational success.

#### **DEPLOYING AN ETL PROCESS – 3 CREDITS**

In the course "Implementing ETL Pipelines on the Microsoft SQL Server Platform," participants will gain practical knowledge and skills in creating pipelines for dimensional models using Integration Services (SSIS) in SQL Server. The course focuses on using SSIS to design packages that efficiently load dimensions and fact tables. Participants will be introduced to essential SSIS components, such as Lookup, Data Transformation, Conditional Split, and OLEDB, and learn how to effectively utilize them within the ETL (Extract, Transform, Load) process. Through hands-on exercises and real-world examples, participants will develop the expertise needed to



construct comprehensive pipelines for ETL processes. By the end of the course, participants will have a solid understanding of how to implement ETL pipelines using SSIS in SQL Server. They will be equipped with the skills to design and execute efficient data integration processes, ensuring accurate and timely loading of data into dimension and fact tables.

### **CUSTOMER VALUE MANAGEMENT – 3 CREDITS**

The comprehensive program "Customer Value Management for Telecom Operators" is specifically designed to meet the needs of professionals in the telecom industry. The course offers a detailed exploration of Customer Value Management (CVM) along with practical guidance for its implementation. By the end of the course, participants will be equipped with the following capabilities: Define Customer Value Management (CVM), Understand the difference between Customer Value and Customer Satisfaction, Describe key CVM concepts and tools, Communicate the importance of measuring quality in the eyes of your clients."

### **WEB AND MOBILE ANALYTICS – 3 CREDITS**

In this course, participants will gain a comprehensive understanding of measuring customer experience in web and mobile environments. The course introduces various metrics specifically designed to capture and evaluate customer experiences. Participants will also learn how to effectively analyze large customer profiling data using advanced machine learning solutions, without the need for extensive programming knowledge, by leveraging tools like R packages and Python libraries. Furthermore, participants will explore the use of popular analytics tools such as Google Analytics, Tableau, Gephi, and others to uncover patterns and predict potential outcomes based on the collected data. By utilizing these tools, participants will be able to create insightful reports and visually appealing infographics that provide a deeper understanding of both micro and macro factors impacting marketing campaigns. With this knowledge, participants will be equipped to iteratively improve their marketing strategies and make data-driven decisions to enhance customer satisfaction and drive business growth.

### **QUANTITATIVE ANALYSIS OF BUSINESS DECISIONS – 3 CREDITS**

In this module, students will be introduced to essential tools of statistical and operations research (OR) quantitative techniques. The course covers different types of data and teaches students how to select appropriate methods for analyzing each type. Additionally, students will gain an understanding of probability concepts, which will enable them to analyze decision-making problems under uncertain conditions. The module also includes an introduction to linear regression, where students will learn how to formulate and solve problems using graphical methods and analysis. The application of linear regression in real-world scenarios will be explored. Furthermore, the module covers elementary methods of statistical inference in management, providing students with the necessary skills to draw conclusions and make informed decisions based on data. Lastly, the module includes an introduction to linear programming, a powerful mathematical technique used to optimize resource allocation. Students will learn the fundamentals of linear programming and its applications in management. By the end of the module, students will have a solid foundation in statistical and OR quantitative techniques, equipping them with valuable skills for data analysis and decision-making in various management contexts.

### **INDUSTRIAL SAFETY EXPERT**

### **FUNDAMENTALS OF THE EXPERT OPINION OF OCCUPATIONAL AND INDUSTRIAL ACCI-**



## **DENTS – 3 CREDITS**

This course provides an introduction to the principles and foundations of expert opinion in the context of occupational and industrial accidents. Students will learn the essential legal and technical concepts, the role of expert witnesses, and the ethical considerations in preparing accurate and impartial reports for legal and regulatory purposes.

## **INDUSTRIAL EXPERTISE: METHODS AND PROCEDURES – 3 CREDITS**

This course focuses on the methodologies and procedures used in industrial safety expertise. Topics include the systematic collection of evidence, the use of specialized tools for technical analysis, and best practices for conducting assessments in compliance with industry standards. Emphasis is placed on practical applications through case studies.

## **INDUSTRIAL ACCIDENT INVESTIGATION – 3 CREDITS**

This course equips students with the skills and tools required to investigate industrial accidents thoroughly. Students will learn to identify root causes, analyze contributing factors, and propose actionable recommendations to prevent future incidents. The course emphasizes real-world scenarios and the use of accident investigation frameworks, such as root cause analysis and fault tree analysis.

## **INTERNATIONAL REGULATIONS ON SECURITY EXPERTISE – 3 CREDITS**

This course explores the global regulatory landscape governing industrial safety and accident expertise. Students will study key international standards, such as OSHA, ISO, and other region-specific frameworks, to understand their application in industrial safety evaluations. The course highlights the importance of regulatory compliance and its impact on safety practices.

## **ANALYSIS OF EXPERT REPORTS OF INDUSTRIAL ACCIDENTS – 3 CREDITS**

This course focuses on the critical review and analysis of expert reports related to industrial accidents. Students will learn how to evaluate the quality, accuracy, and reliability of reports, as well as how to identify strengths, weaknesses, and areas for improvement. Case studies will be used to provide hands-on experience in report analysis.

## **MASTER OF SCIENCE IN EDUCATION**

### **REQUIRED CORE COURSES**

#### **TRENDS AND ISSUES IN SCIENCE EDUCATION – 3 CREDITS**

This course examines current and emerging issues and trends impacting education. Topics may include socially and culturally responsive teaching, teacher resiliency, trauma responsive classrooms, differentiation, student stress and mental health, grit, emerging technologies, flexible classrooms, and cultivating creativity. Topics will be dependent upon student interests and current national trends. Emphasis will be on developing, analyzing, and clarifying beliefs and practices as they relate to education.

#### **LEADERSHIP IN EDUCATION – 3 CREDITS**

In the course "Principal Leadership and Management," participants will explore the crucial role of the school principal as an instructional leader. The course focuses on developing leadership skills and management abilities necessary to create a vibrant and successful school and educational community. Participants will gain a deep understanding of the principal's roles and responsibilities in fostering a positive learning environment. The course covers various topics



such as instructional leadership, curriculum development, staff management, community engagement, and school improvement strategies. Participants will learn effective leadership practices to support teachers, engage stakeholders, and enhance student achievement. Through case studies and practical exercises, participants will develop a knowledge base and practical skills to effectively fulfill the responsibilities of a school principal and create a conducive learning environment for students.

### **APPROACHES TO EDUCATIONAL RESEARCH – 3 CREDITS**

This course is designed to present a general overview of the methods and procedures of research in education. Emphasis is placed on how to evaluate and utilize published research reports. The purpose of this course is to provide an introduction to empirical research and a variety of research approaches common to the field of education. Upon completing the course, participants will be able to locate, understand, evaluate, and interpret qualitative as well as quantitative educational research and use these skills to identify possible thesis or project topics.

### **LEADERS OF CURRICULUM, LEARNING & DIVERSITY – 3 CREDITS**

In the course "Curriculum in American Public Schools," participants will explore the critical role of curriculum in shaping the educational landscape. The course delves into the historical, social, and philosophical traditions that influence curriculum development. Participants will examine contemporary issues such as the achievement gap, instructional technology, and accountability measures. Through engaging lessons and discussions, participants will compare different interpretations of curriculum and gain new insights into the complexities of curriculum development. The course encourages participants to critically analyze existing curricular approaches and explore innovative strategies to address the evolving needs of students and society. By the end of the course, participants will have a deeper understanding of the multifaceted nature of curriculum and its impact on educational outcomes.

### **RESEARCH PRINCIPLES FOR EDUCATION – 3 CREDITS**

In the course "Educational Research Methods," participants are introduced to contemporary procedures in educational research, emphasizing the practical application of research principles to classroom concerns. The course empowers participants to investigate research questions that directly relate to their teaching practice and classroom experiences. Through the exploration of diverse print and electronic resources, participants develop the skills necessary to critically evaluate and utilize research findings. They also engage in a hands-on research project that requires the application of fundamental research procedures. By the end of the course, participants will become informed and discerning consumers of educational research, capable of designing and implementing their own research projects. This course equips educators with the knowledge and skills to engage in evidence-based practice and contribute to the continuous improvement of teaching and learning in their educational contexts.

### **ADVANCED EDUCATIONAL PSYCHOLOGY – 3 CREDITS**

In the course "Psychological Foundations of Education," participants explore psychological concepts and theories that are highly relevant to classroom practice. Key topics covered include thinking, learning, human development, motivation, and assessment. The course emphasizes the significance of integrating research evidence into instructional planning, implementation, and assessment. Participants learn how to apply psychological principles to enhance teaching and learning processes in the classroom. By examining the intersection of psychology and



education, participants gain a deeper understanding of how cognitive and socio-emotional factors influence students' academic performance and overall development. The course equips educators with valuable insights and practical strategies to create effective and engaging learning environments based on sound psychological principles and empirical research.

### **INCLUSION, INTERVENTION TEAMS & SPECIAL EDUCATION LAW – 3 CREDITS**

In the course "Special Education Law and Policy," participants explore the historical and current landscape of federal and state litigation and legislation related to special education and related services. The course delves into the legal framework and policies governing the provision of educational services to individuals with learning disabilities, emotional and behavioral disorders, intellectual disabilities, and developmental delays. Participants gain an understanding of the characteristics and identification processes for individuals with these exceptionalities. They examine the legal rights and entitlements of students with special needs, as well as the responsibilities and obligations of educational institutions in providing appropriate accommodations and supports. Through the course, participants develop a comprehensive knowledge of special education laws and regulations, enabling them to advocate for and ensure the provision of equitable and inclusive educational opportunities for students with exceptionalities. The course combines theoretical and practical perspectives to equip educators with the necessary tools to navigate the complex legal landscape of special education.

### **PERSONNEL DEVELOPMENT AND HUMAN RESOURCES IN EDUCATION – 3 CREDITS**

In the course "Human Resource Management in Education," future school administrators explore the theories and practices related to staffing schools effectively to promote high levels of student achievement. The course provides an introduction to the field of human resource management and its application within educational settings. Participants examine the current challenges and legal considerations associated with hiring and retaining effective school personnel. They gain an understanding of the importance of interpersonal relationships and the role they play in influencing the recruitment, selection, and retention of educators and staff members. Through a combination of theoretical discussions and practical case studies, participants develop the knowledge and skills necessary to navigate the complexities of human resource management in education. Topics covered include workforce planning, job analysis, recruitment and selection strategies, performance management, professional development, and employee relations. By the end of the course, participants are equipped with the tools and strategies to create a positive and productive work environment, ensuring that all school personnel contribute to the success of students and the overall mission of the educational institution.

### **ADMINISTRATION, PLANNING AND POLICY**

#### **POLICY, POLITICS AND LAW – 3 CREDITS**

The course "Educational Policy and Governance" provides students with a comprehensive understanding of the forces that shape educational policy. It explores the various aspects of governance structures, stakeholders, public engagement, and current policy issues in education. Students examine the roles and responsibilities of different entities involved in policy-making, including government agencies, school boards, community organizations, and advocacy groups. The course emphasizes the importance of public engagement and effective communication in policy development, fostering collaboration among diverse stakeholders.



Students critically analyze policy issues and their impact on educational practices, equity, and student outcomes. They also explore strategies for advocating for change and influencing policy decisions to create effective and equitable educational systems. Throughout the course, students gain insights into the complex political contexts that influence educational policy. They explore the social, cultural, and economic factors that shape policy decisions and consider the implications of these decisions on diverse educational contexts. By the end of the course, students are equipped with the knowledge and skills to engage in policy analysis, contribute to policy development processes, and advocate for educational policies that address the needs of all students.

### **SAFE AND SUPPORTIVE SCHOOL ENVIRONMENTS – 3 CREDITS**

Creating safe and supportive environments in schools is crucial for promoting positive student outcomes. This includes fostering a school environment that encourages student engagement and connection with important adults both within the school and at home. When students feel connected to their school and families, it serves as a protective factor against various negative health outcomes, such as HIV, STDs, and unintended pregnancy. By prioritizing student engagement and fostering strong relationships between students, teachers, and families, schools can create a supportive environment that enhances students' overall well-being. This involves implementing strategies that promote positive student-teacher interactions, encourage family involvement in school activities, and provide resources for students' physical and emotional health. By addressing these factors, schools can help reduce risk factors and create an environment where students feel safe, supported, and empowered to succeed academically and socially.

### **ADMINISTRATIVE PROCESSES AND FINANCE – 3 CREDITS**

Financial and managerial leadership play a pivotal role in the effectiveness of school instructional programs. This course is designed to equip current and future administrators in both public and private schools with the knowledge and skills necessary to excel in these crucial areas. Participants will gain a comprehensive understanding of their role in financial management and leadership within the context of systemic reform. The course delves into various topics including the financial implications of systemic reform, centralized goal setting, accountability standards, and decentralized forms of site-based management. It also explores emerging trends such as school choice, charter schools, and the voucher system. Through this study, administrators will develop the expertise needed to navigate the complex financial landscape of educational institutions and make informed decisions that support student success. By honing their financial and managerial leadership skills, administrators can effectively allocate resources, implement strategic initiatives, and create an environment conducive to high-quality instruction. Ultimately, the course empowers administrators to play a vital role in shaping the financial and managerial landscape of their schools or districts, contributing to the overall success of educational programs and student achievement.

### **ADMINISTRATION IN EDUCATIONAL ORGANIZATIONS – 3 CREDITS**

This course offers a comprehensive exploration of strategic planning and management in the field of education. Participants will gain an understanding of the development and implementation of strategic approaches to address the complex challenges and opportunities in educational settings. The course utilizes case studies to facilitate strategic analysis, allowing



students to enhance their critical thinking and decision-making skills. Through these case studies, students will examine real-world scenarios and explore the role of strategic decisions in driving organizational change at all levels of education. By studying strategic planning and management in education, participants will develop the knowledge and skills needed to navigate the dynamic landscape of educational institutions. They will learn to identify and assess strategic priorities, formulate effective strategies, and implement change initiatives that align with the mission and goals of educational organizations. This course prepares individuals to become strategic leaders who can drive innovation, improve organizational performance, and foster positive educational outcomes.

### **FORMULATION AND EVALUATION OF EDUCATIONAL PROJECTS – 3 CREDITS**

This course provides a comprehensive examination of evaluation theory and practice in the context of school improvement. Students will explore research methods and design strategies used to measure program outcomes, evaluate personnel, and assess projects. The course emphasizes the application of evaluation models and the development of skills necessary for preparing and effectively communicating evaluation findings. Students will learn how to design and implement evaluations that inform decision-making and drive continuous improvement in educational settings. Throughout the course, students will gain hands-on experience in conducting evaluations, analyzing data, and reporting evaluation findings. They will develop the skills needed to critically assess the effectiveness of educational programs and initiatives, identify areas for improvement, and make data-informed decisions to enhance overall school performance. By the end of the course, students will be equipped with the knowledge and skills to conduct rigorous and meaningful evaluations that contribute to school improvement efforts and promote evidence-based decision-making in education.

## **CURRICULUM DEVELOPMENT AND EVALUATION**

### **CURRICULAR DESIGN TRENDS AND POLITICS – 3 CREDITS**

Curriculum design is a critical process that involves creating a comprehensive plan for a course, aligning its content with specific learning objectives, and developing a structured course outline. This course emphasizes the importance of mapping content to learning objectives and provides strategies for effectively building a course. Throughout the course, participants will learn how to analyze subject matter, select appropriate content, and design engaging and interactive activities that promote student learning. Assessment strategies will be explored to ensure that learning objectives are effectively measured and evaluated. Collaboration among faculty members teaching the same course is essential in the curriculum design process. Under the guidance of the Department Chair, all faculty members will contribute to the development of a cohesive syllabus for the course, ensuring consistency and alignment with program goals and standards. By the end of the course, participants will have gained the knowledge and skills necessary to create well-designed courses that promote effective teaching and learning. They will be equipped with the tools to develop comprehensive course outlines, align content with learning objectives, and design engaging assessments and activities that enhance student engagement and achievement.

### **CURRICULAR EVALUATION AND INNOVATION – 3 CREDITS**

In this course, candidates will have the chance to delve into the latest advancements in teaching and learning practices, while also reflecting on their own teaching style to better accommodate the diverse needs of learners. The curriculum covers various Models of Teaching, offering a



comprehensive exploration of Behavioral, Information Processing, Personal, and Social models. By examining these models, candidates gain a deeper understanding of different approaches to teaching and how they can effectively engage students. Furthermore, the course delves into key principles and challenges in pedagogy, curriculum development, and evaluation. Candidates will learn about the procedures for evaluating curriculum and implementing innovative changes in teaching and learning environments. This course equips candidates with the knowledge and strategies to create dynamic and inclusive learning experiences that meet the evolving needs of students. Throughout the course, candidates will engage in critical analysis and reflection, enabling them to refine their teaching practices and adapt their instructional methods to best support student success. By the end of the course, candidates will have a broader toolkit of instructional approaches and a deeper understanding of curriculum design, empowering them to create meaningful learning experiences for diverse learners.

### **INSTRUCTIONAL DESIGN, DEVELOPMENT AND EVALUATION – 3 CREDITS**

This course offers a unique blend of technical and software skills alongside essential soft skills in theory, planning, instructional processes, and collaborative problem-solving. Students will acquire the necessary expertise to design, create, implement, and evaluate instructional solutions in both technology-supported and non-technology environments, catering to diverse educational and professional settings. Throughout the course, students will develop technical proficiency in utilizing various instructional technologies and software tools. They will learn how to leverage these tools effectively to enhance teaching and learning experiences. Additionally, students will cultivate essential soft skills such as communication, teamwork, and critical thinking, which are crucial for effective instructional design and problem-solving. By the end of the course, students will be equipped with a comprehensive set of skills, allowing them to design and implement innovative instructional solutions that align with the specific needs and contexts of their intended audience. They will have the ability to integrate technology effectively into their instructional practices while leveraging their soft skills to foster collaborative learning environments. Overall, this course prepares students to be versatile and competent instructional designers capable of creating impactful and engaging learning experiences.

### **EVALUATION MODELS – 3 CREDITS**

Evaluation Models and Techniques is a graduate-level course designed to provide students with a comprehensive introduction to program evaluation in the fields of education and the social and behavioral sciences. The course covers fundamental concepts and procedures used in evaluating educational and human service programs. Throughout the course, students will learn various evaluation models and techniques that are commonly employed in assessing the effectiveness and impact of programs. They will gain a deep understanding of the evaluation process, including the formulation of evaluation questions, the selection and design of appropriate evaluation methods, data collection and analysis, and the interpretation and communication of evaluation findings. By the end of the course, students will have developed the knowledge and skills necessary to critically evaluate and conduct program evaluations in their respective fields. They will be equipped with a solid foundation in evaluation theory and practice, enabling them to contribute to evidence-based decision-making and program improvement efforts. Overall, this course prepares students for careers that involve assessing and improving the effectiveness of educational and human service programs.

### **DEVELOPING A GLOBAL PERSPECTIVE – 3 CREDITS**

This course aims to deepen students' understanding of intercultural communication and



enhance their skills for effective and culturally sensitive interactions. Students will explore topics such as personal cultural identity, theories of intercultural communication, sources of cultural conflict, and the development of communication skills within a diverse context. Throughout the course, students will critically analyze how their verbal and nonverbal communication is interpreted by individuals from different cultural backgrounds. They will examine the role of cultural norms, values, and beliefs in shaping communication patterns and outcomes. The course emphasizes the integration of critical thinking, writing, and interactive exercises to foster a holistic understanding of communication as a performative process. By the end of the course, students will have gained a heightened awareness of their own cultural identity and its impact on communication. They will have developed strategies for navigating cultural differences, managing conflicts, and promoting inclusive and effective communication practices. Overall, this course equips students with essential skills for engaging in intercultural interactions and promotes cultural competence in diverse settings.

## **DIGITAL AGE LEARNING AND EDUCATIONAL TECHNOLOGY**

### **DIGITAL AGE LEARNING – 3 CREDITS**

This course delves into the profound impact of emerging technologies on society and educational settings, and explores the implications of these changes for teaching and learning practices. It focuses on developing critical thinking skills among teacher education candidates to navigate and leverage new technologies and media effectively. The course adopts a broad perspective of literacy, encompassing both traditional and emerging literacies, to cultivate candidates' understanding of the multifaceted nature of literacy in the digital age. Through various strategies, candidates will develop critical habits of mind that enable them to critically evaluate, select, and integrate emerging technologies into their instructional practices. Throughout the course, candidates will examine the transformative power of emerging technologies, explore emerging literacies such as digital, media, and information literacies, and analyze the potential benefits and challenges associated with their integration in educational contexts. By the end of the course, candidates will have gained a deeper understanding of the role of technology in teaching and learning, and will be equipped with strategies to effectively utilize emerging technologies to enhance educational experiences and promote digital literacy among their future students.

### **TECHNOLOGICAL INNOVATION IN EDUCATION – 3 CREDITS**

This course offers an opportunity to explore the integration of electronic and digital technologies in the teaching and learning process, enabling you to effectively engage with these tools in your classroom. It equips you with essential skills in using various digital tools commonly employed in modern educational settings. Furthermore, the course introduces fundamental theories of communication, selection, evaluation, and research, empowering you to apply these theories and techniques appropriately within educational contexts. Throughout the course, you will critically reflect on the potential roles that electronic and digital technologies can play in enhancing instructional practices. You will gain proficiency in utilizing a range of digital tools, developing your competence in leveraging technology to support teaching and learning objectives. The course also covers essential theories and techniques that underpin effective communication, resource selection, evaluation, and research in educational settings. To achieve a high level of proficiency, active engagement and practice outside of class time will be required. By the end of the course, you will have the necessary skills and knowledge to integrate electronic and digital technologies strategically and effectively in your classroom,



enhancing the teaching and learning experience for both yourself and your students.

### **INNOVATIONS AND EMERGING TECHNOLOGIES IN LEARNING – 3 CREDITS**

This course provides students with the opportunity to work hands-on with emerging technologies in an innovative setting that encourages critical thinking, interdisciplinary perspectives, and lifelong learning skills. The course introduces students to tools and techniques used to design, develop, and evaluate innovative technologies, guides students through the development of their own technological innovations, and offers students an historic perspective on technological innovation through a wide variety of emerging technologies.

### **SCHOOL CHOICE AND INNOVATIVE SCHOOL SETTINGS – 3 CREDITS**

This course explores the concept of innovation, which holds equal significance for both educators and students. It equips teachers with a range of new methods, activities, and tools to enrich their teaching practices, rendering topics more authentic and meaningful. Through a series of hands-on activities and group discussions, participants will learn how to integrate design-related skills, creative exercises, contextual learning, role-playing, digital solutions, and thought-provoking exercises into their teaching approaches. By incorporating these strategies, educators can foster an engaging and dynamic learning environment that stimulates students' curiosity, critical thinking, and problem-solving abilities. This course empowers teachers to embrace innovation in education and enables them to create impactful learning experiences that resonate with their students.

### **DIGITAL IDENTITY AND DIGITAL BRANDING – 3 CREDITS**

This course delves into the critical concept of positioning and its significance in creating successful brands. Participants will examine perceptual maps and the iceberg model to gain a deeper understanding of how brands are perceived by consumers. The course culminates in the development of real brand houses, providing practical knowledge that can be directly applied in professional environments. Participants will learn about the strategic considerations involved in selecting the right name, colors, and logo, and how these elements can play a pivotal role in a brand's success. By the end of the course, participants will have acquired the skills and insights needed to strategically position a brand for maximum impact and create a strong brand identity that resonates with their target audience.

## **MEDIATION AND EDUCATIONAL PSYCHOLOGY**

### **FUNDAMENTALS OF EDUCATIONAL MEDIATION – 3 CREDITS**

This course provides an introduction to the principles and practices of mediation within educational settings. Students will explore the role of mediators in resolving conflicts among students, teachers, parents, and administrators. Topics include the foundations of conflict resolution, ethical considerations, and the impact of mediation on fostering a positive educational climate.

### **MEDIATION TECHNIQUES IN EDUCATIONAL CONFLICTS – 3 CREDITS**

This course focuses on advanced techniques for managing and resolving conflicts in educational environments. Students will learn to apply negotiation strategies, active listening, and collaborative problem-solving methods. Case studies and role-playing exercises provide hands-on experience in addressing disputes effectively and constructively.



### **PSYCHOLOGICAL INTERVENTION IN EDUCATIONAL CONTEXTS – 3 CREDITS**

This course examines the application of psychological principles to address challenges in educational environments. Topics include supporting students with behavioral or emotional difficulties, promoting social-emotional learning, and fostering resilience. Students will develop intervention strategies to support the well-being and development of students.

### **PSYCHOLOGICAL EVALUATION IN EDUCATION – 3 CREDITS**

This course introduces students to tools and techniques for evaluating psychological and educational needs. Topics include assessment methods, interpretation of test results, and the use of evaluation to develop individualized learning and support plans. The course emphasizes ethical and culturally responsive practices.

### **PSYCHOLOGY OF MOTIVATION IN LEARNING – 3 CREDITS**

This course explores the psychological theories and principles underlying motivation in educational contexts. Students will analyze factors that influence motivation, such as self-efficacy, goal setting, and intrinsic versus extrinsic incentives. The course also examines strategies to enhance motivation and engagement to improve learning outcomes.

## **HIGHER EDUCATION**

### **LEARNING THEORIES IN HIGHER EDUCATION – 3 CREDITS**

This course examines foundational and contemporary learning theories as they apply to adult learners in higher education. Students will explore cognitive, constructivist, and social learning frameworks to design effective teaching strategies. The course emphasizes the application of theory to practice, fostering an engaging and inclusive learning environment for diverse student populations.

### **LEARNING ASSESSMENT IN HIGHER EDUCATION – 3 CREDITS**

This course focuses on the principles and practices of assessing learning outcomes in higher education. Students will learn to design, implement, and evaluate assessment tools to measure student performance and institutional effectiveness. Topics include formative and summative assessment, program evaluation, and the use of data to inform decision-making and improve teaching practices.

### **INNOVATION AND TECHNOLOGY IN HIGHER EDUCATION – 3 CREDITS**

This course explores the role of technology and innovative practices in transforming higher education. Students will examine emerging trends such as online learning, adaptive learning systems, and digital tools that enhance teaching, learning, and administration. Emphasis is placed on designing and implementing technology-driven solutions to improve educational quality and accessibility.

### **ORGANIZATIONAL STRUCTURES OF HIGHER EDUCATION – 3 CREDITS**

This course provides an in-depth analysis of the organizational frameworks and governance models of higher education institutions. Topics include leadership roles, administrative processes, financial management, and stakeholder relationships. Students will gain insights into how organizational structures influence policy, strategy, and institutional culture.

### **LAW AND POLICY OF HIGHER EDUCATION – 3 CREDITS**



This course explores the legal and policy dimensions of higher education, focusing on the rights and responsibilities of institutions, educators, and students. Topics include accreditation, academic freedom, equity, and compliance with federal and state regulations. The course prepares students to navigate legal challenges and contribute to the development of effective educational policies.

## **UNDERGRADUATE GENERAL EDUCATION COURSE DESCRIPTIONS**

### **GENERAL EDUCATION COURSES**

#### **ENC100 ENGLISH COMPOSITION I – 3 CREDITS**

This course focuses on equipping students with the strategies and techniques utilized by accomplished writers to achieve specific objectives. Students will engage in a variety of writing tasks that align with different purposes, including comprehension, instruction, entertainment, persuasion, investigation, problem-solving, evaluation, explanation, and refutation. Alongside enhancing academic communication skills, this core-curriculum course also prepares students to leverage writing as a tool for achieving professional and personal aspirations. By the end of the course, students will have honed their writing abilities, enabling them to effectively communicate ideas, opinions, and information across various contexts. They will be equipped with the necessary skills to employ writing as a powerful tool for achieving success both academically and in their future endeavors.

#### **ENC201 ENGLISH COMPOSITION II – 3 CREDITS**

This course is specifically designed to enhance students' writing skills and foster their abilities in analysis and argumentation. The curriculum emphasizes critical examination of literature and requires students to complete assignments such as research-based essays, incorporating proper documentation using the MLA style sheet. The course places a strong emphasis on writing as an integral part of the thinking and learning processes. By engaging in these activities and assignments, students will develop their ability to analyze texts, construct well-supported arguments, and effectively communicate their ideas through written expression. The course equips students with valuable research and documentation skills, while also nurturing their capacity for critical thinking and fostering a deeper understanding of the writing process as a means of intellectual growth and self-discovery.

#### **PSY100 GENERAL PSYCHOLOGY – 3 CREDITS**

This course provides an introductory exploration into the systematic study of human cognition, emotion, and behavior, with a strong emphasis on the scientific method. Students will delve into the fundamentals of behavior, learning, conditioning, development, cognitive processes, perception, emotion, personality, and psychopathology. The curriculum covers a wide range of content areas to offer a comprehensive understanding of the human mind and behavior. Through this course, students will gain insights into the scientific principles and methodologies used in psychology research. They will also develop a foundational knowledge of various psychological phenomena and their implications for individuals and society. By the end of the course, students will have a solid understanding of the key concepts in psychology and be equipped with a scientific approach to studying and understanding human cognition, emotion, and behavior.

#### **SOC201 SOCIOLOGY – 3 CREDITS**

This course serves as an introductory exploration into the field of sociology, offering a lens



through which to understand the world. Sociology is a discipline that seeks to explain social, political, and economic phenomena by examining social structures, social forces, and group relations. Students will delve into the study of various aspects of society, including social institutions, inequality, socialization, culture, and social change. The curriculum aims to develop a sociological imagination, enabling students to critically analyze and interpret the social world around them. By the end of the course, students will have gained a foundational understanding of sociological concepts and theories, equipping them with valuable insights into the complex dynamics that shape human interactions and societal patterns.

### **ALG105 COLLEGE ALGEBRA – 3 CREDITS**

This course covers a range of mathematical topics, including negative exponents, inequalities, complex numbers, radicals, quadratic functions, and logarithms. Students will explore these concepts and their applications in real-world scenarios. Through hands-on activities, students will have the opportunity to engage with advanced mathematical concepts in practical contexts. These activities are designed to bridge the gap between theoretical knowledge and real-life applications, allowing students to see how these mathematical concepts are relevant and useful in various fields and everyday situations. By the end of the course, students will have a deeper understanding of these mathematical topics and be able to apply their knowledge to solve problems and analyze situations in the real world.

### **COM100 INTRODUCTION TO COMMUNICATION – 3 CREDITS**

This course offers a comprehensive overview of fundamental communication concepts and the essential skills needed to effectively communicate in diverse contexts. Students will explore communication theories and techniques relevant to interpersonal, group, public, intercultural, and mass communication settings. The curriculum places emphasis on understanding the principles and practices that underpin successful communication in these different situations. Students will learn how to adapt their communication style, employ active listening, navigate cultural differences, and utilize effective strategies for public speaking. By the end of the course, students will have acquired a solid foundation in communication theory and practical skills that can be applied to enhance their interpersonal relationships, work collaboratively in groups, deliver impactful presentations, engage in intercultural exchanges, and understand the dynamics of mass communication.

### **STA201 APPLIED PROBABILITY AND STATISTICS – 3 CREDITS**

This course aims to bridge the gap between mathematical concepts and their practical applications in the fields of business, information technology, and education. Students will explore a variety of topics that require mathematical calculations and the ability to analyze statistical information. The curriculum emphasizes providing insights into how mathematical skills are utilized in real-world scenarios within these industries. Students will learn to connect the material being covered with its practical application, gaining a deeper understanding of how mathematical concepts are used to solve problems and make informed decisions in their respective fields. By the end of the course, students will have developed the ability to apply mathematical skills and analytical thinking to address challenges and contribute meaningfully to business, information technology, and education environments.

### **PSY202 CRITICAL THINKING AND LOGIC – 3 CREDITS**

This course focuses on applying the principles of critical thinking to the evaluation and construction of arguments. Students will develop and practice critical reasoning skills within



the context of analyzing and constructing written arguments. The curriculum emphasizes the ability to assess the validity, coherence, and persuasiveness of various types of arguments. Through a series of exercises and assignments, students will learn to identify logical fallacies, evaluate evidence, and effectively communicate their own ideas through well-constructed arguments. The course provides ample opportunities for students to practice critical thinking skills by critically examining and engaging with a range of written arguments. By the end of the course, students will have honed their ability to think critically, analyze arguments, and construct persuasive and well-supported written responses.

### **COM201 PRINCIPLES OF PUBLIC SPEAKING – 3 CREDITS**

This course applies the theory and principles of public address, with a particular focus on preparation and the extemporaneous method of delivery. Students will engage in assignments that necessitate college-level reading and analysis of scholarly studies. The course emphasizes effective communication through written reports, including the completion of at least one individual writing assignment following APA/MLA formatting guidelines. Through this coursework, students will develop their skills in public speaking, ensuring their preparedness for delivering speeches in an extemporaneous manner. They will also enhance their critical reading and analytical abilities, enabling them to engage with scholarly literature. Additionally, the course emphasizes the development of coherent written communication, allowing students to produce well-structured and properly formatted reports. By the end of the course, students will have strengthened their public speaking skills, honed their analytical thinking, and improved their written communication abilities through the completion of rigorous assignments.

### **SCI100 ENVIRONMENTAL SCIENCE – 3 CREDITS**

This course offers an in-depth exploration of the science that has a direct impact on our daily lives and is expected to become increasingly significant in the future. It introduces students to the scientific study of the environment, as well as the multifaceted challenges associated with understanding and critically examining related issues. The curriculum covers not only the scientific aspects but also the technological, social, political, and economic dimensions that shape our understanding of the environment. Through this course, students will gain a comprehensive understanding of the interconnections between scientific principles, environmental challenges, and societal factors. They will develop the skills necessary to critically analyze and evaluate environmental issues, fostering a deeper appreciation for the complexities involved in addressing and solving environmental problems.

## **BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION**

### **REQUIRED CORE COURSES**

#### **ETHICAL AND LEGAL ISSUES – 3 CREDITS**

This course provides a comprehensive examination of legal and ethical issues in business. Students will explore topics such as ethics, contracts, torts, and various areas of business law, including antitrust law, employment law, administrative law, securities law, and international business law. The curriculum covers the legal, political, and economic aspects of these areas, enabling students to develop a holistic understanding of the legal framework governing business practices. Through case studies and real-world scenarios, students will apply legal and ethical reasoning to analyze and evaluate complex situations. The course emphasizes the importance of ethical decision-making in the business context and equips students with the skills to navigate legal and regulatory challenges. By the end of the course, students will have a



solid understanding of the legal and ethical considerations in business, enabling them to make informed decisions, mitigate legal risks, and uphold ethical standards in their professional endeavors.

### **FUNDAMENTALS IN BUSINESS ANALYTICS – 3 CREDITS**

This course offers a comprehensive introduction to the emerging field of business analytics and its critical role within organizations. Participants will gain a solid understanding of the fundamental concepts and methods necessary to comprehend and leverage business analytics effectively. The curriculum covers essential topics such as descriptive analytics, predictive analytics, and prescriptive analytics. Students will learn how to apply basic business analytics methods and how to communicate with analytics professionals to make informed business decisions. Emphasis is placed on interpreting and utilizing analytic models and results to drive better decision-making processes. Through practical exercises and real-world case studies, students will gain hands-on experience in applying business analytics techniques to solve business problems. By the end of the course, participants will have a strong foundation in business analytics, equipping them with the skills to harness data-driven insights and contribute to improved organizational performance.

### **VALUES-BASED LEADERSHIP – 3 CREDITS**

In this course, the primary focus is on exploring the significance of values in shaping and enhancing leadership. Students will delve into the understanding of how values play a crucial role in guiding decisions that have an impact on multiple stakeholders. The curriculum offers opportunities for self-reflection, encouraging students to examine the values that drive them as leaders. Through case studies, discussions, and interactive activities, students will gain insights into the ethical dimensions of leadership and learn to navigate complex decision-making situations. The course emphasizes the importance of aligning personal values with organizational values to promote integrity, trust, and ethical conduct in leadership roles. By the end of the course, students will have a deeper understanding of the role of values in effective leadership and be equipped with the skills to make value-based decisions that consider the needs and interests of diverse stakeholders.

### **ORGANIZATIONAL BEHAVIOR – 3 CREDITS**

This course provides a comprehensive exploration of human behavior within organizational contexts. The curriculum examines the factors that contribute to effective behavior in organizations, as well as the practices and methods that can either facilitate or hinder such behavior. Students will learn about various conceptual frameworks and theories that shed light on individual and group behavior in organizational settings. Case discussions and real-world examples will be used to illustrate how these concepts apply in practical scenarios. Additionally, skill-oriented activities will be incorporated to enhance students' ability to apply the theories and concepts learned in the course. The course covers a range of topics, including motivation, communication, leadership, teamwork, organizational culture, and change management. By the end of the course, students will have a solid understanding of the factors influencing behavior in organizations and the strategies for promoting effective behavior and organizational success.

### **PRINCIPLES OF MANAGEMENT – 3 CREDITS**

This course provides a comprehensive overview of the principles, techniques, and concepts necessary for managerial analysis and decision-making. The curriculum focuses on the effective management of key functions including planning, organizing, influencing, and controlling



within the internal and external environment of organizations. Students will explore topics such as strategic planning, organizational design, leadership, and performance management. The course also addresses the ethical considerations and social responsibilities associated with managerial decision-making. Through case studies and practical exercises, students will develop analytical and decision-making skills to tackle complex managerial challenges. Emphasis will be placed on understanding the dynamic nature of organizations and the impact of internal and external factors on managerial decision-making. By the end of the course, students will have a solid understanding of the principles and practices of effective management, equipping them to navigate the complexities of the business environment and make informed decisions with ethical and social responsibility considerations.

### **BUSINESS SIMULATION – 3 CREDITS**

This course aims to integrate the specialized areas of business administration by immersing students in a computer-based management simulation. Through this simulation, students will be required to analyze, strategize, and make both strategic and operational decisions in a simulated business environment. The simulation will mimic real-world business scenarios, allowing students to apply their knowledge and skills across various functional areas of business, such as marketing, finance, operations, and human resources. Students will face challenges and opportunities, and they will be responsible for developing and implementing effective strategies to achieve organizational objectives. The course emphasizes critical thinking, problem-solving, and decision-making skills, as well as collaboration and teamwork. Through the simulation, students will gain practical experience and develop a holistic understanding of how different functional areas of business interrelate and impact overall organizational performance. By the end of the course, students will have enhanced their ability to analyze complex business situations, make informed decisions, and develop integrated strategies that contribute to the success of the organization.

### **FUNDAMENTALS FOR SUCCESS IN BUSINESS - 3 CREDITS**

This course serves as a foundation for success in the business administration program of study by introducing students to fundamental elements and skills necessary for their academic journey. The curriculum covers essential concepts such as the structure of the business curriculum, the role of students in the academic advising process, appropriate conduct for business students, academic integrity standards, and the use of proper formatting, style, and citation in business research. Additionally, the course addresses time management strategies specific to online courses and guides students in career planning. Through interactive discussions, practical exercises, and self-reflection, students will develop the skills and knowledge needed to navigate their academic program effectively. The course also fosters a sense of professionalism and prepares students to meet the expectations and responsibilities of the business field. By the end of the course, students will have a clear understanding of the academic and professional expectations in business administration, empowering them to succeed throughout their program of study and beyond.

### **PRINCIPLES OF FINANCIAL AND MANAGERIAL ACCOUNTING – 3 CREDITS**

This course offers a comprehensive overview of the financial and managerial accounting functions within a business. It is designed for students who are beginning their journey towards careers in accounting and management, as well as for small business owners and non-profit organization managers who wish to understand and effectively manage the accounting functions of their organizations. The curriculum covers key topics such as financial statement



analysis, budgeting, cost accounting, and internal control systems. Students will learn how to interpret financial data, analyze business performance, and make informed financial decisions. The course emphasizes the application of accounting principles and techniques in real-world scenarios, providing practical skills that can be directly applied in professional settings. By the end of the course, learners will have a holistic understanding of the accounting functions in business, enabling them to effectively manage financial resources, make sound business decisions, and contribute to the financial success of their organizations.

### **FINANCE SKILLS FOR MANAGERS – 3 CREDITS**

This course serves as an introductory overview of the field of finance and its relevance within the business environment. Students will gain a broad understanding of the discipline of finance and its key concepts and principles. The curriculum is designed to provide a business generalist perspective, allowing students to develop a foundational knowledge of finance that complements their existing competencies. The course also incorporates the use of spreadsheets to enhance financial analysis and decision-making skills. Through interactive lessons and practical exercises, students will explore topics such as financial statements, time value of money, risk and return, capital budgeting, and financial markets. By the end of the course, students will have a solid understanding of the basic principles and tools of finance, enabling them to make informed financial decisions and contribute to the financial success of businesses.

### **CONCEPTS IN MARKETING, SALES, AND CUSTOMER CONTACT – 3 CREDITS**

This course explores the interconnectedness of marketing, sales, and customer service in the business landscape. It emphasizes the critical role that customer service plays in building and maintaining strong brands and businesses. Students will delve into the principles and strategies of marketing, sales, and customer service, and how they work together to create positive customer experiences. The curriculum covers topics such as market research, product positioning, customer segmentation, sales techniques, relationship management, and customer satisfaction. Through case studies and practical exercises, students will learn how to develop effective marketing strategies, implement sales tactics, and deliver exceptional customer service. The course highlights the importance of understanding customer needs and expectations and aligning marketing and sales efforts to meet those needs. By the end of the course, students will have a comprehensive understanding of the interplay between marketing, sales, and customer service, equipping them with the skills to create customer-centric strategies and drive business growth.

### **PRINCIPLES OF ECONOMICS – 3 CREDITS**

This course offers a comprehensive introduction to various economic concepts, theories, and analytical techniques. It covers both microeconomics, which focuses on the decision-making processes of individual units such as households and firms, and macroeconomics, which examines the overall functioning of the economy. The curriculum explores key topics such as supply and demand, market structures, consumer behavior, production and cost analysis, economic growth, inflation, unemployment, fiscal and monetary policies, and international trade. Students will learn to apply economic principles and models to analyze and understand



real-world economic issues. Through case studies, data analysis, and interactive discussions, students will develop critical thinking and problem-solving skills to assess economic situations at both the micro and macro levels. By the end of the course, students will have a solid understanding of the fundamental concepts and tools of economics, enabling them to analyze economic behavior and make informed decisions in various economic contexts.

### **MACROECONOMICS – 3 CREDITS**

In this course, students will develop a comprehensive understanding of the principles that underpin an economic system as a whole. They will employ economic principles and models to describe various economic situations, predict outcomes, and provide explanations using graphs, charts, and data. The curriculum explores key concepts such as economic measurements, market dynamics, macroeconomic models, and macroeconomic policies. Students will learn how to analyze and interpret economic data, assess the performance of markets, and evaluate the impact of macroeconomic policies on the overall economy. Through practical exercises and case studies, students will gain hands-on experience in applying economic principles to real-world scenarios. The course emphasizes critical thinking and analytical skills, enabling students to make informed predictions and decisions based on economic analysis. By the end of the course, students will have a solid understanding of the principles and models that govern the functioning of an economic system, equipping them with the ability to analyze economic situations, predict outcomes, and contribute to informed economic decision-making.

### **SALES MANAGEMENT – 3 CREDITS**

This course focuses on the management of sales forces and their activities. It specifically delves into the complexities of outside sales forces, which are responsible for directly engaging with customers. The curriculum covers the management of sales forces in various contexts, including manufacturers and wholesale intermediaries. Students will explore topics such as sales force organization, recruitment and training, performance evaluation, motivation and compensation, and sales force leadership. The course also highlights the role of the sales force in supply chain management, emphasizing the importance of coordination and collaboration within the broader business ecosystem. Through case studies and practical exercises, students will develop skills in sales force management and gain a deeper understanding of the dynamics involved in effectively managing sales teams. By the end of the course, students will be equipped with the knowledge and strategies to optimize sales force performance, drive customer engagement, and contribute to the overall success of the organization's sales efforts.

### **ELECTRONIC COMMERCE – 3 CREDITS**

This course provides a comprehensive exploration of the key driving forces that shape the field of e-commerce: business development and strategy, technological innovations, and social and legal issues. The curriculum covers various aspects of e-commerce, including the technology infrastructure, business concepts, social implications, and real-world experiences. Students will gain a deep understanding of the strategies and techniques used in developing and implementing successful e-commerce initiatives. The course also addresses the legal and ethical considerations of e-commerce, as well as the social impact of digital technologies on individuals and society. Through case studies, interactive discussions, and practical exercises, students will develop the knowledge and skills necessary to navigate the complex landscape of e-commerce. By the end of the course, students will be equipped with the tools to analyze



e-commerce opportunities, address social and legal challenges, and make informed decisions in the rapidly evolving digital business environment.

### **STRATEGIC MANAGEMENT – 3 CREDITS**

This course places a strong emphasis on the importance and process of strategic management. It aims to not only introduce students to new subject matter but also to enable them to integrate and apply their prior learning in the context of strategic decision-making within organizations. The curriculum covers key concepts and frameworks related to strategic management, including strategic analysis, formulation of business strategies, implementation, and evaluation. Students will explore topics such as environmental analysis, competitive advantage, strategic planning, organizational structure, and corporate governance. Through case studies, simulations, and group discussions, students will develop critical thinking and problem-solving skills, as well as the ability to apply strategic management principles to real-world situations. By the end of the course, students will have a solid understanding of the value and process of strategic management, equipping them to contribute effectively to strategic decision-making processes in organizations.

### **BUSINESS AND SOCIETY – 3 CREDITS**

This course provides an in-depth examination of the social, political, legal, and regulatory environments that impact businesses in today's society. It begins by exploring the concepts of corporate social responsibility and the ethical dimensions of management actions and decision-making processes. The curriculum delves into various topics, including business ethics, stakeholder management, sustainability, and corporate governance. Students will analyze case studies, engage in discussions, and evaluate ethical dilemmas faced by organizations. The course also covers the legal and regulatory frameworks that shape business operations, including labor laws, consumer protection laws, and environmental regulations. Through critical analysis and reflection, students will develop a deep understanding of the complex interactions between businesses and their broader societal context. By the end of the course, students will possess the knowledge and skills to navigate the social, political, legal, and regulatory landscapes, and make informed and ethical decisions as future business leaders.

### **QUALITY CONTROL – 3 CREDITS**

This course offers a balanced combination of theoretical concepts and practical training in statistical quality control. It is designed to provide students with a comprehensive understanding of the methods, standards, and guidelines used in industrial quality control. The course is accessible to students with no prior knowledge of the subject beyond elementary probability theory. The curriculum is self-contained, covering all topics from the fundamentals and ensuring a solid foundation for learning. Students will learn statistical techniques for quality control, including control charts, process capability analysis, sampling methods, and statistical process control. Practical exercises and hands-on training will be incorporated to enhance students' understanding and application of these concepts. By the end of the course, students will have the knowledge and skills necessary to effectively implement and manage quality control processes in industrial settings.

### **STRATEGIC INFORMATION TECHNOLOGY – 3 CREDITS**

This course provides a comprehensive exploration of current issues, themes, and research



pertaining to the strategic use of information systems in organizations. It delves into the effective utilization of information and information technology to gain a competitive advantage in various business, organizational, and nonprofit contexts. The curriculum covers key topics such as information systems planning, business process reengineering, digital transformation, data analytics, cybersecurity, and emerging technologies. Students will examine case studies, analyze industry trends, and engage in discussions to understand the strategic implications and impact of information systems in organizations. The course emphasizes the alignment of information systems with business strategies and the integration of technology for improved operational efficiency, decision-making, and innovation. By the end of the course, students will have a deep understanding of the strategic role of information systems, equipping them to navigate the digital landscape and leverage technology for organizational success.

### **PRODUCTION/OPERATIONS ADMINISTRATION – 3 CREDITS**

This course focuses on the design, planning, and control of operating systems in the production and delivery of goods and services. It equips students with knowledge and understanding of the key aspects and features of operating systems in both the manufacturing and service sectors. The curriculum covers topics such as system design, capacity planning, quality management, supply chain management, and process improvement. Students will explore the principles and methodologies used to optimize operational performance and ensure efficient production and service delivery. Through case studies and practical exercises, students will gain hands-on experience in analyzing and improving operating systems. By the end of the course, students will have a comprehensive understanding of operating systems in various sectors, enabling them to contribute to the design and management of efficient and effective operations in organizations.

### **STRATEGIC PLANNING AND LEADERSHIP – 3 CREDITS**

Developing and implementing strategy is an essential leadership skill. You will explore the key role of creating a vision that will shape the future of your organization and how to inspire and motivate others to share it. Through the use of assessment instruments, combined with the knowledge and skills developed in the preceding modules, you will develop your own personal plan for what leadership means to you, what it means to your organization, and how you can build leadership capacity in others.

### **HUMAN RESOURCE MANAGEMENT – 3 CREDITS**

This course provides a comprehensive exploration of the policies and practices employed by human resource management professionals to cultivate and sustain a high-performing workforce. It covers a wide range of topics including human resource planning, job analysis, recruitment, selection, performance appraisal, employee development, compensation, and labor relations. Students will examine the strategic role of human resource management in organizations and learn practical techniques for managing human capital effectively. The curriculum emphasizes the importance of aligning HR practices with organizational objectives and maintaining legal and ethical standards. Through case studies, interactive discussions, and practical exercises, students will develop the knowledge and skills necessary to address contemporary HR challenges and make informed decisions in areas such as talent acquisition, performance management, and employee engagement. By the end of the course, students will have a comprehensive understanding of the key elements of human resource management,



enabling them to contribute to the development and maintenance of an effective and motivated workforce.

compensation, and labor relations.

### **EMOTIONAL AND CULTURAL INTELLIGENCE – 3 CREDITS**

This course centers on how working effectively with others requires more than industry specific skills and IQ. Emotional Intelligence (EQ) and cultural intelligence (CQ) are also necessary for successful careers. Accordingly, this course is divided into two basic components: 1) increasing emotional intelligence through mindfulness practices and self-awareness exercises and 2) cross-cultural experiential exercises to enhance cross-cultural competencies through heightened awareness of cultural differences.

## **MARKETING MANAGEMENT**

### **NEW PRODUCT AND BRAND DEVELOPMENT – 3 CREDITS**

This course focuses on a crucial part of the marketing management function: concept and product development. Specifically, this course will address the myriad issues, problems, methods and strategies associated with the product development stage, including: Idea Generation, Idea Screening, Concept Development and Testing, Marketing Strategy Development, Business Analysis, Product Development, Test Marketing, Commercialization, Branding and Globalization.

### **BUILDING AND MANAGING PROFESSIONAL SALES ORGANIZATIONS – 3 CREDITS**

The focus of this course is on the development and management of a professional sales organization. The course will explore the different strategies needed for different markets (consumer, business, government, and global). While the course will examine the various training programs available, there will be relatively little emphasis on sales techniques (this is not a course to learn basic selling concepts).

### **INTERACTIVE AND DIGITAL MARKETING – 3 CREDITS**

In this course, students will delve into the dynamic field of digital marketing and its various delivery methods. They will explore the development, production, and implementation of digital marketing strategies, with a focus on email marketing, web-based marketing, search engine optimization (SEO), online advertising, and social media. The curriculum will cover key concepts and techniques for leveraging these digital channels effectively to reach target audiences, build brand awareness, drive traffic, and generate leads or sales. Students will learn how to plan, execute, and analyze digital marketing campaigns, and they will gain hands-on experience using relevant tools and platforms. Through case studies and practical exercises, students will develop the skills and knowledge needed to navigate the evolving digital landscape and maximize the impact of digital marketing efforts. By the end of the course, students will be equipped to develop and implement effective digital marketing strategies that align with organizational goals and deliver measurable results.

### **QUANTITATIVE MARKETING DECISION-MAKING – 3 CREDITS**

In this graduate-level course, students will learn how to make effective marketing decisions through the application of quantitative analysis. Using tools such as "Excel" or "R" for data analysis, students will develop the skills to provide valuable recommendations to management.



Prior knowledge of statistics and basic PC proficiency, including importing and exporting files, is expected. The curriculum covers essential topics, including data collection, cleaning, visualization, descriptive statistics, hypothesis testing, regression analysis, and forecasting. Emphasis is placed on applying these analytical techniques to marketing scenarios, such as market research, consumer behavior analysis, pricing strategies, and marketing campaign evaluation. Through practical exercises, case studies, and real-world examples, students will enhance their analytical abilities and effectively interpret and communicate data insights. By the end of the course, students will possess the expertise to leverage quantitative analysis for making sound marketing decisions and delivering actionable recommendations to management.

### **MARKETING CUSTOMER INSIGHTS DEVELOPMENT – 3 CREDITS**

This course will introduce students to various marketing research techniques to collect, analyze and act upon customer information, especially in the Internet and digital environment. The tools taught in this class will help students better understand and predict customer behavior, and they will become essential for developing a successful career in marketing/management consulting, customer relationship management, database marketing, digital marketing, etc.

### **MOBILE MARKETING AND ECOMMERCE – 3 CREDITS**

This course will give the student an understanding of how the digital economy works, and will allow the student to develop the critical insights necessary to succeed in e-commerce, digital, and social media marketing. This course, designed to teach students the fundamentals of internet marketing, is organized around four broad themes, and we will use relevant theory and analysis, with practical examples, to develop our key learning points.

### **WEB ANALYTICS & ONLINE ADVERTISING – 3 CREDITS**

Web analytics is arguably one of the most vital aspects of any marketing campaign. This course will help the student understand the data we have access to on a daily basis from various websites, social networks, and advertising campaigns to be able to take effective decisions. Students will learn what to measure and how to measure it. In addition, students will also discover how to analyze the data and use it to optimize websites and campaigns, as well as how to pick the right analytics tools for the company's needs.

### **CAPSTONE WRITTEN PROJECT – 3 CREDITS**

This course offers students the opportunity to showcase their passion, innovation, and acquired skills through a capstone project. It serves as a culmination of their college career, allowing them to delve into their preferred topic and apply the tools and knowledge gained throughout their studies. The course focuses on conducting an in-depth investigation to deliver a polished final product that highlights students' abilities and demonstrates their readiness for the job market. Through this hands-on experience, students can showcase their creativity, critical thinking, and problem-solving skills. By the end of the course, students will have completed a significant project that showcases their capabilities and enhances their prospects in the professional world.

## **OPERATIONS MANAGEMENT**



### **MANAGEMENT SCIENCE THROUGH SPREADSHEETS – 3 CREDITS**

This course serves as an introduction to mathematical techniques that are valuable for decision-making support. The curriculum covers a range of topics, which may include linear programming, Project Evaluation and Review Technique (PERT), Critical Path Method (CPM), network analysis, and other relevant techniques. Students will learn how to apply these mathematical tools to model and solve decision problems in various domains. The course emphasizes the practical application of these techniques, enabling students to analyze and optimize complex systems and processes. Through hands-on exercises and case studies, students will develop proficiency in utilizing mathematical models and algorithms to support decision-making. By the end of the course, students will have acquired a strong foundation in mathematical techniques for decision-making, equipping them with the skills to address complex problems, improve efficiency, and make informed decisions in diverse organizational settings.

### **CONTINUOUS IMPROVEMENT TOOLS AND TECHNIQUES – 3 CREDITS**

This course will present widely accepted definitions for quality and examine continuous improvement techniques, while encouraging learners to use some of the tools and methods discussed. Learners will identify a variety of continuous improvement tools and analyze their advantages and disadvantages, calculate the cost of quality (CoQ) and the cost of poor quality (CoPQ) for their business operations, distinguish the three types of quality audits and describe their application to process improvement and customer satisfaction, and learn the basics of process improvement techniques such as Six Sigma methodology, lean, and benchmarking.

### **SUSTAINABLE OPERATIONS – 3 CREDITS**

This course aims to enhance students' comprehension of how organizations establish sustainable operations and work towards enhancing the environmental performance of their products, operations, and supply chains, all while generating business value. The curriculum delves into the principles and practices of sustainable operations management, exploring topics such as sustainable product design, green supply chain management, energy and resource efficiency, waste reduction, and environmental regulations and certifications. Students will examine case studies and real-world examples to gain insights into successful strategies and best practices for integrating sustainability into operational decision-making. The course emphasizes the importance of aligning environmental sustainability goals with overall business objectives, highlighting the potential for organizations to drive innovation, cost savings, and competitive advantage through sustainable operations. By the end of the course, students will have a deepened understanding of the strategies and approaches for creating sustainable and environmentally responsible operations that contribute to both business success and environmental stewardship.

### **SUPPLY CHAIN MANAGEMENT – 3 CREDITS**

This course focuses on the principles and practices of supply chain management (SCM), which encompasses the integration of essential business processes from end users to original suppliers to create value for the firm. The curriculum introduces a comprehensive framework for SCM that emphasizes the cross-functional integration of key business processes within the organization and across the network of firms that make up the supply chain. Students will explore topics such as procurement, production planning, inventory management, logistics, distribution, and customer relationship management. The course emphasizes the importance of collaboration and coordination among various stakeholders within the supply chain to achieve operational efficiency, cost optimization, and customer satisfaction. Through case studies and



real-world examples, students will gain insights into the challenges and best practices of supply chain management. By the end of the course, students will have a solid understanding of the principles and strategies for effective supply chain management, enabling them to contribute to the value creation and competitive advantage of organizations through optimized supply chain operations.

### **TRENDS IN OPERATIONS MANAGEMENT – 3 CREDITS**

This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance, and project management. The topics are integrated using a systems model of the operations of an organization.

### **INVENTORY MANAGEMENT STRATEGIES – 3 CREDITS**

Inventory is expensive and difficult to manage, and yet is an essential requirement for providing great service to customers. This course will provide the tools for students to learn how to retain enough inventory to assure high levels of customer service, while avoiding excessive inventory levels that can create losses. Topics covered include inventory policies, materials planning, purchasing and the supply chain, receiving, storage, shipping, production activities, record accuracy, warehousing efficiencies, measurements, and much more. This course covers a mix of classic and advanced management techniques to keep firm control over the mix and amount of inventory.

### **PRODUCTION SUPERVISOR – 3 CREDITS**

Production management involves the integration of numerous activities and processes to deliver products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operations, i.e., in product design, manufacturing, engineering and distribution, is essential for competitive success and long-term survival. This course considers the operations from a managerial perspective. We will consider key performance measures of operations (productivity, quality, and response time) as well as important concepts for improving the performance of operations along these dimensions. At the end of the course students will have a fair understanding of the role Production/Operations Management plays in business processes. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems arising in the management of operations.

### **CAPSTONE WRITTEN PROJECT – 3 CREDITS**

The capstone project serves as an exceptional platform to inspire and foster the passion and innovation of our students, allowing them to explore their chosen topics using the tools, skills, and knowledge acquired throughout their college journey. This course focuses on investigating culminating experiences that enable students to deliver a refined and polished product, showcasing their abilities and demonstrating their readiness for the job market. The curriculum emphasizes the development of comprehensive projects that integrate various disciplines and demonstrate a deep understanding of the subject matter. Students are encouraged to think critically, problem-solve, and apply their learning to real-world scenarios. Through the capstone project, students demonstrate their ability to synthesize information, conduct



research, analyze data, and effectively communicate their findings. By the end of the course, students will have produced a tangible representation of their skills and expertise, providing them with a competitive edge as they transition into their desired career paths.

## **COACHING AND MENTORING**

### **COACHING AND MENTORING FOUNDATIONS AND STRATEGIES – 3 CREDITS**

This course offers a comprehensive overview of coaching and mentoring, covering key theories, models, and practices in the field. Participants will explore the roles and responsibilities of coaches and mentors, as well as the common elements and issues related to coaching and mentoring strategies. The course emphasizes the development of effective and supportive relationships through communication and nurturing. Additionally, topics such as feedback, self-evaluation, reflection, and performance monitoring and evaluation are thoroughly examined. Participants will gain a deeper understanding of the principles and techniques that contribute to successful coaching and mentoring engagements. By the end of the course, participants will be equipped with the knowledge and skills necessary to engage in meaningful coaching and mentoring relationships, fostering personal and professional growth for both parties involved.

### **COACHING AND MENTORING TECHNIQUES – 3 CREDITS**

This course takes a skills-based approach to coaching and mentoring, emphasizing practical techniques and strategies for effective mentorship and coaching. While exploring the theoretical foundations of coaching and mentoring, the curriculum places a strong emphasis on developing the skills necessary to excel in these roles. Participants will learn and practice various coaching and mentoring techniques, such as active listening, asking powerful questions, providing constructive feedback, setting goals, and facilitating personal growth. Through hands-on exercises and case studies, participants will have the opportunity to apply these skills in real-world scenarios. By the end of the course, participants will have honed their coaching and mentoring abilities, equipping them with the skills and confidence to effectively support and guide individuals in their personal and professional development journeys.

### **COMMUNICATION IN COACHING AND MENTORING – 3 CREDITS**

This course is specifically designed for individuals seeking to enhance their communication skills in coaching and mentoring. It offers a comprehensive yet succinct overview of essential communication skills and provides strategies for improving personal communication competencies and building confidence. Participants will study probing techniques to facilitate deeper understanding and effective communication. Additionally, the course explores how to influence outcomes through effective communication and highlights the true value of strong interpersonal communication skills in coaching and mentoring relationships. By the end of the course, participants will have developed a solid foundation in communication skills, enabling them to engage in meaningful and impactful interactions as coaches and mentors. They will have a greater understanding of how communication plays a vital role in establishing rapport, fostering trust, and facilitating positive outcomes in coaching and mentoring contexts.

### **ORGANIZATIONAL CHANGE STRATEGIES AND PERSONAL DEVELOPMENT – 3 CREDITS**

This course focuses on the study of organization development as a systematic and planned process aimed at improving problem-solving skills and overall effectiveness within an organization, particularly in the face of a changing and complex environment. Topics covered include the behavioral effects of power and authority, the dynamics of formal organizations, structural



variations, leadership, motivation, and the process of organizational change. Participants will explore the theories and practices of organization development, gaining insights into how to navigate the challenges of organizational change and enhance problem-solving capabilities. The course also examines the role of leadership in driving and managing change, as well as the importance of motivation in promoting individual and collective performance within the organization. By the end of the course, participants will have a comprehensive understanding of the principles and strategies of organization development, equipping them with the knowledge and skills to facilitate effective change and enhance organizational effectiveness.

### **EVALUATING PERFORMANCE – 3 CREDITS**

This course provides a comprehensive understanding of performance measurement and management systems, highlighting their significance in various sectors, including private, public, and non-profit organizations. The curriculum emphasizes the fundamental principles and concepts of performance measurement and management, showcasing their critical role in achieving organizational missions, strategic objectives, securing funding, ensuring transparency, and enhancing accountability. Participants will explore different approaches and frameworks for measuring and managing performance, gaining insights into the practical application of these systems in real-world contexts. Through case studies and practical exercises, students will learn how to design and implement performance measurement systems that align with organizational goals and facilitate informed decision-making. By the end of the course, participants will have the necessary knowledge and skills to effectively utilize performance measurement and management systems to drive organizational success and meet stakeholder expectations across various sectors.

### **TRAIN THE TRAINER – 3 CREDITS**

In this course, students will acquire a range of valuable skills related to training and facilitation. They will learn how to create effective session plans and deliver engaging presentations. The curriculum covers the development and administration of assessment tools, enabling students to evaluate the effectiveness of their training programs. Students will also explore different personality types and learning styles, gaining insights into how to adapt their training methods to effectively engage diverse learners. The course provides practical opportunities for students to deliver training sessions and receive valuable feedback from their peers and the professor. Additionally, students will have the chance to understand their own personality type and learn how to communicate and engage with others in a more effective manner, enhancing their overall training skills and facilitating improved communication. By the end of the course, students will have developed the necessary skills and knowledge to design and deliver impactful training sessions that cater to diverse learners and foster enhanced communication and learning experiences.

### **MENTORING SESSIONS – 3 CREDITS**

This course is dedicated to fostering the development of knowledge and skills essential for effective mentor-mentee relationships. Through the utilization of collaborative teaching and learning strategies, participants will explore various aspects of mentorship. The curriculum centers around the examination of mentor behaviors and skills aimed at facilitating mentee growth, drawing upon research and observation as key resources. Participants will gain a comprehensive understanding of effective mentoring practices, including how to provide guidance, support, and feedback to mentees. The course emphasizes the importance of creating a nurturing and empowering environment that promotes mentee development. By



the end of the course, participants will have developed the necessary knowledge and skills to engage in impactful mentorship relationships, helping mentees thrive and achieve their goals through a research-based and observation-driven approach.

### **CAPSTONE WRITTEN PROJECT – 3 CREDITS**

The capstone project serves as a powerful platform to ignite the passion and innovation within our students, enabling them to delve into their preferred topics and apply the tools, skills, and knowledge acquired throughout their college career. This course focuses on investigating culminating experiences, allowing students to create and present a polished product that demonstrates their abilities and readiness for the job market. Students will engage in in-depth research, analysis, and problem-solving, culminating in the development of a comprehensive project that showcases their expertise and capabilities. The course emphasizes the integration and application of knowledge gained across various disciplines, providing a comprehensive demonstration of the students' readiness to enter the professional world. By the end of the course, students will have produced a tangible representation of their skills, knowledge, and innovation, providing them with a competitive edge as they transition into their desired careers.

## **SPORT MANAGEMENT**

### **INTRODUCTION TO SPORTS MANAGEMENT – 3 CREDITS**

This course provides an overview of the sports industry, including its history, structure, and career opportunities. Students will explore fundamental management principles and their application in professional, collegiate, and recreational sports organizations.

### **PRINCIPLES OF SPORTS MARKETING– 3 CREDITS**

Students examine marketing strategies specific to sports organizations, including sponsorships, fan engagement, digital promotion, and branding. The course emphasizes developing and implementing campaigns that build strong connections between sports entities and their audiences.

### **LEGAL AND ETHICAL ISSUES IN SPORTS– 3 CREDITS**

This course addresses the legal frameworks and ethical dilemmas within the sports industry. Topics include contracts, liability, labor relations, compliance, and governance, with a focus on responsible decision-making and professional conduct.

### **SPORTS GOVERNANCE– 3 CREDITS**

Students study the structure and functions of governing bodies in local, national, and international sports. Emphasis is placed on policy-making, organizational frameworks, and the impact of governance on sports operations and athlete management.

### **SPORTS OPERATIONS AND FACILITY MANAGEMENT– 3 CREDITS**

This course introduces students to the principles of planning, operating, and managing sports facilities and events. Topics include scheduling, event logistics, risk management, safety protocols, and sustainable facility operations.

### **COOPERATIVE LEARNING IN SPORTS MANAGEMENT– 3 CREDITS**

Designed as an experiential learning course, students work collaboratively on case studies, projects, or practicum experiences related to sports management. The course fosters teamwork, problem-solving, and the application of theoretical concepts to real-world situations.

### **FINANCIAL MANAGEMENT FOR SPORTS ORGANIZATIONS– 3 CREDITS**



This course focuses on financial decision-making in sports organizations, including budgeting, revenue generation, financial reporting, and economic impact assessment. Students will analyze case studies to understand how financial strategies drive organizational success in the sports industry.

### **CAPSTONE WRITTEN PROJECT – 3 CREDITS**

The capstone project serves as a powerful platform to ignite the passion and innovation within our students, enabling them to delve into their preferred topics and apply the tools, skills, and knowledge acquired throughout their college career. This course focuses on investigating culminating experiences, allowing students to create and present a polished product that demonstrates their abilities and readiness for the job market. Students will engage in in-depth research, analysis, and problem-solving, culminating in the development of a comprehensive project that showcases their expertise and capabilities. The course emphasizes the integration and application of knowledge gained across various disciplines, providing a comprehensive demonstration of the students' readiness to enter the professional world. By the end of the course, students will have produced a tangible representation of their skills, knowledge, and innovation, providing them with a competitive edge as they transition into their desired careers.

## **BACHELOR OF SCIENCE IN INFORMATION SYSTEMS**

### **REQUIRED CORE COURSES**

#### **ETHICAL AND LEGAL ISSUES – 3 CREDITS**

This course provides a comprehensive introduction to the dynamic field of business analytics and its critical role in organizations. Participants will develop a solid understanding of the fundamental concepts and methods necessary to effectively utilize business analytics. The curriculum encompasses key topics such as descriptive analytics, predictive analytics, and prescriptive analytics. Students will learn to apply basic business analytics techniques and effectively communicate with analytics professionals to make informed business decisions. The course places a strong emphasis on interpreting and leveraging analytic models and results to drive enhanced decision-making processes. By the end of the course, participants will possess a strong foundation in business analytics, enabling them to harness data-driven insights and contribute to organizational performance improvement.

#### **FUNDAMENTALS IN BUSINESS ANALYTICS – 3 CREDITS**

In this course, participants will gain a comprehensive understanding of the fundamental concepts and methods required to comprehend the evolving role of business analytics in organizations. The curriculum covers essential topics such as descriptive analytics, predictive analytics, and prescriptive analytics. Participants will learn how to apply basic business analytics methods and effectively communicate with analytics professionals to leverage and interpret analytic models and results. The course emphasizes the use of business analytics for informed decision-making, enabling participants to make better business decisions based on data-driven insights. By the end of the course, participants will have acquired a strong foundation in business analytics, equipping them with the skills to apply analytics techniques and collaborate with analytics professionals to drive improved business outcomes.

#### **VALUES-BASED LEADERSHIP – 3 CREDITS**

This course aims to explore the role of values in leadership, examining how values shape and enhance effective leadership practices. Students will have the opportunity to reflect on their own values and how these values influence decision-making processes, particularly when decisions



have an impact on multiple stakeholders. The curriculum emphasizes the importance of ethical leadership and the alignment of personal values with organizational values. Through case studies and practical exercises, students will examine the ethical dimensions of leadership and develop a deeper understanding of the implications of their values on leadership outcomes. By the end of the course, students will have gained a heightened awareness of the role of values in leadership and will be equipped with the knowledge and skills necessary to make ethical decisions that consider the needs and interests of multiple stakeholders.

### **ORGANIZATIONAL BEHAVIOR – 3 CREDITS**

This course focuses on the study of human behavior within organizations and examines the practices and methods that can either facilitate or hinder effective behavior. Participants will explore conceptual frameworks, engage in case discussions, and participate in skill-oriented activities to gain a comprehensive understanding of the subject matter. The curriculum delves into various topics related to organizational behavior, including individual and group behavior, leadership, communication, motivation, organizational culture, and change management. Through a blend of theoretical knowledge, real-world case studies, and hands-on activities, participants will develop the skills and insights necessary to navigate and enhance behavior within organizational settings. By the end of the course, participants will have a deeper understanding of human behavior in organizations and will be equipped with practical tools and strategies to foster effective behavior and drive positive organizational outcomes.

### **FUNDAMENTALS OF COMPUTER NETWORKING – 3 CREDITS**

This comprehensive course is designed to equip students with essential networking and internetworking technology skills. It provides a thorough introduction to networking standards, concepts, topology, media, and terminology. Students will explore topics such as local area networks (LANs), wide area networks (WANs), the OSI model, cabling, IP addressing, subnetting, network hardware, and various protocols. The curriculum covers the fundamentals of networking, enabling students to understand the underlying principles and components that form the foundation of modern computer networks. Through hands-on exercises and practical applications, students will gain experience in configuring network devices, troubleshooting connectivity issues, and implementing network protocols. By the end of the course, students will have developed a solid understanding of networking technologies and be prepared to design, implement, and manage computer networks effectively.

### **COMPUTER PROGRAMMING WITH A LOW-LEVEL LANGUAGE – 3 CREDITS**

This course provides an introduction to the fundamental concepts of computer programming, focusing on a low-level scripted programming language. The curriculum is designed to equip students with the skills necessary to comprehend basic computer architecture. This knowledge enables cyber security specialists to effectively identify, understand, and mitigate security threats at the machine level. Students will gain an understanding of how computer programs are structured and executed, learning to write code that interacts directly with hardware components. The course emphasizes the importance of understanding computer architecture in the context of cyber security, enabling students to assess vulnerabilities and implement effective security measures. By the end of the course, students will have acquired the necessary programming skills and computer architecture knowledge to enhance their abilities as cyber security specialists, enabling them to address security threats at a deeper level.



### **COMPUTER PROGRAMMING WITH A HIGH-LEVEL LANGUAGE – 3 CREDITS**

This course provides an introduction to advanced programming skills, specifically focusing on the core concepts of object-oriented programming and design. Participants will learn these concepts using a high-level programming language such as Python or Java. Object-oriented programming is a crucial paradigm that allows for the integration of software components into large-scale software architectures. The curriculum covers topics such as classes, objects, inheritance, polymorphism, encapsulation, and abstraction. Students will gain a deep understanding of how to design and implement software solutions using object-oriented programming principles. Through hands-on projects and exercises, participants will apply these concepts to real-world scenarios, developing their skills in software design and development. By the end of the course, participants will have a solid foundation in object-oriented programming and design, equipping them with the knowledge and skills necessary to create robust and scalable software applications.

### **SERVER ADMINISTRATION – 3 CREDITS**

This course provides foundational skills in server administration, equipping participants with the knowledge and capabilities to make informed decisions regarding the deployment, configuration, and maintenance of servers within an enterprise environment. The curriculum covers essential concepts and techniques in server administration, including server deployment strategies, server hardware and software configuration, server security measures, and server maintenance procedures. Participants will learn to effectively manage server resources, optimize server performance, and ensure the reliability and security of server systems. By the end of the course, participants will have acquired the necessary skills and knowledge to administer servers in an enterprise setting, enabling them to make sound decisions and implement best practices for the efficient and secure operation of server infrastructure.

### **RELATIONAL DATABASE MANAGEMENT – 3 CREDITS**

This course offers a comprehensive exploration of modern relational database systems, emphasizing their significance in contemporary information management. Participants will gain an understanding of the principles and importance of relational databases, focusing on topics such as logical and physical database design. The curriculum covers query languages and database programming, enabling students to develop the skills necessary to interact with databases and manipulate data effectively. Additionally, the course examines commercial database systems, providing insights into their features, capabilities, and best practices for their implementation. Through a combination of theoretical concepts, practical exercises, and analysis of real-world case studies, participants will develop a solid foundation in database management. By the end of the course, students will have a thorough understanding of relational database systems, equipping them with the knowledge and skills needed to design, implement, and manage databases in various professional settings.

### **DATA MANAGEMENT – APPLICATIONS – 3 CREDITS**

The primary objective of this course is to provide students with a strong theoretical foundation and practical skills in the fundamentals of database design and usage. The curriculum places a particular emphasis on data management from the perspective of software developers. Students will learn key concepts related to database design, including entity-relationship modeling, normalization, and data integrity. They will also gain practical experience in working with databases through hands-on exercises and projects. The course equips students with



the necessary skills to effectively manage and manipulate data within software development projects. By the end of the course, students will have a comprehensive understanding of database design principles and will be capable of designing and implementing databases that meet the needs of software applications.

### **NETWORK AND SECURITY – FOUNDATIONS – 3 CREDITS**

This course serves as an introduction to network concepts, covering essential topics such as networking terminology, protocols, local and wide area networks, and network standards. The curriculum places a particular emphasis on securing information systems and implementing related policies. Students will learn about the fundamental principles and technologies used in networking, including network architecture, network devices, and network protocols. The course also explores the importance of securing information systems to protect against potential threats and vulnerabilities. Through practical exercises and case studies, students will develop a comprehensive understanding of network security principles and best practices. By the end of the course, students will be equipped with the knowledge and skills necessary to understand and implement secure network configurations and policies, ensuring the protection of information systems within an organization.

### **DECISION SUPPORT SYSTEMS – 3 CREDITS**

This course delves into the field of computer-based Decision Support Systems (DSS) with a practical emphasis on applying information technology to solve management problems. The curriculum covers various topics, including Management Support Systems, decision-making systems, data mining for business, and intelligent systems. Students will explore the principles and applications of DSS, learning how to utilize information technology tools and techniques to support decision-making processes within organizations. The course also delves into data mining techniques, enabling students to extract valuable insights from large datasets for business purposes. Additionally, intelligent systems and their role in enhancing decision-making capabilities will be examined. Through practical exercises and case studies, students will gain hands-on experience in applying these concepts to real-world management problems. By the end of the course, students will have a solid understanding of computer-based Decision Support Systems and be able to effectively leverage information technology for managerial decision-making and business intelligence purposes.

### **STRUCTURED SYSTEMS ANALYSIS AND DESIGN – 3 CREDITS**

This course provides a comprehensive overview of the tools and techniques used in the top-down structured approach to software development. The curriculum covers the principles and methodologies involved in this approach, emphasizing the systematic and organized design process. Participants will learn how to break down complex software development projects into manageable modules, using techniques such as hierarchical decomposition and stepwise refinement. The course also addresses the importance of ensuring quality in the design and execution of software development projects. Students will explore methods for quality assurance, including testing, debugging, and code review processes. Through practical exercises and case studies, participants will gain hands-on experience in applying these tools and techniques to real-world software development scenarios. By the end of the course, participants will have a strong understanding of the top-down structured approach, equipping them with the knowledge and skills necessary to design and execute high-quality software development projects.

### **DATA COMMUNICATIONS – 3 CREDITS**



This course serves as an introductory exploration of computer networking concepts and their applications in the contemporary business landscape. The curriculum covers a wide range of topics, including the history of networking and its various applications, voice and data communications, networking hardware, transmission technologies, network topologies, network analysis, the OSI model, network design, implementation, and management considerations. Participants will gain an understanding of the fundamental principles and components of computer networking, enabling them to comprehend the design, operation, and management of network infrastructures. Through practical exercises and case studies, students will apply their knowledge to real-world scenarios, developing skills in network analysis, design, and troubleshooting. By the end of the course, participants will possess a solid foundation in computer networking, equipping them with the knowledge and skills necessary to contribute effectively to the implementation and management of networks in the business environment.

### **INTERNET PROGRAMMING – 3 CREDITS**

This course provides an introduction to Internet programming and the development of web applications. Participants will learn the fundamentals of web page development, including HTML and CSS, to create static web pages. The curriculum also covers dynamic web page development using client-side scripting, such as JavaScript, to enhance interactivity and user experience. Additionally, participants will explore server-side scripting languages, like PHP or Python, to handle server-side processing and database connectivity for dynamic web applications. Through hands-on exercises and projects, students will gain practical experience in creating interactive and database-driven web applications. By the end of the course, participants will have acquired the necessary skills to develop and deploy web applications that combine client-side and server-side scripting, enabling them to create dynamic and interactive web experiences.

### **APPLIED DATA SCIENCE – 3 CREDITS**

This course is designed to equip students with the necessary knowledge and skills to effectively collect, analyze, and report on big data in an ethical manner. The curriculum combines interdisciplinary coursework with practical application of skills, enabling students to navigate the complexities of working with large and diverse datasets. Participants will learn various techniques and tools for data collection, data cleaning, data analysis, and data visualization. Special emphasis will be placed on understanding the ethical considerations and implications associated with big data, including privacy, security, and responsible data usage. Through hands-on projects and case studies, students will apply their skills to real-world scenarios, gaining practical experience in working with big data. By the end of the course, students will have the ability to collect, analyze, and report on big data effectively and ethically, contributing to informed decision-making and insights in various domains.

### **COMPUTER SECURITY, CONTROL, AND INFORMATION ASSURANCE – 3 CREDITS**

This course provides a comprehensive examination of information security, integrity, and privacy techniques. The curriculum covers a wide range of topics related to computer security, including the nature and challenges of securing computer systems, the interplay between policy and security, the fundamentals and applications of cryptography, mechanisms for implementing security policies, methodologies for assurance and vulnerability analysis, and intrusion detection technologies. Participants will gain an understanding of the principles, methodologies, and technologies used to ensure the confidentiality, integrity, and availability of information in computer systems. Through case studies and practical exercises, students



will apply these techniques to real-world scenarios, developing the skills necessary to identify, prevent, and respond to security threats and breaches. By the end of the course, students will have a strong foundation in information security, equipping them with the knowledge and skills to protect and defend computer systems, preserve data integrity, and safeguard privacy.

### **STRATEGIC INFORMATION TECHNOLOGY – 3 CREDITS**

This course offers an in-depth exploration of current issues, themes, and research surrounding the strategic use of information systems in organizations. The curriculum centers on how information and information technology can be leveraged to gain a competitive advantage in businesses, organizations, and non-profit entities. Participants will delve into topics such as digital transformation, data analytics, IT governance, cybersecurity, and innovation in the context of strategic information systems management. The course emphasizes understanding the strategic implications of information systems and the role they play in driving organizational success. Through case studies, discussions, and research, students will analyze real-world examples and develop insights into effective strategies for utilizing information systems to achieve a competitive edge. By the end of the course, participants will have a comprehensive understanding of the strategic use of information systems and be equipped with the knowledge and skills to make informed decisions and drive organizational performance through the effective management of information and technology resources.

### **BUSINESS PROCESSES AND INFORMATION SYSTEMS INTEGRATION – 3 CREDITS**

This course provides an introduction to Computer Information Systems (CIS) and their applications in meeting business requirements. The curriculum covers fundamental concepts of information and how they integrate into organizational structures. Participants will gain an understanding of the role of CIS in supporting business operations and decision-making processes. The course also introduces relevant technologies commonly used in CIS, allowing students to develop basic skills in their use. Topics may include database management systems, network infrastructure, enterprise software, and information security. Through practical exercises and hands-on projects, students will apply their knowledge to real-world scenarios, developing essential skills in leveraging CIS for business needs. By the end of the course, students will have a solid foundation in Computer Information Systems, enabling them to understand the integration of information into organizational structures and utilize relevant technologies to support business operations effectively.

### **STRATEGIC PLANNING AND LEADERSHIP – 3 CREDITS**

This course focuses on developing and implementing strategic leadership skills, which are crucial for effective leadership. Participants will explore the critical role of creating a compelling vision that shapes the future of their organizations and learn how to inspire and motivate others to share in that vision. The curriculum utilizes assessment instruments to help participants gain self-awareness and understand their leadership style and strengths. Building on the knowledge and skills acquired in previous modules, participants will develop a personal plan that defines their own understanding of leadership and how it aligns with their organization's goals. Furthermore, the course emphasizes building leadership capacity in others, equipping participants with the skills to foster leadership development and empower their team members. By the end of the course, participants will have developed a clear vision for their leadership journey, an actionable plan to lead effectively, and the ability to cultivate leadership within their organization.



## **HUMAN RESOURCE MANAGEMENT – 3 CREDITS**

In the course "Human Resource Management," students will explore the policies and practices used to build and maintain an effective workforce. Topics covered include human resource planning, job analysis, recruitment and selection, performance appraisal, manpower development, compensation, and labor relations. Students will learn how to align organizational goals with workforce needs, identify essential job requirements, and attract qualified candidates through recruitment and selection processes. The course also addresses performance appraisal and feedback mechanisms, training and development initiatives for employee growth, compensation strategies to attract and retain talent, and labor relations considerations. Through case studies and discussions, students will gain practical insights into designing and implementing effective human resource policies and practices. By the end of the course, students will have a comprehensive understanding of human resource management and the skills to support organizational success through strategic workforce management.

## **MANAGEMENT INFORMATION SYSTEMS – 3 CREDITS**

This course aims to provide students with a comprehensive understanding of modern relational database systems, emphasizing their significance in contemporary data-driven decision-making. Students will explore the usage, opportunities, and challenges associated with relational databases. The curriculum places a strong emphasis on a real-world orientation, utilizing case studies and hands-on activities to illustrate the importance of a comprehensive approach in working with databases. Students will learn how to analyze and design databases to meet specific business requirements, ensuring data integrity, security, and efficient data retrieval. Through practical exercises and projects, students will gain experience in working with real-world datasets, applying database concepts and techniques to solve practical problems. By the end of the course, students will have acquired a solid foundation in relational database systems, enabling them to effectively design, manage, and utilize databases to support decision-making processes in various organizational contexts.

## **CYBER SECURITY**

### **CYBER LAW AND CYBERCRIME – 3 CREDITS**

In the course "Nation-State Legal Issues in Cyberspace," students will delve into the theoretical and practical dimensions of legal challenges faced by nation-states in the realm of cyberspace. The course will specifically examine legal issues related to computer-related crime, espionage, warfare, and international governance. Students will analyze key legal cases, policies, and legislation that shape the legal landscape in cyberspace. They will explore the evolving nature of cyber threats and the corresponding legal responses by nation-states to address these challenges. Topics of study will include cybercrime laws, regulations governing cyber espionage, legal frameworks for cyber warfare, and international cooperation in cyber governance. Through a combination of case studies, policy analysis, and critical discussions, students will gain a comprehensive understanding of the legal complexities and implications in cyberspace. They will examine the intersection of law, technology, and international relations to assess the effectiveness and limitations of existing legal frameworks. By the end of the course, students will have developed a solid foundation in the legal aspects of nation-state activities in cyberspace. They will be equipped with the knowledge and analytical skills to critically evaluate legal cases, policies, and legislation relevant to cyber-related issues at the national and international levels.



## **INTRODUCTION TO COMPUTER FORENSICS – 3 CREDITS**

In the course "Digital Forensics in Judicial Environments", students will be introduced to the essential tasks, processes and technologies for the identification, collection, preservation and analysis of data in the judicial field. The course provides a comprehensive overview of the forensic process, beginning with the acquisition and imaging of digital evidence and guiding students through each step of the process. Students will learn techniques and methodologies used to forensically extract and preserve digital evidence. They will explore various tools and technologies used in computer forensics, including imaging software, data recovery tools, and forensic analysis software. The course emphasizes the importance of maintaining the integrity and admissibility of digital evidence, complying with legal and ethical standards. Students will develop skills to analyze and interpret digital evidence effectively, ensuring its relevance and reliability in a judicial context. Through hands-on exercises and case studies, students will gain hands-on experience applying digital forensic techniques to real-world scenarios. They will learn to document and present their findings accurately and prepare them for presentation in a court setting. Upon completion of the course, students will have a solid understanding of the processes and methodologies involved in computer forensics in the judicial setting. They will possess the knowledge and skills necessary to identify, collect, preserve and analyze digital evidence in a manner that meets legal and procedural requirements.

## **DEFENSE INFORMATION WARFARE – 3 CREDITS**

This course introduces students to the overall concept of Defensive Information Operations (D-IO), which are conducted across the range of military operations at every level of war to achieve mission objectives. Combatant commanders and mission owners must carefully consider their defensive posture and strategy in order to deter and defeat adversary intrusion while providing mission assurance. Upon completion of this course, students will be able to develop a defensive strategy by analyzing risk, cyberspace terrain, mission priorities, and utilizing threat intelligence.

## **NATIONAL SECURITY POLICY – 3 CREDITS**

In the course "American National Security Policy," students will explore the complex challenges and issues faced by policymakers in the realm of national security. The course goes beyond a focus on traditional notions of threats, military strategies, or the exercise of military power. Instead, it delves into the multifaceted factors that shape the formulation and implementation of national security policies. Students will analyze the intricate dynamics involved in national security decision-making, considering factors such as political, economic, social, and technological aspects. The course will examine the roles of various actors, including government agencies, international organizations, interest groups, and the public, in shaping national security policies. Through case studies, discussions, and critical analysis, students will develop a comprehensive understanding of the complexities and nuances of national security policymaking. They will explore the interplay of domestic and international factors, ethical considerations, and the evolving nature of security challenges in the modern world. By gaining insights into the broader context of national security, students will be better equipped to comprehend and engage with the policy-making process, contributing to informed discussions and potential solutions in the field of national security.

## **SYSTEMS ASSURANCE – 3 CREDITS**

This course delves into the examination of systems-related issues in the contemporary technological landscape, with a specific focus on auditing electronic data processing (EDP) systems. Students will explore various aspects of auditing EDP systems, including the assessment



of auditor control risk, documentation and control of organizations, hardware and software controls, and auditing computer programs and files. The course covers essential topics such as auditing computer processing, including data input, processing, and output. Students will also learn about auditing third-party systems and expert systems, which play a significant role in today's technological environment. Emphasis is placed on understanding and implementing effective control measures to ensure the integrity, security, and reliability of computer-based systems. Throughout the course, students will engage in practical exercises and case studies to develop their skills in auditing EDP systems. By gaining a comprehensive understanding of the auditing process and control measures specific to computer-based systems, students will be equipped to address the complexities and challenges associated with auditing in today's technological landscape.

### **INTERNATIONAL SECURITY – 3 CREDITS**

In the course "Cybersecurity in Context," students will examine the fundamental factors that influence the landscape of cybersecurity, shaping the emergence and management of cybersecurity problems. The course will highlight the role of ethical, legal, and economic frameworks in enabling and constraining security technologies and policies. Students will explore the macro-elements, including national security considerations and the interests of nation-states, as well as the micro-elements, such as behavioral economic insights into individuals' understanding and interaction with security features. The course will delve into various topics, including the policymaking process, business models in cybersecurity, and legal frameworks that govern cybersecurity practices. By exploring these subjects, students will develop a comprehensive understanding of how these elements shape and impact cybersecurity strategies and initiatives. Through case studies and discussions, students will analyze real-world scenarios and examine the interplay between ethical, legal, and economic factors in cybersecurity decision-making. By gaining insights into these contextual elements, students will be equipped to navigate the complexities of cybersecurity and make informed decisions to protect individuals, organizations, and society as a whole.

### **MOBILE APPLICATIONS AND SERVICES – 3 CREDITS**

This course offers students a comprehensive foundation in the development of mobile applications for phones and tablets. The curriculum covers essential aspects of mobile application strategy, design, and development, with a focus on popular operating systems such as Apple iOS and Android. Students will gain practical knowledge and skills in entrepreneurship and business operations related to mobile app development. Throughout the course, students will learn the fundamentals of planning, programming, and marketing mobile applications. They will explore the process of ideation, concept development, and user experience design to create engaging and user-friendly mobile apps. The course also introduces students to the entrepreneurial aspects of the mobile app industry, including business models, market analysis, and monetization strategies. By the end of the course, students will have a solid understanding of mobile application development, from conceptualization to deployment. They will be equipped with the technical skills and business acumen necessary to pursue opportunities in the rapidly evolving mobile app market.

### **CAPSTONE WRITTEN PROJECT – 3 CREDITS**

The capstone project serves as a culmination of students' college career, allowing them to apply the tools, skills, and knowledge they have acquired throughout their studies to a real-world project of their choice. This course provides an opportunity for students to showcase their



passion and innovation while demonstrating their readiness for the job market. Throughout the course, students engage in an in-depth investigation and development of their chosen topic, working closely with faculty advisors to refine their ideas and execute their projects. They have the freedom to explore their interests and leverage the expertise they have gained in their field of study. By the end of the course, students deliver a polished product that represents the culmination of their academic journey. This project not only highlights their abilities and accomplishments but also demonstrates their readiness to enter the job market. The capstone project is a valuable experience that allows students to demonstrate their skills, creativity, and problem-solving abilities to potential employers and showcases their ability to tackle real-world challenges.

## **BLOCKCHAIN AND FINTECH**

### **IMPORTANCE OF TECHNOLOGIES IN FINANCE – 3 CREDITS**

The course aims to provide students with a comprehensive understanding of FinTech and its applications in the financial services industry. It covers a wide range of topics, including commercial and investment banking, digital investing, financial advising, and insurance. Throughout the course, students will explore the latest developments in FinTech and gain insights into its transformative impact on various aspects of the finance world. They will learn about the key technologies and innovations driving the FinTech revolution, such as blockchain, artificial intelligence, and mobile applications. By the end of the course, students will have a broad understanding of FinTech and its implications for financial services. They will be equipped with the knowledge to analyze and evaluate different FinTech applications and their potential impact on the finance industry. This course prepares students to navigate the rapidly evolving landscape of FinTech and enables them to identify opportunities and challenges in this dynamic field.

### **INTRODUCTION TO BLOCKCHAIN TECHNOLOGY – 3 CREDITS**

Blockchain technology is revolutionizing the digital landscape by providing a platform for developing decentralized applications and securely storing data. While initially known for its association with cryptocurrencies, blockchain has evolved to offer much more than just digital currencies. At its core, blockchain enables the creation of a distributed and replicated ledger that records events, transactions, and data generated through various IT processes. This ledger is designed with robust cryptographic mechanisms that ensure tamper resistance, immutability, and verifiability of the recorded information. By leveraging blockchain technology, organizations can establish trust and transparency in their operations, as the decentralized nature of the technology eliminates the need for intermediaries and central authorities. This opens up new possibilities for streamlining processes, enhancing security, and enabling innovative applications across industries. As blockchain continues to evolve, its potential applications are expanding beyond cryptocurrencies. It is being utilized in various sectors, including supply chain management, healthcare, finance, and more. The fundamental principles of blockchain, such as decentralization, security, and trust, make it a promising technology with vast potential for transforming the digital landscape.

### **BOOTSTRAPPING NETWORK EFFECTS – 3 CREDITS**

This course is specifically tailored for statisticians and data analysts who are involved in statistical inference or require a comprehensive understanding of uncertainty assessment in their data analysis. The course delves into the fundamental theory and practical application



of the bootstrap family of procedures, with a strong emphasis on real-world applications. Participants will gain a solid understanding of the bootstrap methodology and its various applications. Specifically, the course covers the application of bootstrap procedures in regression analysis, enabling participants to effectively handle and analyze data in regression models. Additionally, the course explores the application of bootstrap techniques in time series analysis, equipping participants with the necessary skills to analyze and interpret time series data using bootstrap procedures. By the end of the course, participants will have acquired a thorough understanding of the bootstrap methodology and its application in statistical inference. They will be equipped with the knowledge and skills to employ bootstrap procedures in regression and time series analysis, enabling them to make robust and accurate statistical inferences in their data analysis tasks.

### **TOKENS TO DIGITAL PLATFORMS – 3 CREDITS**

In this course, students will delve into the intricacies of supply matching mechanisms, with a particular focus on the processes of minting and burning tokens. Through a comprehensive exploration, students will gain a deep understanding of how these mechanisms function and their role in decentralized finance. The course also delves into the mechanics of bond curves, providing students with a thorough understanding of their operation and implications. Students will learn how bond curves are used in various financial contexts and the factors that influence their behavior. Furthermore, the course covers automated market makers (AMMs) in detail, offering students a comprehensive overview of their mechanics and functionalities. Through detailed examples and case studies, students will gain practical insights into the workings of AMMs and their application in decentralized financial systems. By the end of the course, students will have a solid grasp of supply matching mechanisms, bond curves, and automated market makers. This knowledge will enable them to navigate and engage with decentralized finance platforms effectively, contribute to the development of innovative financial solutions, and make informed decisions in the rapidly evolving landscape of blockchain-based finance.

### **FINTECH REGULATIONS – 3 CREDITS**

In this course, students will delve into the intricate landscape of legal, regulatory, and policy considerations surrounding emerging financial technologies. Focusing on cryptocurrencies, initial coin offerings (ICOs), online lending, new payment methods, wealth management technologies, and financial account aggregators, students will gain a comprehensive understanding of the challenges and opportunities posed by these disruptive innovations. Through interactive discussions and case studies, students will explore the legal frameworks and regulations governing these technologies, critically analyze their implications, and examine the potential risks and benefits they bring to the financial industry. Additionally, students will examine the evolving policy landscape and its impact on the development and adoption of these technologies. By the end of the course, students will possess a solid grasp of the legal, regulatory, and policy dimensions associated with cryptocurrencies, ICOs, online lending, new payment methods, wealth management technologies, and financial account aggregators. Equipped with this knowledge, students will be well-prepared to navigate the complex and rapidly changing landscape of emerging financial technologies and contribute to shaping their future in a compliant and sustainable manner.

### **ARTIFICIAL INTELLIGENCE & MACHINE LEARNING IN FINANCE – 3 CREDITS**

This course explores the ways in which new technologies are disrupting the financial services industry— driving material change in business models, products, applications, and customer



user interface. The class will explore AI, deep learning, blockchain technology, and open APIs. We will then turn to four sectors of specific opportunities: payments, credit, trading, and risk management. We will explore the competitive and strategic landscape amongst FinTech start-ups, incumbents from big finance and big tech in the U.S., China, India, and Europe. Students will gain an understanding of the key technologies, market structure, participants, regulation, and the dynamics of change being brought about by FinTech.

### **NEW-AGE DIGITAL CURRENCY – 3 CREDITS**

Digital currencies are transforming our monetary system. Since the first cryptocurrency, Bitcoin, introduced in 2009, many new developments have challenged the use of traditional payment instruments and financial contracts. Current examples include Diem (former Libra), an initiative led by Facebook to challenge national and international payment arrangements, the USD Coin, the official coin of the crypto exchange Coinbase, and other private sector initiatives that are attracting ever more investment and rattle traditional financial regulation. These developments have not bypassed the attention of regulators, as more and more central banks are actively engaging with research and testing of central bank digital currencies (CBDCs) to ensure the availability of central bank money to citizens in the digital age. The course gives a thorough introduction into the topic of digital currencies. It first exposes students to some of their technological foundations and then discusses the economic significance of their design and impact. Students will also be exposed to current policy and regulatory challenges through case studies, and mediated group discussions. Among the topics covered are private sector digital currencies (incl. the so-called stablecoins), CBDCs, optimal digital currency areas, and private efforts to facilitate international payments.

### **CAPSTONE WRITTEN PROJECT – 3 CREDITS**

The capstone project serves as a platform for students to showcase their passion, innovation, and application of skills and knowledge acquired throughout their college journey. This course is designed to provide students with an opportunity to delve into their preferred topic and engage in an in-depth investigation. Through the capstone project, students will demonstrate their abilities and readiness for the job market by delivering a polished product that reflects their comprehensive understanding and expertise in their chosen field. This culminating experience allows students to integrate their learning from various courses and apply it to a real-world scenario. The capstone project encourages students to think critically, solve complex problems, and demonstrate creativity and originality. It serves as a testament to their academic growth and serves as a valuable asset when entering the professional world. By the end of this course, students will have gained valuable hands-on experience, strengthened their skillset, and developed a tangible showcase of their abilities, which will enhance their career prospects and professional development.



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# Staff & Faculty

# STAFF & FACULTY

## STAFF

- **Rene Aguirre Bracho, PhD**                      **President & Chancellor**
- **Milagros Huaman Castro, PhD**              **Chief of Academic Affairs**
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- **Astrid Pernia, M.Sc.**                              **Director of Administration & Compliance**
- **Luis Romero. PhD.**                              **Sabal Research Institute**
- **Rafael Osorio, M.Sc.**                              **Director of Information Technology**
- **Jose Romero, MBA**                              **Director of Marketing**

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**THANK YOU  
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