



College  
Catalog

**Volume 4**

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## GENERAL INFORMATION

### About UBIS

The University of Business, Innovation and Sustainability ("UBIS") is a women-owned, for-profit, independent private Swiss university. UBIS provides high-quality education, with an emphasis on addressing the intersection of business, innovation, sustainability, and the cross-cultural issues that stem from globalization.

With a network of three campuses in Washington, D.C., Switzerland and Spain, international partnerships, and over 40 nationalities represented among the faculty and students, UBIS provides its students and faculty with a unique international experience.

### Mission Statement

The University of Business, Innovation and Sustainability is committed to increasing the quality, affordability, and access to tertiary education around the globe. At UBIS we aspire to create, build, and enrich life-long prosperity for the common global citizen and sustainable business leader by inspiring and advancing self-determination through education.

### Vision

Our vision is for every global citizen to have the access to the education that they desire.

This University is a learning institution that cares for the individual student in an international and multicultural environment, providing the highest quality education by means of an experienced and committed practitioner-faculty, and by using up-to-date learning technologies. The University will satisfy lifelong knowledge and education needs including general knowledge and information, certificates, micro-credentials, bachelors, masters, doctorate, professional certificates, and continuing education. In all our activities we shall adhere to the highest academic and ethical standards.

We see high-quality teaching and learning outcomes as a primary differentiating factor and as a necessity for success. We will place a high degree of focus on ensuring and maintaining the highest quality and most globally practical educational standards in the international education community. In pursuit of this vision, the University shall:

- Provide students with a strong academic foundation and encourage student interest in learning through access to information using modern information technology.
- Provide the appropriate educational resources necessary to satisfy the academic requirements within an open admission system.
- Encourage student skills in leadership for activities in global business and in an international environment.
- Become the education provider of choice for corporations, human resource, and training managers in our designated markets.
- Maximize the learning opportunities that arise from a multicultural environment.
- Pursue research, development, and innovative activities that shall contribute to solving problems in society, environment, and economy.
- Place the highest importance on the development of faculty and staff.

### UBIS Core Values

The Board of Trustees, in their July 2020 meeting, unanimously approved the core values as stated below and requested that the Administration facilitate cultural change and assist faculty and management in embedding these values into all personnel, faculty and student interactions:

- Integrity
- Academic excellence
- Student-centered
- Professional
- Innovative



- Diversity

### **Value Provided to our Constituency**

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For young and mid-career adults who desire a career-centric education, UBIS is a University that, unlike other institutions, provides an English speaking, international education delivered in a multi-cultural environment using western teaching methodologies.

UBIS utilizes a multi-pronged approach

- Locations in Washington, D.C., Geneva Switzerland and Barcelona, Spain
- Hybrid, blended online education
- Corporate and executive education
- Semester abroad opportunities in Europe and with leading partners
- Articulation partnerships with leading Global Universities in key geographies around the world.

The University will satisfy lifelong educational needs from undergraduate, to graduate, to executive development.

### **Institutional Goals and Outcomes**

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#### **Institutional Goals**

**Goal 1:** Improve the quality of all programs at UBIS in a flexible teaching and learning environment that features collaborative learning for a multicultural adult student body resulting in the increased marketability of its graduates. Create a focus on learning including clearly defined learning outcomes, including the skills, values, perspectives, and knowledge needed in the 21st century workplace.

**Goal 2:** Increase and diversify enrollment to ensure continued sustainability by creating and developing a quality marketing and admissions team with revitalized marketing campaigns and admissions processes designed to attract and retain learners from the UBIS target market.

**Goal 3:** Contribute to the improvement of student success through the delivery of high quality and efficient student technology and services that are fully integrated with administrative, instructional and support systems appropriate for students at UBIS. The Board of Trustees and Leadership Team are committed to advance the learning platform and modernize the education and administration systems for improved access, simplicity, and ease.

**Goal 4:** Increase the influence and effectiveness of the faculty in creating an efficient and sustainable learning environment using innovative teaching methodologies, digital technologies and incorporating best practice into the curriculum. Assist the faculty in developing best practices in the emerging digital learning environment.

**Goal 5:** Improve the academic and institutional assessment processes at UBIS to support the achievement of its goals, objectives and student learning outcomes. This includes increasing fiscal stability, improving the focus on accountability and performance and reporting outcomes process for the efficient and effective management of the University while embedding continuous improvement year after year.

**Goal 6:** Continue to develop the University research process to create a supportive, collaborative culture of research within the University where staff are encouraged to engage in research output and where the University sets clear research goals through its research institute and is supportive of staff efforts.

#### **Institutional Learning Objectives**

As an institution focused on providing students with up-to-date educational resources, strong academics, and interactive learning environment.

By the end of each program, students will demonstrate the following aptitudes:

1. Develop a competency in various business, information technology, entrepreneurship, innovation, sustainability, and international relations fields.
2. Analyze business, information technology, entrepreneurship, innovation, sustainability, and international relations issues and develop effective decisions.

3. Effectively create and implement new business, information technology, entrepreneurship, innovation, sustainability, and international relations concepts.
4. Cultivate business, information technology, entrepreneurship, innovation, sustainability, and international relations partnerships and networks.
5. Utilize a wide range of analytical tools, collect, and analyze data, draw proper conclusions, create models, and implement them in a business and international relations context.

### United Nations Sustainable Development Goals

The UBIS Sustainability Policy provides the structure for integrating sustainable practice at the institution across four key areas: teaching and learning, research, facilities and operations, and affiliations and community engagement. The theme of sustainability is well integrated into UBIS programs. UBIS has embraced the broader notion of developing a sustainable enterprise and subscribing to the UN Sustainable Development goals. Through a systematic review of course and program content to identify how the course content maps to the United Nations Sustainable Development Goals, UBIS has embedded SDG into the curriculum and outcomes assessment process.

UBIS Sustainability Policy upholds the principles of the United Nations Sustainable Development Goals (SDG), which provide “the blueprint to achieve a better and more sustainable future for all including climate, social and governance goals” (United Nations, n.d.).

This policy integrates sustainability principles into UBIS’s key functional areas.

Through its teaching and learning, research, facilities and operations, and partnerships and engagement, UBIS aims to:

- minimize environmental impact of its operations and move towards restoring environmental integrity
- promote social justice, diversity, equity, and access
- contribute to human health and wellbeing
- maintain its financial viability.

Through this policy and the Sustainability Strategy UBIS aspires to:

- demonstrate leadership in sustainable development in the higher education sector, and to foster sustainability values and principles for students, staff, and the broader community
- enable students, faculty, and staff to develop the skills and knowledge to contribute to a sustainable future
- ensure that its commitments under environmental, health and safety, equity and diversity and financial legislation are met, and
- continually improve its sustainability performance and impact.

### History

The University of Business, Innovation and Sustainability is a university, founded in Geneva in 2006 by a group of academics. The vision was to develop a private university dedicated to providing a high-quality education, with an emphasis on addressing the intersection of business, international practices and the cross-cultural issues that arise out of globalization. UBIS was also created with a focus on managerial executive training, while providing undergraduate and graduate programs in Business Administration, International Relations, and Media and Communication. Given our changing world, this focus has been updated to include Innovation, Entrepreneurship, Information Technologies, and Business Sustainability.

The European and US-based heritage, the extensive contacts in business and international affairs, at the UN and within NGOs located in Geneva, gives UBIS a unique position and access for providing an inside view of the current issues which corporations face in the changing world of globalization. UBIS is a private university in which students receive a high level of personalized attention – including coaching – and real-world examples of learning.

In 2008, an agreement with the Hamilton White Group brought the resources and network necessary to share values and culture on an international scale. In particular it allowed UBIS to share an E-learning platform with other schools of the group and make available online all the programs offered, form articulation agreements and

partnerships and develop joint programs with other leading Universities and educational institutions around the globe.

### **Accreditation, Licensure and Approvals**

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The University of Business, Innovation and Sustainability (UBIS) was established on 6 February 2006. UBIS is officially registered with the Registry of Commerce of the City and Canton of Geneva, with Federal Registration Number CHE-112.755.057. UBIS is licensed to operate as a private university whose principal focus is Business and International Relations. Other, important recognitions and memberships are:

1. **The Higher Education Licensure Commission (“HELC”, the “Commission”)** is a five member Mayoral appointed regulatory, consumer protection authority. They are responsible for public protection with regard to legitimate quality education in the District of Columbia. The Commission establishes standards for postsecondary educational operations, authorizes operations, approves programs, issues or denies licenses to, and oversees all private postsecondary educational institutions in the District of Columbia. 1050 First St. NE, Washington, DC 20002, (202) 707-6436, <https://helc.osse.dc.gov>.

2. **eduQwa** is the first Swiss quality label geared towards providers of adult learning programs. The label promotes transparency and comparability of adult learning for the benefit of consumers and contributes to safeguarding the quality of adult education programs in Switzerland. More than 1,000 schools, institutes, and academies in the whole of Switzerland are eduQwa certified. This Swiss certificate guarantees and develops the quality for institutions. eduQwa also allows students a new point of reference for their education needs. UBIS has been certified by eduQwa Swiss certification since 2012. eduQwa certification does not lie within the competence of the eduQwa body, which is affiliated to the Swiss Federation for Adult Learning, the SVEB. eduQwa certification is undertaken by independent certification bodies. Oerlikonerstrasse 38, CH8057 Zürich, Switzerland, +41 44 319 71 71, <https://alice.ch/en/services/eduqua>.

3. **International Accreditation Council for Business Education (“IACBE”)** accredits the following programs at UBIS: Bachelor’s in Business Administration (BBA), Bachelor of Arts in International Relations (BAIR), Master’s in Business Administration (MBA), Master of Arts in International Relations (MAIR) and Doctor of Business Administration (DBA), 11374 Strang Line Road Lenexa, Kansas, USA., +1 913 631 3009, <https://iacbe.org>.

4. **The Council for Higher Education Accreditation (“CHEA”)** is a national advocate and institutional voice for academic quality through accreditation, CHEA is a U.S. association of degree-granting colleges and universities and recognizes institutional and programmatic accrediting organizations. CHEA is the only national organization focused exclusively on higher education accreditation. Schools accredited by IACBE are listed in the directory of programmatically accredited institutions on the CIQG/CHEA website. Additional information regarding the institution, if licensed, may be obtained by contacting the Commission for Independent Education, Department of Education, 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400, (888)224-6684, <https://www.chea.org>.

5. **The European Foundation for Management Development (“EFMD”)** is a global, non-profit, membership driven organization dedicated to management development. Recognized globally as an accreditation body for business schools, business school programs, and corporate universities. UBIS is a full member of EFMD, EFMD Global Network Americas, 175 SW 7th ST, Suite 2005, Miami, Florida 33130, +32 2 629 08 10, <https://www.efmdglobal.org>.

### **Facilities**

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In addition to a global online campus, UBIS has three locations in Washington, D, C., Switzerland and Spain.

**UBIS University of Business, Innovation and Sustainability, Washington, D.C.**, is located at 1401 H St NW Suite 100, Washington, DC 20005. The Washington, D.C., location is near the University of the Potomac and contains desks and office equipment for use by staff and students as needed.

**UBIS University of Business, Innovation and Sustainability, Switzerland** is located at Avenue Blanc 46, 1202 Geneva. The Geneva Campus is located in a quiet and safe international neighborhood.

**UBIS University of Business, Innovation and Sustainability, Spain** is located at IGEMA, Career de Sabino Arana, 42, 08028 Barcelona. The Barcelona Campus is at the heart of Zona Universitària, which is part of the Les Corts district, located on Avinguda Diagonal. Full of students, it conceals two of the most beautiful and tranquil areas in the city: The Pedralbes Gardens and Parc de Cervantes. It is the area where most of Barcelona TECH (UPC) and Barcelona University's faculty buildings are found.

### Traditional Classroom

UBIS maintains modern facilities that are equipped to meet the educational needs of students. The campus has wi-fi capabilities throughout the facility. Lecture rooms are equipped with audio video equipment, flipcharts, whiteboards and other teaching aids relevant to the subjects being taught in that classroom. Technical classrooms and labs are equipped with the equipment students should expect to see and work with in chosen career fields. Facilities provide a comfortable and secure learning environment.

### Campus Security and Covid Policy

Security reports are reported and maintained by the Campus Director. The University strives to provide a safe and secure learning environment. However, UBIS is not responsible for the loss of books or personal property brought onto the campus or in the parking lots. Please always secure your possessions. Any disruptive behavior or criminal activity is to be reported to the Campus Director.

In order to protect the health and well-being of our community and guarantee safety on our campuses, we have reinforced our health protocol plans with measures that go beyond current health regulations. Our plans reflect engagement with UBIS stakeholders, administrators, faculty, staff, students and alumni, and are in accordance with UBIS Protection Plan Covid-19, which provides best practice recommendations and baseline requirements for gatherings in enclosed spaces, including lecture rooms and classrooms, and embody the most recent Swiss and Spanish health authorities, and the World Health Organization guidance for the reopening of higher education institutions.

### Hours of Operation

The official office hours at all locations are 09:00am – 17:00pm.

### Research Institute

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The objectives of the Research Institute are aligned with the mission and goals of UBIS. The Research Institute aims to enrich the intellectual life of UBIS by enlarging its academic network and promoting high-caliber research in areas of excellence, with demonstrable impact and strong community engagement. As a private global university, our interconnectedness provides an opportunity to develop multi-cultural interdisciplinary expertise in research, which can make meaningful contributions to the international community. The Institute's research collaborations with industry and the broader academic and nonacademic community will strengthen the employability of UBIS graduates and enhance the reputation of our university.

### Academic Programs

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Undergraduate, graduate, certificate, micro credential, and executive education pathways at UBIS are offered in Business Administration, International Relations, Information Technology and Business Sustainability and Ethics. UBIS also frequently offers industry specific certificate programs and seminars customized to the ever-changing marketplace. UBIS academic programs undergo periodic and rigorous quality assurance evaluation process to ensure currency and relevance not only to the discipline but also future trends.

Undergraduate students are required to complete general education requirements that are distributed across traditional liberal arts categories and interdisciplinary components. General Education requirements are described in greater detail in the Undergraduate Programs section of the catalog. Students may also choose to transfer in general education coursework that was successfully completed at other accredited institutions in the humanities, social and natural sciences and Math.

Minors, concentrations, and elective courses are subject to availability, at the discretion of the University.

All UBIS instruction and operations of academic programs are conducted in English.

### **General Education Courses**

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The purpose of UBIS's general education courses is to provide students with the tools to support their understanding of concepts, to think critically and reflect on the interaction of subject areas. Writing, reading, and research work together to provide students with an understanding of the world around them and the ability to express that understanding throughout their academic endeavors.

General education includes the knowledge, skills and perspectives that are part of an educational experience for all undergraduates regardless of major. They help students become well-rounded individuals and responsible citizens. Upon completion of study at UBIS, the student will demonstrate the ability to:

- Use written and oral communication skills for academically and professionally appropriate discourse (Effective Communication).
- Construct reasonable arguments using various forms of evidence from multiple sources (Critical Thinking).
- Use basic mathematical and scientific concepts and methods to show how various natural phenomena influence individuals and society (Quantitative and Scientific Reasoning).
- Use appropriate information literacy tools and practices, including technology, to gather, organize, evaluate, and present information (Technological Proficiency and Information Literacy).
- Analyze the ethical choices inherent in decision-making (Ethical Awareness).

### **Academic Resources**

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#### **University Library and Course Materials**

The UBIS library supports the educational goals and instructional needs of students and faculty utilizing American textbooks and materials whenever possible. The University library, course books, materials, soft skills training tools and the career center are all available online through the learning management system (LMS).

UBIS offers the Library and Information Resources Network (LIRN) which is a comprehensive online research featuring complete articles with full-text and graphics is available 24 hours a day. LIRN provides a core library collection with access to over 60 million journal articles, books, encyclopedias, newspapers, magazines and audio and video clips that support all academic programs. The core collection includes databases from Gale, InfoTrack with Informe, ProQuest, eLibrary, Credo, RCL Web and Books in Print.

UBIS also offers a unique package of study tools including online textbooks and course materials, flashcards, live online academic support, test prep and other exclusive tools through a partnership with the leading publisher Cengage. All learning resources are relevant, current, robust, rigorous, and grounded in their discipline, and are accessible through the University's subscription to EBSCO Information Services and the Gale College Collection. The Gale College Collection supports learners by pinpointing authoritative content directly related to what they are currently studying. There is access to articles from over 1,000 periodicals and peer reviewed journals, over 20,000 books, and over 100,000 primary works.

#### **Other Libraries Available to UBIS Students:**

UBIS students also have access to the UN Libraries in Geneva. These Libraries are open to university-level students and other interested researchers upon demand. Regular access can be requested upon presentation of official documents. There are 7 municipal libraries in Geneva open to UBIS students at no charge.

1. Uni Arve is host to seven libraries: the Bibliothèque Ernst & Lucie Schmidheiny, the Bibliothèque d'Anthropologie, the Bibliothèque du Centre universitaire d'informatique, the Bibliothèque Georges de Rham (Mathematics), the Bibliothèque de l'Institut des Sciences de l'environnement (ISE),

Bibliothèque de l'Observatoire (Astronomy) and the Bibliothèque des Sciences de la Terre et de l'environnement.

2. Uni Bastions hosts language libraries focused on history and musicology.
3. Uni CMU is home to an extensive collection of medical issues hosting the following: Le Centre de documentation en santé (CDS) and the Bibliothèque de l'Institut de la médecine et de la santé et de l'Institut d'éthique biomédicale (IHMS - IEB).
4. Uni Mail's collection is focused on the following themes: Economics and social sciences, Law, Psychology and Learning Sciences, Translation and Interpreting, European studies, French as a foreign language and Musicology. Besides, it also hosts UNIGE's multimedia library.

### Advising

Academic advising ensures students have the information they need to make informed decisions regarding the requirements, policies, and procedures of their academic program. All students have access to academic advising from the start of their first class until after graduation to collaborate on the development of their individualized academic plans, assist with educational milestones, and maintain a commitment to earn a degree.

All students have access to academic counseling and advice throughout their career at UBIS. The University has a team of professionals who support each student's progress through the degree. Students who require help in planning their course schedules, who have specific, course-related questions, who need help in understanding University's academic regulations, or who have any other academic-related questions have direct access to faculty and is assisted by a member in the following areas: Admissions, Student Services, the Registrar, and Academic Affairs. Faculty have assigned virtual office hours where students can either meet via teleconferencing software or using the Moodle LMS communications platform to discuss academic issues or request additional clarifications.

### Student Orientation

All students are required to attend an orientation to the University and the program at the beginning of their program. Current students are invited to join a term-start orientation program to refresh their knowledge of the University, the resources, and the policies. The New Student Orientation is available in the Moodle LMS system during the student's entire tenure at UBIS for review.

### Career Services

UBIS offers a fulsome career center through the ULMS. Explore careers, assess your skills, build resumes, and access career- readiness support, such as in-demand soft skills training in our dedicated career center. Tools that help students manage their lives as students, including a University Success Center, 5- minute quick lessons, study tools and more are also available.

Further, UBIS is working in cooperation with Job Teaser to give students career tips and advice, in Europe and the United States, apprenticeships and job offers in Europe. UBIS also offers Career Workshops for CV and motivation letter writing, as well as advice for job search and interview. All these services are available on demand as one-to-one meetings scheduled ahead of time. In 2020 we have been running a campaign for short Career Coaching sessions where students send in their CV's or other documents and specific questions ahead of the session. These have received good feedback from the participants.

### Instructional Methods

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UBIS offers multiple education options and instructional methods to achieve the stated mission of maximizing access to educational resources around the world. Instruction is delivered on ground, online and in a hybrid and blended format. Students are encouraged to select the mode of instruction that best suits their personal circumstances, learning style and lifestyle.

UBIS offers all instruction through a state-of-the art customized Learning Management System (ULMS) that is rich in content and feature/functionality. All courses, irrespective of the mode of delivery, are managed through this

system to provide students with access to resources on their schedule regardless of the geography of their “home-country”. Course materials, supplemental materials, career materials and lectures may be offered in both synchronous and asynchronous manner. Students have access to their online courses 24 hours a day; 7 days a week.



## Campus and Online

Campus courses meet on campus in a traditional classroom and/or laboratory setting. Campus and online courses utilize the ULMS for all materials, assessments, supplemental services, and career support. Students have access to their online courses 24 hours a day; 7 days a week (see Online Education for program offerings).

## Hybrid or Blended

In hybrid or blended programs students meet with faculty face-to-face onsite each week while enrolled in campus-based courses. Other courses required in the program, such as general education courses, are delivered online and supported by both the online instructor and campus-or-locally-based tutors as needed.

## Online Classroom

UBIS provides resources and services that support its online learning programs. Students enrolled online must meet the same admission requirements and observe the same policies and procedures as those in an on-ground classroom-based environment. Academic services (such as advising, learning center/library resources, and student and career services) are provided through LMS that are always available to students. Courses begin on Sunday at midnight.

## UNIVERSITY POLICIES

### Admissions Requirements

UBIS does not discriminate based on gender, sexual orientation, ethnicity, religion, age, disability, or national origin in admission, access, treatment, or employment in any of its activities or programs. UBIS reserves the right to deny admission or re-entry to any applicant or student the University, at its discretion, determines is either:

- a) unlikely to benefit from its programs
- b) discloses or is found to possess an adverse background that disqualifies them or
- c) whose presence in the program is considered by the administration to be disruptive and/or potentially harmful to UBIS students, faculty and/or staff.

All students admitted to UBIS must adhere to the Student Code of Conduct, which prohibits conduct that significantly impairs the welfare or the educational opportunities of others within the University community.

Under special circumstances and with all requisite approvals, a student may be enrolled in two programs concurrently at UBIS. However, if a student does not meet the Satisfactory Academic Progress requirements in any given semester, then s/he will be unenrolled from one of the programs in the subsequent semester.

### Admissions Procedures

UBIS undergraduate programs admit students who are high school graduates or who have an accepted, equivalent form of high school completion. Masters-level graduate programs admit students who hold an undergraduate degree or who have an accepted, equivalent form of undergraduate studies or experiences. Doctoral programs admit students who hold a master's degree or who have an accepted, equivalent form of master's level studies or experiences. UBIS requires all applicants to complete the following process prior to admission:

#### Bachelor's Degree Admission Requirements:

Must submit the Application Form with the following documents:

- Online Application and Fee
- Identification: scanned version of the 1st page of the applicant's passport or Government ID.
- High School or University transcripts depending on program
- English Proficiency, if previous schooling has not been in English or if the student is a non-native English speaker (IELTS: 6.0, TOEFL: 75, or equivalent).
- Letter of Intent and Motivation for Program Acceptance: 250-word letter indicating intentions and interest



### Master's Degree Admission Requirements:

Must submit the Application Form with the following documents:

- Online Application and Fee
- Identification: scanned version of the 1st page of the applicant's passport or Government ID.
- Bachelor's Degree or equivalent, or University diploma
- University transcripts
- English Proficiency, if previous schooling has not been in English or if the student is a non-native English speaker (IELTS: 6.0, TOEFL: 75, or equivalent).
- CV/ Resume describing professional and academic experiences
- Letter of Intent and Motivation for Program Acceptance: 250-word letter indicating intentions and interest

### Doctorate Degree Admission Requirements:

Must submit the Application Form with the following documents:

- Online Application and Fee
- Identification: scanned version of the 1st page of the applicant's passport or Government ID.
- Transcripts: Must hold a master's degree, or equivalent.
- English Proficiency, if previous schooling has not been in English or if the student is a non-native English speaker (IELTS: 6.0, TOEFL: 75, or equivalent).
- Letter of Intent and Motivation for Program Acceptance: 250-word letter indicating intentions and interest.
- Resume: Description of professional and academic experiences.
- Recommendation Letter: Letter from candidate's previous educational institution or employer.
- If applying for Professional experience validation for credits program, there will be an additional fee. \*

\*Please review the tuition and fees section for more details.

### Executive Doctorate Admissions Requirements:

Must submit the Application Form with the following documents:

- Online Application and Fee
- Identification: scanned version of the 1st page of the applicant's passport or Government ID.
- Transcripts: Must hold a master's degree, or equivalent.
- English Proficiency, if previous schooling has not been in English or if the student is a non-native English speaker (IELTS: 6.0, TOEFL: 75, or equivalent).
- Letter of Intent and Motivation for Program Acceptance: 250-word letter indicating intentions and interest.
- Resume: Description of professional and academic experiences.
- Recommendation Letter: Letter from candidate's previous educational institution or employer.
- At least 15 years\* of professional business experience in senior-level management and leadership roles

\*Candidates with at least 7 years of professional experience and a business-related undergraduate degree will also be considered.

### Micro credentials Admission Requirements

Must submit the Application Form with the following documents:

- Scanned version of the 1st page of the applicant's passport or government ID.
- University transcripts indicating earned bachelor's degree or equivalent, or University diploma
- English Proficiency, if the applicant's previous schooling has not been in English or if they are Non-Native English speakers

Proof of Graduation consistent with the entry requirements for the program for which admission is being sought. Applicants who graduated from a foreign high school or secondary school must provide proof. A certified copy of credentials or official transcripts translated (if applicable) and evaluated by either the Dean, a designee, a member of the National Association of Credential Evaluation Services (NACES), or the Association of International Credentials Evaluators, Inc.

Any foreign qualifications are assessed based on the official US guidelines. Transfer of Credits from Postsecondary School International students requesting transfer of credits from a postsecondary school must have an official transcript evaluated and translated (if applicable) to be reviewed and confirmed by the appropriate Academic designee.

Present proof of English language skills. International students can either:

- a. Provide, in the form of official transcripts, successful completion of coursework from an accredited high school or English language school certified with SEVP,
- b. Take either of the approved proficiency exams and meet the minimum score requirements:
  - i. IELTS (International English Language Testing System): 6.0.
  - ii. PTE (Pearson Test of English): 67 (at least 56 in each of the "Communicative Skills" sections).
  - iii. CPE (Cambridge Certificate of Proficiency in English): Grade B.
  - iv. CAE (Cambridge Certificate in Advanced English): Grade A.
  - v. TOEFL (Test of English as a Foreign Language) (internet-based): 75
- c. If the native language of the international student is English, and the University can confirm the native language, then the student is not required to take the TOEFL test. There is no limit to the number of times a student can take the test. TOEFL test scores are valid for two (2) years after the test date. The official scores become part of the permanent student record once the student has enrolled with the University.
- d. Have an interview with the Dean or a designee to determine English language capability

#### Acceptance or Denial

Applicants are notified of their acceptance promptly with an official acceptance letter. Official acceptance letters will be provided to those prospective students meeting all admissions requirements.

UBIS reserves the right to deny admission previously accepted if any of the items listed above are not successfully completed or found to be falsely represented. Denial letters will be provided to those prospective students explaining which admissions requirements were not met and any next steps.

#### Enrollment Agreement

All students must complete the Enrollment Agreement with an Admissions Representative to include collecting any additional documentation. The enrollment agreement will indicate the program of study in which the student is enrolled. The student's Enrollment Agreement defines the student's curriculum and degree requirements. The executed Enrollment Agreement will be effective for one year from the date signed. A signed Enrollment Agreement must be on file before students can start class.

#### Transfer of Credit Policies

UBIS shall accept college level credits earned at colleges and universities with good academic standing. Students who apply for admission and submit official transcripts may have coursework evaluated for transfer of credit after having attended other post-secondary institutions. Transfer credit shall be awarded based on the applicability of the credit toward satisfying UBIS degree requirements for the student's declared major. All credit accepted will be recorded as part of a student's permanent academic history and will not be removed.

The age of transfer credit may affect course content equivalencies and fulfillment of specific degree requirements (i.e., computer classes).

- No time limit applies to General Education courses
- Subjects in Humanities, Social Sciences, Math and General Sciences may be substituted for UBIS courses within the same disciplines with faculty approval
- Limit of 10 years applies to master's and bachelor's core courses. Exceptions granted at the discretion of the Provost or his/her designee

### Undergraduate

Transferring undergraduate level credits will only be accepted from courses in which the student has achieved a 'C' or better. All transfer credits must be relevant to the coursework at UBIS. The age of transfer credit may affect course content equivalencies and fulfillment of specific degree requirements (i.e., computer classes).

Undergraduate students will be allowed a maximum of 90 US transfer credits from similar studies or 60 US transfer credits from programs other than business schools. UBIS will accept general education transfer of an associate or baccalaureate degree program that the student has successfully completed from a recognized accredited higher education institution.

### Graduate

UBIS candidates for the master's degree can transfer up to 50% of the credits required for a master's degree program through transfer credit. The courses accepted for transfer credit must be relevant to the program of study and equivalent in both content and degree level. Transfer credits are accepted from courses in which the student achieved a 'B' or better.

### Doctoral

UBIS candidates for the traditional Doctoral Degree can transfer a maximum of 9 US credits for courses that are relevant to the program of study and equivalent in both content and degree level to waive (including credit for work experience) of doctoral coursework taken at other universities. Transfer credits are allowed for courses with a minimum grade of 'B' from institutions with good academic standing. Doctoral candidates in the ABD to DBA program pathway are eligible to transfer additional credits for courses completed at accredited institutions in their doctoral programs.

### Micro credentials

No transfer credit credits will be accepted for micro credentials.

### Transfer Acceptance to Other Institutions

Acceptance of transfer credit is always a decision of receiving institutions. UBIS does not guarantee transferability. Any student interested in transferring UBIS credit to another university should check directly with the receiving institution.

To ensure that prospective students are fairly and consistently awarded TC, UBIS will reference international grade equivalency standards specific to country or region to evaluate international transfer credit.

The UBIS Vice President of Academics and Chief Academic Officer shall oversee the establishment of transfer policies and transfer articulation agreements with colleges and universities. The Registrar's Office shall determine transfer course equivalencies according to UBIS' procedures and as directed by academic leadership. As the receiving institution, UBIS shall determine the transferability of credits earned from other educational institutions or organizations.

### Credit for Work Experience

The number of credits necessary to graduate from a program can be reduced by transfer credits or waivers, granted based on work experience or through examination. If the total number of credits for a program goes below the

minimum residency per term (3 courses for undergraduate students and 2 courses for graduate students), additional courses will be added to the student's program to fulfill the requirement.

Undergraduate students are expected and strongly encouraged to gain work experience prior to entering the bachelor's program, to optimize their applied learning capacity throughout their academic journey.

Credit for prior learning experience must be documented and verifiable on a resume with five (5) years of experience in a business field at a decision-making level for graduate students, or one (1) year of experience for undergraduate students. Students are able to obtain up to 75% of their program credits (determined by the academic committee) through a combination of credit for work experience, transfer credits, waivers, and credit by examinations. Students wishing to obtain credit for prior work and life experience must submit a Prior Learning Assessment (PLA) to the Dean of their program for review.

### Credit by Examination

New students can request transfer credits for prior learning upon matriculating into a UBIS program. Students can also earn credit in courses without any formal classroom enrollment by passing a Proficiency Examination if they have completed at least two semesters at UBIS and have also maintained a GPA of at least 2.5. Waiver requests can be addressed to the Registrar's office. Students must obtain permission for the waiver examination from the Academic Dean. Students may not take the examination more than once for the same course.

Students may contact their program Dean regarding course(s) in their program for which they feel their life experiences validate a completion of the course objectives and for which they would like to "test out" of the course. Students may contact the Registrar to enroll in the proficiency exam and upon payment of an administrative fee, they will be given an assessment (equivalent to a final/comprehensive exam or lab in the course).

Depending upon the course the student is wishing to receive transfer credit, the proficiency exam may be an oral exam, a demonstration, computer-graded exam, written narrative, or other assessment type that is appropriate to verify attainment of course objectives. If students do not complete the assessment at a passing rate, they will forfeit their fee and will be required to complete the course for which they were attempting to "test out". If students complete the assessment at a passing rate, they will be given credit for the course and receive transfer credit (TC). This grade will not be included in their grade point average (GPA).

Students may request transfer credits through proficiency exams for (up to) 10 courses for the general education classes of their program. The list of approved courses is available from the program chair and/or the registrar's office. Students may not take the examination more than once for the same course. There may be situations where the materials, delivery, or experience that student would gain by taking the course would preclude the availability for a proficiency exam.

## DEGREE MAPS AND REGISTRATION

Applicants to the University will be registered for the courses available in their program of study. Registration starts two weeks before the beginning of each term. Students must be officially registered to attend classes and receive grades and transcripts.

During the admissions process, students receive as part of their enrollment agreement, a degree map indicating all the courses they will be required to complete to earn their degree. A master copy is retained in the student information system.

Students are registered for courses each term by the Office of the Registrar according to the requirements of their degree program. Students enrolled in programs with electives will be sent the electives available each term prior to term enrollment. Elective courses can be selected by students based on the availability of course offerings if prerequisites have been met.

## Definition of full time

- Two 3 US credit courses per 8-week term is considered full time for undergraduate programs.
- One 3 US credit course per 8-week term is considered full time in graduate programs.
- One 5 US credit course **OR** one 3 US credit dissertation course is considered full time in doctoral programs.

## Course Overload Requests

### Undergraduate

Undergraduate students desiring to register for more than 2 courses in an eight-week term must have successfully completed a minimum of 6 US credits at UBIS and possess a cumulative grade point average of 3.5 or better. A Course Overload Request must be presented to the Registrar for approval. If a student does not possess the required grade point average and feel unusual circumstances warrant an exception, a request in writing may be presented to the Dean. No undergraduate student may exceed 9 US credits per eight-week term.

### Graduate

Graduate students desiring to register for more than 2 courses in an eight-week term must have successfully completed a minimum of 6 US credits at UBIS and possess a cumulative grade point average of 3.5 or better. A Course Overload Request must be presented to the Registrar for approval. If a student does not possess the required grade point average and feel unusual circumstances warrant an exception, a request in writing may be presented to the Dean. No graduate student may exceed 9 US credits per eight-week term.

### Doctoral

Doctoral students desiring to register for more than 1 courses in an eight-week term must have successfully completed a minimum of 6 US credits at UBIS and possess a cumulative grade point average of 3.5 or better. A Course Overload Request must be presented to the Dean for approval. No graduate student may exceed 10 US credits per eight-week term.

## **Cancellation Policy**

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If an application for enrollment is rejected by UBIS, all monies paid to UBIS other than the application fee will be refunded.

An applicant who provides written notice of cancellation within three days of signing an enrollment agreement or making their initial payment, whichever is the latest act to occur, is entitled to a refund of all monies paid except the application fee. No later than 30 days after receiving the notice of cancellation, the school shall provide a refund due.

## **Withdrawal Policies**

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Students shall have the option to withdraw from the school at any time by giving notice of their intent to terminate enrollment in writing by completing Student Status Change Request Form which can be obtained from Student Services or the Registrar's Office. In the absence of the student giving written notification, UBIS reserves the right to dismiss or terminate any student at any time for unsatisfactory academic performance, violation of the Student Code of Conduct, unpaid fees, or other reasons at the discretion of the university administration, Dean, or Chair. In such cases, UBIS will notify the student in writing, a degree will not be awarded to the student, and, as appropriate, the participant's sponsor, partner, or education specialist will be notified. For students on a student visa at their campus of study, dismissal from UBIS will invalidate the student's visa and immigration authorities will be informed.

## Withdrawal from a Course

If a student wishes to withdraw from a course in a term, the student must complete a Student Status Change Request Form which can be obtained from Student Services or the Registrar's Office, please see UBIS Refund Policy for financial obligations.

### Administrative Course Withdrawals

If a student fails to participate in a course in excess of 7 days, the university reserves the right to administratively drop a student for non-participation at the discretion of the Dean or Chair. Please refer to the Course Participation Policy.

### Grade Assigned for Withdrawal from a Course

A student is permitted to obtain a letter grade of "W" if they withdraw from a course prior to no greater than 50% of the scheduled classroom hours having elapsed. Failure to attend or complete any class from which the student has not been officially withdrawn through a written request process will result in the grade earned in the course being that which includes all work completed up to that point and any missed work. Students that officially withdraw after 50% of the classroom hours have elapsed will take a "WF" grade. The "WF" grade is calculated as credits attempted and carries a grade point value of 0.0 for the purposes of determining Satisfactory Academic progress. Both "R" and "W" grades will be calculated as courses attempted for the purposes of determining Satisfactory Academic Progress and will not have any point value.

### Continuous Enrollment

A student must maintain continuous enrollment or matriculation status. After three consecutive terms of no earned coursework (not including grades of W) , the student will be officially and administratively withdrawn from the university. A student may return to the university following the Re-admissions / Re-entry Policy.

### Date of Determination

For a student with an approved leave of absence, the date of determination is the day after the students scheduled return date.

The withdrawal date for students who are administratively withdrawn is the last day of the term in which the student last participated. Last date of participation is defined as the last day a student had academically related activity, which may include assignments, discussion questions, quizzes, projects, or examinations. Last date of participation applies to both on ground and online students.

The withdrawal date for students who are officially withdrawn per the student's request is the date of the official request as indicated on the Student Status Change Form.

### Re-admissions / Re-entry

Academically dismissed students can be readmitted to UBIS. They must not have registered, however, for a minimum period of one complete academic semester (2 terms). Students seeking re-admissions or re-entry to UBIS should contact the Admissions Department. The Dean's Office will make the final decision and notify the student about their decision.

If a student has enrolled in another institution after withdrawing from the University, transcripts should be provided from that institution prior to readmission. Please contact Admissions for further details on re-entry.

Re-entry must be no later than one year for undergraduate and graduate programs from the withdrawal date; otherwise, the student must start at the beginning of application and acceptance process. Any students re-entering must sign a new Enrollment Agreement (EA). Such students will be held to the terms, policies, and fees of the new EA, which may differ from the EA previously signed by the student.

Students requesting reentry must meet Satisfactory Academic Progress Standards. A student who returns to the University after being a withdrawn student, will have their Satisfactory Academic Progress evaluated prior to their return. From that point forward, the student will be evaluated at the intervals outlined in the Satisfactory Academic Progress policy.

Students are required to comply with any new program requirements, policies and procedures, textbook changes or changes in tuition and fees that are delineated in the catalog in effect at the time of their re-entry. Students seeking to re-entry must wait until the next available term start.

### Refund Policy

If a student withdraws from UBIS and/or a course during a term, tuition for any current course is refunded based on the following schedule minus application fee and any nonrefundable fees.

#### Term Length 8 weeks

- Week 1 - 80%
- Week 2 - 60%
- Week 3 - 40 %
- Week 4 - 20%
- Week 5 - 0%
- Week 6 - 0%
- Week 7 - 0%
- Week 8 - 0%

### Computer Requirements for all UBIS Courses

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Students taking courses at UBIS, online or hybrid (online with some classroom hours), must have a working computer available with high-speed internet access to complete courses through UBIS'S Online Learning Management System (ULMS). Their computer and software must meet the technical requirements for the ULMS. In addition, all new students are required to complete the online orientation before being granted access to their courses.

### Online Computer Requirements

Students must have regular daily access to a computer that meets the following minimum requirements:

- A functioning e-mail account
- Access to Microsoft 2010 or Microsoft Office 365
- CPU: 1.8+ GHz / multi-core
- A monitor capable of displaying 1024x768 at 16-bit color
- Minimum 4 GB of RAM
- High-speed internet access on LAN connection (DSL or faster)
  - While dial-up or Bluetooth (hotspot) may work, it may not be suitable for many applications
- A supported web browser
  - Google Chrome, version 86 or greater
  - Mozilla Firefox, version 80 or greater
  - Safari, version 6 or greater
    - Many of the applications for learning require students to only use a desktop or laptop computer for maximum performance.
    - MindTap – Cengage Unlimited
    - Many Learning exercises will not work on a tablet or cell phone
- Sound card and computer speakers to listen to audio presentations
- Adobe Reader, version DC
- Graphics: DirectX, 64+ MB
- Java, version 8 or greater

**Note:** Best practice is to allow application software (QuickTime, Adobe Reader, etc..) to update as new versions are released. Students will need to allow Popups from the ULMS, Cengage Unlimited MindTap to maximize learning capabilities.

### Operating Systems for PC Users:



- Windows 7 – 32 or 64 bit
- Windows 8 – 32 or 64 bit
- Windows 10 – 32 or 64 bit

#### **Operating Systems for Mac Users:**

- OSX 10- version 10.8 or newer

Apple QuickTime \*\* Safari may not work with some of the MindTap activities, students should download Mozilla Firefox \*\*.

#### **Technical Expertise**

Students who enroll in an online course are responsible for having the requisite computer skills (and access to technology) to be successful in the distance learning format. Faculty members in UBIS online classes are not responsible for teaching these skills within the course. Students are recommended to take a computer class to increase his/her computer knowledge before attempting an online class.

Below is a list of competencies that will enhance students' online learning experience.

- Knowledge of computer terminology, such as browser, operating system, application, software, files, documents, icon, etc.
- Understanding of basic computer hardware and software with the ability to perform computer operations, such as:
  - Using keyboard and mouse
  - Managing files and folders: save, name, copy, move, backup, rename, delete, check properties
  - Software installation, security, and virus protection
  - Using software applications, such as Word, PowerPoint, Excel, email
  - Knowledge of copying and pasting, spell-checking, saving files in different formats
  - Uploading and downloading attachments
  - Internet skills (connecting, accessing sites, using browsers)
- Ability to use online communication tools, such as email (create, send, receive, reply, print, send/receive attachments)
- Create online accounts

#### **Financial Policies**

##### **Tuition and Fees**

Tuition is charged on a term credit hour basis. Books and supplies are not included in tuition charges.

Students are charged 100% for any term in which they continue after the add/ drop period before withdrawing.

Tuition and fee rates are listed in US Dollars (USD).

All non-tuition charges are non-refundable.

**UBIS RESERVES THE RIGHT TO CHANGE THE ABOVE COSTS, INCLUDING TUITION, AT ANY TIME.**

<b>Program</b>	<b>Per credit hour Tuition (USD)</b>	<b>Total Tuition (USD)</b>
<b>Bachelor's Degree Programs</b>		
Hybrid cost	450	54,000
Online students cost	325	39,500
<b>Master's Degree Programs</b>		
Hybrid cost	555	25,000
Online students cost	445	21,000
Executive versions cost	NA	16,800
MBA-DBA Bridge Track cost	NA	34,050



<b>Doctor of Business Administration</b>		
Online students cost	533	38,250
Executive versions cost	NA	34,050
ABD Track cost	NA	27,500
<b>Micro-Credentials</b>		
Online students cost	445	Contingent on credits

<b>Additional Expenses</b>	<b>Fee (USD)</b>
*Estimated living expenses for one year in Geneva	11,000
Estimated living Expenses in Barcelona (month according to the <u>Spanish Index Iprem</u> )	€579.02
Application Fee	100
Technology Fee	20 per course
Portfolio Evaluation Fee	2,500
Late Fees (apply when using payment plans)	100
Refund Check Processing Fee	
Mailing Fee Dependent on the country to which mail is to address	Varies, pass through fee
Transcript Fee each request	20
Graduation Fee	200
Reprint of Diploma or Certificate	100
Prior Learning Assessment Fee	300
Course Retake Fee	Priced at current tuition rates

*\*Students requiring a visa must demonstrate that they have adequate funds to cover one year's expenses before coming to Geneva or Barcelona to study. Expenses include not only tuition but living expenses.*

### Types of Aid

UBIS does not participate in any federal student aid programs. The following student assistance programs are available to eligible students.

- **Private Lenders:** Private educational loans are available to those who qualify. These programs require students to complete a loan application. Approval and/or interest rate are dependent upon an applicant's and/or co-applicant's credit worthiness.
- **Installment Plans:** For those students who demonstrate a financial need and have been unable to obtain alternative funding, an installment plan may be available through UBIS or a third-party lender to assist with part or all any remaining unfunded balance.

### Payment Policies

Tuition and fee payments are expected based upon terms listed in the acceptance letter sent to students after registration. Students are responsible for any financial obligation incurred while attending UBIS.

Payments can be made via Flywire which allows for credit card, and bank transfers; payments are also accepted via PayPal, cash, or PostFinance™.

The University is not responsible for exchange rate fees or penalties incurred because of payment with a credit card or other restrictive payment cards. The student should contact his or her financial institution for account balances, daily transaction limits and other restrictions. Returned checks or wire transfers will result in an additional processing fee.

## ACADEMIC POLICIES

### Academic Credit

All academic work at UBIS is evaluated in semester credit hours, a commonly used standard unit of credit in both US and abroad. Transfer courses expressed in quarter credits are converted to semester credit hours prior to acceptance. An academic year is defined as a minimum of 24 US. Students advance in grade level as each 30 US credits are earned.

#### Credit Hour Definition

As a university delivering courses in an American style, UBIS defines a semester credit hour as:

- 15 hours of academic engagement and 30 hours of out of class preparation, reflection, and study.

This formula is typically referred to as a Carnegie unit and is used by the American Council on Education in its Credit Recommendation Evaluative Criteria.

#### Carnegie Unit

Activity	Calculation of Credit Hours awarded in each course
<b>Academic Engagement (Contact Hours)</b>  <b>45</b> hours for a 3-credit class	For a 3-credit hour class this is equivalent to 15 hours per each credit or 45 hours per course per term <ul style="list-style-type: none"> <li>• Calculation of these hours may be derived from: Participation in Discussions, Reading, Reviewing PowerPoints, Completing Moodle or MindTap Assignments, Taking Quizzes or Exams, Uploading assignments, Participating in Group Activities, Responding to other students or instructor(s).</li> </ul>
<b>Preparation (Outside Hours)</b>  <b>90</b> hours for a 3-credit class	For a 3-credit hour class this is equivalent to 30 hours per credit or 90 hours per course per term <ul style="list-style-type: none"> <li>• Calculation of these hours may be derived from: Reviewing Textbook, PowerPoints, Pdf's, or other readings in the course, Reviewing MindTap Assignments, Constructing Moodle activities or assignments, and preparing for upload, reflecting on coursework or discussions, Researching, Writing, and Constructing written assignments</li> </ul>
<b>Overall Total</b>	<b>Should comprise a minimum of 135 hours for a 3-credit course per term</b>

*\*For a 5-credit hour course the total is 75 Contact Hours + 150 Outside Hours = 225 Total Hours*

### Student Identification Verification

UBIS has processes in place through whereby the University establishes that the student who registers in an online course or program is the same student who participates in and completes the course or program and receives the academic credit.

Verifying the identity of students in UBIS courses and programs is a significant, multifaceted, and ongoing process. Identity verification begins when a student applies for admission to the university and continues through graduation, transfer, or withdrawal from study. Procedures related to student identity verification include but are not limited to:

- registration, advising and transcript procedures,

- course management system login and security functions wherein we create a unique username and password for each individual student. This unique set of login credentials consists of data which the student is likely to know, and which others are unlikely to know. The student is forced to use these credentials to access our course management system and reset their password to one which is entirely confidential.
- Data transmission of login information is secured using appropriate encryption technology.

UBIS meets this requirement by doing the following:

1. Verify the identity of a student who participates in class or coursework by using at least one of the following options in all online courses or programs
  - a. Every enrolled student will be given a secure login and password.
  - b. Copy of passport and Personal Photo are kept on file at the university, the personal photo and the passport are compared by the registrar to verify the identity of the student, before issuing the student a photo student ID.
  - c. In the distance learning format, courses have synchronous teleconferencing sessions where being on camera is a requirement. In these settings, faculty are able to identify the attendees as registered students.
2. Make every possible attempt to protect student privacy in accordance with local, national, and federal laws as applicable.

The student is responsible for maintaining current contact information such as email address(es) and phone number(s) in the student account because the email address or phone number along with the student ID are used as primary means of identification for communication purposes.

The student is responsible for safeguarding email account login information and student password. UBIS shall not be responsible for the misuse of password by any person.

### Grading Procedures

UBIS' grading system is based on the standard American 4.0 grading system. Course grades are issued for each course. Evaluation of student work is identified as grading criteria and weighted appropriately in the determination of a final course grade as in the American grading system. Students may view their grades through the student portal. Faculty members are required to post final grades within seven days of completion of the course. The University has established the following grading guidelines to be complied with by all faculty.

Grades of plus (+) and minus (-), except for A+, are used in assigning grades and determining a grade point average (GPA). Quality points, used in determining a grade average, are assigned as follows:

### Grade Table

Undergraduate

Grade	Quality Points	Grade Percent	Definition
A	4.00	93-100	Outstanding achievement. Student demonstrates intellectual initiative in accomplishing course goals and objectives through high levels of originality and creativity
A-	3.75	90-92	Excellent – Exceeds most requirements and expectations; demonstrates excellent analytic, synthetic, integrative, and/or creative skill.
B+	3.50	87-89	Superior – Exceeds most requirements and expectations in one or more ways; demonstrates creativity and originality in a variety of ways.

B	3.00	83-86	Very good work. Student performance meets designated course goals and objectives by demonstrating understanding of the course materials at an acceptable level.
B-	2.75	80-82	Good – Meets all requirements and expectations and exceeds some in one or more ways; demonstrates analytic, synthetic, integrative, and/or creative skill.
C+	2.50	77-79	Above Average – Meets all requirements and expectations and exceeds one or more; demonstrates analytic, synthetic, integrative, or creative skill.
C	2.00	73-76	Average work. Student performance demonstrates average comprehension and satisfactory achievement of the course goals and objectives
C-	1.75	70-72	Below Average – Meets nearly all requirements and expectations but fails to meet the standard in some area; work retains some academic value; a warning grade.
D+	1.50	67-69	Far below Average – Fails to meet some aspects of requirements or expectations.
D	1.00	60-66	Unacceptable work. Student performance demonstrates minimum acceptable performance in accomplishing course goals and objectives
F	0.00	<60	Failing. Student performance demonstrates unsatisfactory or below minimally acceptable achievement in accomplishing course goals and objectives.

#### Graduate

Grade	Quality Points	Grade Percent	Definition
A	4	93-100	Outstanding achievement. Student demonstrates intellectual initiative in accomplishing course goals and objectives through high levels of originality and creativity
A-	3.75	90-92	Excellent – Exceeds most requirements and expectations; demonstrates excellent analytic, synthetic, integrative, and/or creative skill.
B+	3.5	87-89	Superior – Exceeds most requirements and expectations in one or more ways; demonstrates creativity and originality in a variety of ways.
B	3	83-86	Very good work. Student performance meets designated course goals and objectives by demonstrating understanding of the course materials at an acceptable level.
B-	2.75	80-82	Good – Meets all requirements and expectations and exceeds some in one or more ways; demonstrates analytic, synthetic, integrative, and/or creative skill.
C+	2.5	77-79	Above Average – Meets all requirements and expectations and exceeds one or more; demonstrates analytic, synthetic, integrative, or creative skill.
C	2	73-76	Average work. Student performance demonstrates average comprehension and satisfactory achievement of the course goals and objectives
C-	1.75	70-72	Below Average – Meets nearly all requirements and expectations but fails to meet the standard in some area; work retains some academic value; a warning grade.
F	0	0-69	Failing. Student performance demonstrates unsatisfactory or below minimally acceptable achievement in accomplishing course goals and objectives.

It is important to note that undergraduate students must maintain a 2.0 GPA to retain their matriculated status. Graduate students must maintain a 2.0 GPA to retain their matriculated status, but a “C” grade is passing. However, some University programs and courses require higher minimum grades. Minimum grade requirements are documented within policy for those specific programs. Students who receive a grade below the minimum passing grade established for a course will not earn quality points, as the grade is considered a failing grade. Each course syllabus indicates the relationship between course components and assignments in determining a final grade.

### Special Grades

The following grades are not issued quality points and do not calculate into the GPA		
AU D	Audit	Students will receive a designation of "AUD" on their permanent record which will not carry any academic credit because there is no measurement of the student's performance.
I	Incomplete	An “Incomplete” will be given at the discretion of the instructor and if approved by the Dean. An Incomplete (I) shall revert to a Failure (F) if the student does not complete all the required course work by the end of the granted extension period.
P/F	Pass/Fail	Pass/Fail is used in those courses where a grade is not given, but the student receives either a Pass or Fail score.
R	Repeat	Indicates a course has been repeated, only the last of the two grades is computed in GPA.
TC	Transfer Credit	Denotes transfer credit, not included in determining GPA.
W	Official Withdrawal	Withdrawal from a course without academic penalty. Student withdrew due to exceeding the maximum allowable absences from the course or has been administratively withdrawn by the university.
WF	Withdrawal/ Failure	A grade of WF will be counted towards the student’s grade point average as a failure.
IP	In Progress	Student is currently enrolled or awaiting a final grade

### Academic Standing

DL	Dean’s List	Denotes superior performance by a fulltime student and is awarded every semester to those who maintain a grade point average of 3.5 for undergraduate and 3.75 for graduate students.
P	Probation	Denotes probationary status of a student. A student who is on probation is on warning for not maintaining the necessary GPA. Students on academic probation will be given 1 final complete term (terminal probation) to reach the required GPA.
TP	Terminal Probation	Terminal probation is the final chance for a student to raise his/her GPA prior to expulsion. The student will be given one subsequent term to raise his/her GPA to the required level.

### Incompletes

A grade of “I” is granted only when, due to extreme extenuating circumstances, a student is unable to complete the work outlined in the course by the class end date. It is the responsibility of the student to request an incomplete from the course instructor in writing by submitting to the professor an Academic Incomplete Request Form. A student is only eligible for an “I” if they have completed 75% of required assignments up to the point at which an incomplete is requested. Course work must be completed within four (4) weeks following the end of a session in which an ‘I’ grade was assigned. On the fifth (5th) week following the end of a course, the Registrar will change all remaining ‘I’ grades to ‘F’. Under extenuating circumstances, the Academic Dean may make an exception to this policy. Students may appeal the grade with necessary documentation.

## Grade Appeal

UBIS promotes a principle of fairness in all academic decisions. Students requesting to dispute a grade for a valid reason must meet with their instructor to settle the grade dispute. Students must make all grade grievances within 30 days of the issuance of the disputed grade. In cases where a satisfactory settlement cannot be reached between the student and instructor, a formal appeal must be submitted to the Dean's Office. If no appropriate solution can be reached, the Dean will make the final decision based on discussions with all parties involved.

## Course Repeats

Students may repeat a course in which they received a 'C', 'D' or 'F'. The grade earned in the last attempt is used in the calculation of the grade point average. Both course attempts are considered in the calculation of quantitative progress (maximum time frame). Course repeats are priced at current tuition rates. See [Tuition and Fees](#) for details.

## Dean's List

A matriculated undergraduate student having a cumulative GPA of 3.5 or higher and having completed at least twelve credits for the semester will be placed on the Dean's List. A matriculated graduate student having a cumulative GPA of 3.75 or higher and having completed at least nine credits for the semester will also be placed on the Dean's List. A student's name may be removed from the Dean's List for violations of the [Student Conduct Code](#). Dean's List is not retroactive for those students receiving changes of grades or changes of Incompletes.

## Graduation Requirements

University diplomas and certificates are issued to students who have completed all program requirements, are in good academic and financial standing, and whose credential has been officially conferred. At the end of every term, the Registrar will coordinate a multi departmental review to approval and issue diplomas and certificates. All deadlines for degree candidacy must be strictly observed. Following credential conferral, the University will issue one diploma or certificate. The date documented on the diploma or certificate will reflect the last day of the term in which all program requirements were completed and applied.

## Undergraduate

Degrees are awarded to undergraduates who have reached the following criteria:

- the satisfactory completion of a designated study program for the degree as specified by the administration of the University and in compliance with all admission requirements.
- the successful maintenance of a minimum cumulative GPA of 2.0 equivalent to the grade of C.
- a passing grade for the Capstone project.
- assurance that all financial obligations to the University have been met.
- the successful completion of a minimum of 120 US credits for the US Bachelor's degree (minus waivers, transfer credits, and/or work experience credits granted to executive students). A total of 30 US credits completed at UBIS with 15 US of those credits completed in the core.
- payment of a graduation fee; and
- assurance that all other obligations to the University have been met; (i.e. returning books and other materials, if applicable).

## Graduate

Degrees are awarded to graduates who have reached the following criteria:

- the satisfactory completion of a designated program of study for the degree as specified by the administration of the University and in compliance with all admission requirements.
- the successful maintenance of a minimum cumulative GPA of 2.0 equivalent to the grade of C.

- the successful completion of a research thesis project.
- the successful completion of 45 US credits (minus waivers or transfer credits). A total of 22 US credits completed at UBIS.
- assurance that all financial obligations to the University have been met; and
- payment of a graduation fee.
- assurance that all other obligations to the University have been met; (i.e. returning books and other materials, if applicable).

### Doctorate

Degrees are awarded to graduates who have reached the following criteria:

- the satisfactory completion of a designated program of study for the degree as specified by the administration of the University and in compliance with all admission requirements.
- the successful completion of a dissertation and defense.
- the successful completion of 60 US credits (minus waivers or transfer credits). A total of 30 US credits completed at UBIS.
- assurance that all financial obligations to the University have been met; and
- payment of a graduation fee.
- assurance that all other obligations to the University have been met; (i.e., returning books and other materials, if applicable).

### Micro credentials

Credentials are awarded to students who have reached the following criteria:

- the satisfactory completion of a designated program of study for the credential as specified by the administration of the University and in compliance with all admission requirements.
- the successful completion of 12 - 15 US credits (minus waivers or transfer credits).
- assurance that all financial obligations to the University have been met; and
- payment of a graduation fee.
- assurance that all other obligations to the University have been met; (i.e. returning books and other materials).

### Academic Distinction at Graduation

UBIS recognizes superior academic achievement by conferring a Distinction upon bachelor and master students with an outstanding academic record. One of the following Latin distinctions will be recorded on transcripts and diplomas:

- students with a minimum GPA of 3.75 will receive the distinction of *Summa cum Laude*.
- students with a 3.5 GPA or higher will receive the distinction of *Magna cum Laude*.
- students with a 3.25 GPA will receive the distinction of *Cum Laude*.

Latin distinctions are not retroactive for those students who receive changes of grades or changes of Incompletes.



### Reprint of Final Documents

Students may request to have final documents reprinted. Students will need to pay the reprint fee prior to issuance of new documents.

The replacements/duplicate will list the date the degree was originally conferred. The signatures of the University officials and the formatting of the documents may not be the same as the original documents. Documents will be reissued in the current format and will bear the signatures of current University officials.

### Posthumous Degrees

A posthumous degree may be awarded to a deceased student with the approval of the dean and the Chief Academic Officer. Recommendations for such an award will only be considered for a student who was currently enrolled, when the student had completed nearly all of the requirements for the degree and when the student's academic record clearly indicates that the degree would have been successfully completed.

The diploma will note "Awarded Posthumously".

### Subsequent Degrees

A student wishing to pursue subsequent degrees must submit new admissions paperwork to UBIS. A second degree may only be awarded in a major that is significantly different than previously awarded or for a different credential level (Bachelors to Masters). All graduation requirements must be met for the subsequent degree.

### Change of Program

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Students wishing to change their program must enter the most current program offered. Students must do this by submitting a SSCR form and through a consultation with appropriate campus personnel as some other institutional requirements or restrictions may apply. Students changing into a new program must have documentation on file that meets all admission requirements for the new program being entered. However, some credits earned while enrolled in the former program may not apply to the new program requirements due to differences in degree and content requirements for the new program being entered.

If a student changes programs, only those courses that apply toward the new program will be counted in calculating GPA and the number of credits attempted. If a graduate of UBIS University enrolls in a new program at the University, only those courses that apply toward the new program will be counted in calculating the GPA and number of credits attempted.

To meet market demands and to stay competitive and relevant in the fast-paced global industries, UBIS programs are regularly updated. When program updates do not change the total number of credits in a program, students will complete the newest version of the program. The most recent program outline can be found in the most current University catalog. Students will be notified if the version of their program is changed.

### Add/Drop

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For all programs, the add/drop period is defined as the first two weeks of the term (ending Sunday midnight). All schedule changes for the full term must occur during the add/drop period, which is defined as the first two weeks of the term. During this period, students may add or drop classes, but may not withdraw from school without penalty. New students may be admitted during this period provided they attend at least one scheduled class during the add/drop period. Students will not be enrolled after the add/drop period. A student may be permitted to start after the add/drop period if documented mitigating circumstances exist; however, this occurs only at the discretion of and requires permission from the Campus Director. If a student in their first term of enrollment posts attendance during the add/drop period but does not attend their classes in the second week of the term, their enrollment will be canceled. Students dropping courses must also take note of the Refund Policy stated above.

### Administrative Course Drops – No Participation

If a student fails to participate in a course during the add/drop period of his/her session, the Registrar will drop the student from the course, and he/she may not attend the course during that session. Students will not receive a grade



for the course; they will be unregistered, and it will not show on the transcript. Please see the Institutional Refund Policy for financial obligations.

### **Satisfactory Academic Progress**

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Satisfactory academic progress applies to all students and is necessary to maintain eligibility for enrollment at the institution. All enrolled students must meet the University's minimum standards of achievement about cumulative grade point average and pace of completion. A student's academic progress is evaluated at the end of each semester (2 academic terms). The University's Satisfactory Academic Progress (SAP) consists of a qualitative measurement which determines if students have a satisfactory cumulative grade point average in their program of study.

A student's failure to meet these standards will result in the student being placed on academic warning, academic probation, and/or dismissal from the University. A student is informed of his academic status by his/her advisor who also discusses a success plan with the student.

The following applies to all students enrolled at UBIS University:

Satisfactory academic progress will be evaluated at the end of each semester. A semester consists of 2 academic terms (also referred to as a "payment period"). The length of an academic term is 8 weeks.

All students must successfully earn at least a cumulative grade point average (CGPA) of 2.0 at each evaluation point to be considered in good academic standing. See the grading scale sections of this catalog for the impact of each grade SAP calculations.

UBIS University does offer foundational courses. These are not calculated in the student's GPA or pace of completion as they do not count towards a program of study.

All periods of enrollment are counted towards Satisfactory Academic Progress (SAP).

### **Academic Counseling for At-Risk Students**

Academic counseling shall occur when a grade point average (GPA) falls below acceptable levels for the program. Counseling lasts until the end of the next term of enrollment. If GPA does not rise above the respective levels at the end of the next academic year, students are put on terminal probation. At the end of the terminal probation period (one semester), a probationary student's file will be reviewed by the Registrar to determine whether the student will be allowed to continue studying at the University.

Students on Academic Counseling must achieve an acceptable GPA, show satisfactory class attendance and completion of attempted courses. Students on counseling who do not meet these three criteria by the end of their counseling period are in danger of suspension or dismissal according to the Provost's decision.

Any period of counseling, academic suspension or dismissal will be recorded on the students' academic records.

### **Academic Disqualification**

Academic disqualification (AD) will result if a student fails to clear an academic counseling status. To reapply, a formal application for admission must be submitted in accordance with University admission procedures. In addition, applicants should explain the reasons for the scholastic deficiencies; the way the intervening time has been spent; and why they should be given favorable consideration for readmission. The readmission file will be reviewed by the Dean and a decision reached regarding readmission. If approved, the student would be required to complete all program requirements in effect at the time of readmission. No dismissed students may claim any reimbursement of their fees.

### **Grade Point Average**

One aspect of academic progress is the student's cumulative grade point average (CGPA). Students must be advancing toward or maintaining a minimum of a 2.0 CGPA for all UBIS University coursework to maintain good academic standing and to meet the requirements for graduation.

A student's cumulative program GPA is calculated using only those grades earned at the University for the current program of study. The program GPA is computed by adding the program applicable cumulative grade quality points earned (calculated by multiplying the credit hours and the weight of the grade earned in the course) and dividing it by the program applicable cumulative total number of credit hours completed. Courses from which the student withdraws are not included in the program GPA calculation for the qualitative measurement.

### Qualitative Exclusions

The following are excluded from the qualitative computation:

- Waivers-Credit exam
- National Testing Programs
- Courses with the following grades:
  - Audit (AUD)
  - Incomplete (I)
  - Repeat of a course (R)
  - Passing (P)
  - Withdrawal (W)
  - Transfer Credit (TC)

Each academic program has a published standard credit load for completion. Pace of completion is automatically evaluated for all periods of attendance at the University.

### Maximum Timeframe

The maximum duration of studies for undergraduate students is 6 years (120 credits) for a bachelor's degree for full time students. It is 28 months for graduate students and 6 years for the DBA.

The maximum timeframe to complete the program cannot exceed 150% of the published length of the program measured in credit hours attempted for undergraduate and graduate students. Progress is evaluated cumulatively at the completion of each payment period for a student's primary program of study to ensure completion of the program within the 150% maximum timeframe. If a student cannot complete the program of study within the maximum time frame (as determined at the end of the payment period), the student will be placed on disqualification status without the ability to appeal.

### Pace of Completion

The quantitative measure for the pace of completion is calculated using the following formula:

*Cumulative number of credit hours the student successfully completes / Cumulative number of credit hours the student attempted*

At the end of each payment period, the student's pace of completion is evaluated. Students must earn at least 67% of the credit hours attempted toward completion of the primary program of study. Credit hours taken at other institutions and accepted toward a student's primary program of study at the University are included in both attempted and completed credit hours when measuring pace of completion. Courses from which the student withdraws are counted as attempted credit hours when calculating the quantitative measurement or program pace.

### Included in Pace of Completion

The following are included as attempted in the pace of completion calculation:

- Withdrawal (W)
- Withdrawal Failure (WF)
- Courses completed with the following grades: A, B, C, D and F (+/-)
- Repeated courses (R)
- Incompletes (I)

- Transfer Credits (TC)
- Pass/fail (P/F)
- In Progress (IP)

### Evaluation

The University evaluates SAP for the student's primary program of study, based on a completed payment period. As a result of the evaluation, a student is assigned a corresponding SAP status.

### Student Notification

The University will notify students at any point during their enrollment if their status changes.

### Transfer Credits

A student's program GPA is calculated using only grades earned at the University in courses that are applicable to the program. Therefore, transfer credits do not apply when calculating the student's GPA at the University. Transfer credits include credits for all courses not completed at the University that are applied toward the completion of the student's degree program.

Credits taken at other institutions and applied towards the student's program at the University are included in both attempted and completed hours when measuring the student's pace towards completion. Please refer to the University Transfer of Credit Policy.

### Program Changes

Students who change programs at the University are re-evaluated to determine which credits apply to the new program. The student's SAP status will be evaluated at the end of each completed payment period in the new academic year. If the student changes back to a program he or she was previously in, the student's SAP status will reflect the status of the original program. The University will calculate the qualitative and quantitative SAP measures based on all courses applicable to the new program. This includes those courses taken in a previous program that the student successfully completed and that apply to the new program.

### Repeat Courses

Undergraduate students can repeat any previously completed course or courses for which the grade received was C, D or F. Undergraduate students must also ask approval from the Dean. The course can be retaken no more than twice. Only the last attempt for each course will be counted in the student's GPA. Each grade received for a repeat course will be part of the student's permanent record. Note: Repeat courses taken in a program are counted in the SAP status for that program.

Graduate students can retake up to two courses previously completed. Only the grade earned for the retake will be used to calculate a graduate student's final GPA. If a course is being retaken, the graduate student must specify the course as a retake during registration.

## Appeals Process and Mitigating Circumstances

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### Resolution of Student Concerns

A grievance is a claim by a student that there has been a violation, a misinterpretation or an inequitable application of an existing policy, rule, or regulation of the University. An appeal and/or a formal grievance are two ways that students can request a formal change to an official decision of the Institution. Whenever possible the submission of an appeal or grievance will be dealt with confidentiality. In addition, all investigations will be undertaken impartially with no reprisals of any kind being undertaken by any member of the school for the submission of an appeal or grievance. Appeal and/or grievance proceedings will be treated in accord with the University's student privacy policy.

The steps involved with resolving a student concern are an informal appeal, a formal appeal, and formal grievance. It is a requirement of the University that a student exhaust the appeal process in its entirety prior to submitting a

grievance to allow for an appropriate resolution to be reached. Further, if an appeal or grievance is not submitted within ten (10) business days the initial decision of the school will stand.

Mitigating circumstances for which an appeal may be made are illness, death of a family member, military duty, jury duty, or employment responsibilities beyond the student's control. Appropriate written documentation must accompany an appeal. Students whose appeals are approved, may continue their studies at the University under an academic plan as described earlier.

### Appeal Process for All Students

#### Step 1: Informal Appeal

The Informal Appeal process allows students to identify a concern and have it addressed expeditiously without the need for the issue to go to the Appeal Committee.

1. Students will meet with the instructor, if appropriate
2. If there is no resolution, the student may file an Informal Appeal
3. For an Informal Appeal, the student must complete and submit a student issues/concern form
4. The student will meet with the Director, Dean, or other designee to discuss the Informal Appeal
5. If there is still no resolution, the student may file a Formal Appeal

#### Step 2: Formal Appeal

The Appeals Committee acts upon requests for exceptions to existing academic policies and requirements. The committee works to find equitable and reasonable solutions supported by evidence.

1. Students must complete and submit an appeal form
2. The Appeals Committee, composed of faculty and Director, Dean, or another designee, will convene to review the student's appeal.
3. The Committee will evaluate the appeal based on the following
  - a. The Committee will review the appeal and supportive documentation
  - b. Review student academic performance
  - c. Evaluate the impact of significant non-academic issues
  - d. Interview the student if she/he desires to present her/his case to the committee
  - e. Review documentation provided by the student
4. If the student feels that due process was not followed by the Appeals Committee, she/he may request a review by following the formal grievance procedure

#### Step 3: Formal Grievance Procedure

Students may wish to formally file a complaint with the University. In instances where all other attempts at resolution have failed, a student's concerns can be resolved using the Grievance Procedure:

1. Within five (5) business days of the alleged action(s), the student must present in writing, all facts of the grievance as below:
  - i. E-mail address: [confidential@ubis-geneva.ch](mailto:confidential@ubis-geneva.ch)
2. A response to the grievance will be made within ten (10) business days of the receipt of the written complaint. A grievance committee, if formed, will be composed of the appropriate number of individuals from the appropriate areas to ensure a fair and unbiased evaluation.
3. After the initial decision has been rendered, the student may request that the Dean review the process and outcomes of the grievance.
4. After a decision has been rendered by the Provost, the student may request that the President/CEO review the process and outcomes of the grievance.
5. If the student continues to feel that due process has failed after exhausting the above procedures, the student may contact their local state board of education or program specific accreditor.

## Academic Reinstatement Policy

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Students who have been academically dismissed and have not attended the University for a minimum of one semester (two terms) who wish to return to the University may apply through the Admissions Office. The Admissions Office will request that the student's record be reviewed by the Academic Dean or designee. Approval by the Academic Dean or designee is required for the student to re-enter the University. Approval will be based on the potential for the student to succeed academically. If the student is approved academically for re-entry, the Admissions Office will then request a financial review by the Bursar to ensure that all financial obligations to the University have been met. The student will re-enter the University on academic counseling and the policies on Satisfactory Academic Progress will apply.

## Participation Policy

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### Course Participation

Class participation is vital to students' educational experience at UBIS. Students are expected to attend all the classes of their courses, even if asynchronously. After 7 days of no participation, students will be given a warning. Beyond 7 days, student continuing status and enrollment in a course will be at the discretion of the Dean or Chair. Late submission of student work could result in a lower grade. Policies regarding late submission is detailed in the syllabi for each course.

Full time students, in particular on-ground students attending the Geneva Campus and holding a student residency permit through UBIS, must enroll full time in each 8-week term to maintain the government requirements of their permit and visa.

### Terms Off

In recognition of our global campus and the unique variety of holidays and vacations around the world, students are allowed to take one 8-week term off without penalty by notifying the Registrar's Office prior to the term start.

### Leave of Absence

Students wishing to take a Leave of Absence MUST inform the Registrar's Office by submitting a Leave of Absence Request form that can be obtained from the Registrar's Office or from Student Services. A student may opt for two types of leave of absence.

#### Voluntary Leave of Absence

Students in good standing who require additional time beyond one 8-week term are able to request a Voluntary Leave of Absence (VLOA) at the discretion of the Dean or Chair. The guidelines for VLOAs are as follows:

- A student must be in attendance for at least 30 calendar days to be eligible to request a VLOA.
- The request must be made in writing with appropriate supporting documentation provided to the University and must be submitted before the student exceeds any attendance policy. The written request must include the reason for the request, as well as the dates being requested.
- A student on VLOA will be scheduled to return at the beginning of the next requested term and must return and post attendance by the end of the add/drop period for that term.
- If a student takes a VLOA during a course, the student must repeat the entire course, unless a final grade can be given.
- If a student fails to return from an approved VLOA, the student is considered to have withdrawn from the University and their last date of attendance (LDA) will be their actual last date of recorded attendance.
- Under no circumstances will a VLOA be permitted to exceed 180 days during any 12-month period. The 12-month period begins on the first day of the student's VLOA and is counted using calendar days.
- The student will be expected to return within the specified time frame.

### Medical Leave of Absence

Medical Leave of Absence (MLOA) may be granted when a student cannot continue attending class after the start of the term due to life-changing situations beyond the student's control, including but not limited to:

- Military deployment
- Serious illness or hospitalization of student or family member (mother, father, spouse, and child)
- Pregnancy and Childbirth (medically necessary as prescribed by a doctor)
- Death of immediate family member (father, mother, spouse, domestic partner, child, grandparent, brother, sister, aunt, uncle, father-in-law, mother-in-law, brother-in-law, and sister-in-law)
- Other extenuating circumstances approved by the University
- Natural disaster, inclement weather, or emergency situations which requires the University to cancel classes.

Students may be asked to provide documentation to support their emergency leave. Upon approval of a medical leave of absence course enrollment will be temporarily frozen for the MLOA time period.

- The request must be made in writing with appropriate supporting documentation provided to the University and must be submitted before the student exceeds any attendance policy. The written request must include the reason for the request, as well as the dates being requested.
- If a student fails to return from an approved MLOA, the student is considered to have withdrawn from the University and their last date of attendance (LDA) will be their actual last date of recorded attendance. All courses in which the student was enrolled will receive a grade of 'W'.
- A MLOA may not be permitted to exceed 365 days during any 12-month period except for in a case of extreme circumstance. The 12-month period begins on the first day of the student's MLOA and is counted using calendar days.

### Completion of Coursework upon Return

If a student takes an approved leave of absence in the middle of a course, the University must ensure no additional charges are incurred when the student returns. To ensure no additional charges are incurred, the University will issue the student a leave of absence credit. This credit will be applied to the course scheduled after the leave of absence end date.

### Failure to Return

The University will advise the student, prior to granting the leave of absence, the effect that failure to return from a leave of absence may have on payment terms. If a student does not return from an approved leave of absence, the withdrawal date will be the student's last date of attendance.

### Student Grievance Procedures

UBIS carefully considers student grievances and adjusts when appropriate. Students submitting a grievance are not subject to unfair action or treatment because of their initiation of such a grievance.

It is the University's objective to maintain good communications and to assure that concerns of all members of the University community (students, staff, and faculty) are addressed fairly. To accomplish this, the following process should be used in seeking resolution of a student's concerns:

**Step 1:** Discuss with course instructor (if appropriate)

**Step 2:** Discuss with Student Services Representative, who will neutrally and impartially assist students in solving problems and resolving complaints



**Step 3:** If necessary, submit a written appeal to the Academic Dean or designee

After the second step, a grievance must be submitted in writing to the Academic Dean or designee by the end of the academic session following the session in which the action being appealed occurred. If the grievance is not satisfactorily resolved, it will be then taken to the Director.

When a final decision has been reached, the Academic Dean or designee notifies all relevant parties in writing. If a grade change or other record revision is required, the Academic Dean or designee notifies the Registrar. The Registrar makes appropriate change(s) to the student's records. The decision of the Academic Dean or designee is final.

If all available channels fail to resolve the complaint, UBIS will seek an independent, outside party (an Ombudsperson) to mediate the grievance.

**Step 4:** Students who are not satisfied with the outcomes of UBIS's internal complaint process, can submit a complaint the Higher Education Licensure Commission 1050 First St. NE, Washington, DC 20002. (202) 727-6436. Students will be asked to provide contact information for themselves and the institution, dates of attendance, a full description of the problem, relevant documents to support the complaint and the desired outcome. Complaints filed with HELC are made available to UBIS, so that the University may file a response to the allegations. Investigation and resolution of complaints take varying amounts of time.

### **Academic Integrity and Ethics**

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UBIS requires all students to be honest in their academic work and assignments. Academic dishonesty is viewed as an ethical issue and a serious violation of the principles expressed in the University's mission statement. Academic dishonesty defrauds everyone who depends upon the integrity of the University, its courses, and its degrees.

UBIS is committed to observing strict rules regarding student integrity. As such, UBIS will not tolerate plagiarism or any other form of cheating. Students who are caught cheating or plagiarizing will be reported to the Dean's office. The report will go into the student's academic records. The first instance will result in an official warning from the Dean's office. The second instance will be cause for dismissal from the course. Three instances of cheating or plagiarism (in different courses) will result in dismissal from the University.

Academic dishonesty may take many forms, and each is considered an equally serious offense. The more common forms of academic dishonesty are:

- **Cheating** – Cheating includes the intentional giving or receiving (or attempts thereof) of any assistance not authorized in advance by an instructor, including the use of notes, copying or prior knowledge of examination materials.
- **Fabrication** – Fabrication includes the intentional falsification or invention of any information for inclusion in a written paper or project.
- **Plagiarism** – Plagiarism includes the intentional use or representation of the thoughts, ideas, or words of another as one's own work in any assignment including the paraphrasing of information, the duplication of an author's words or ideas without identifying the source, and the failure to cite quoted material properly.
- **Duplication of Materials** – Academic integrity extends to the appropriate duplication of the materials of others that are under copyright protection. Faculty and students are required to comply with all copyright restrictions in the use of materials within the classroom and in reports and presentations.

Students, faculty, and staff must also be cognizant of and avoid copyright infringement. Copyright infringement is using someone else's ideas or material, which may include a song, a video, a movie clip, a piece of visual art, a photograph, and other creative works, without authorization or compensation, if compensation is appropriate. The use of copyright material without permission is against federal law, and penalties may include fines and/or imprisonment.

Because of expanded availability of digitized files and computing, peer-to-peer file sharing has become commonplace. UBIS requires students to respect local laws regarding copyrighted material and file sharing networks. In addition, UBIS reserves the right to revoke the Information Technology privileges of those using or contributing to illegal activity as defined by local laws.

The concept of “Fair Use” applies, and the limited reproduction of copyrighted works for teaching and research purposes *may* be permitted. Multiple copies for classroom use may be produced provided the copies are not sold or distributed beyond classroom use and provided such duplication is specifically for a direct educational purpose. This statement does not restrict the limited duplication of copyrighted materials through the University’s purchased online databases. Should questions exist regarding the duplication of materials, academic advice should be sought before materials are copied.

Faculty and students may face civil or criminal charges if they are found to be contributing to illegal activity as defined by local laws.

While intent is a component of academic dishonesty, a lack of knowledge of the specifics as to what constitutes a violation of the University’s standards is not accepted as an excuse. Any questions regarding the specific application of the Academic Integrity Policy should be directed to an instructor.

In cases involving charges of academic dishonesty made either by an instructor or another student, the instructor shall present the evidence in the case to the Academic Dean, or designee, as appropriate. If there is any sound reason for believing that there has been an act of academic dishonesty, the Academic Dean or designee consults with the student involved. The Academic Dean or designee imposes the appropriate penalty and notifies the student in writing. The student, in writing, will acknowledge the penalty. At a minimum, a grade of “F” is assigned to any assignment, paper, or test on which a violation of the Academic Integrity Policy has occurred. Repeated violations may result in the student being dismissed from the institution.

### **Academic Freedom**

UBIS, as an institution of higher learning, upholds a policy of academic freedom. Instructors are free to explore whatever research topics are of interest to them, including controversial and unpopular ideas, as directed by their scholarship, research, and objectivity, without regard to the opinions of the staff, administrators, institutional benefactors, community leaders, politicians, or churchmen. The academic leadership at UBIS likewise asserts the view that academic freedom fosters creativity and excitement in the learning process, attracting excellent faculty from around the world who ardently want to teach, and serious students who want to learn. The academic leadership at UBIS reserves the right to set minimum standards for curricular content, the use of learning outcomes measurements, and course work performance requirements.

## **STUDENT RIGHTS AND RESPONSIBILITIES**

### **Equal Opportunity Policy**

UBIS enforces a work-study environment free of any discrimination be it on the basis of race, color, gender, marital status, religion, sexual orientation, disability (within the UBIS’ provisions) or age. UBIS has an established student grievance policy, available in the University catalog and the Student Handbook.

### **American Disabilities Act**

UBIS does not discriminate on the basis of disability in its services, programs, or activities. The University will, upon request, provide reasonable accommodation for people with

UBIS will make reasonable modifications to policies and procedures to ensure that people with disabilities have an equal opportunity to enjoy programs, services, and activities. To request reasonable accommodations, or a modification of policies or procedures contact Dean Mindy Hamilton as soon as possible, preferably 1 week before the activity or event. Please send complaints to Assistant Provost Hamilton, ADA Coordinator at mhamilton@ubis-geneva.ch. A grievance procedure is available to resolve complaints.



## Student Governance

The Global Student Council (GSC) is an organization composed of, and run by, students of UBIS. Its purpose is to represent the University's student body, give students an opportunity to have a voice; provide feedback to improve every aspect of the institution; and develop and bring to fruition ideas, projects, activities, and events for the benefit of the students and of the institution. The aim of the GSC is to solidify the student body, create a community and increase the number of social interactions and activities conducted over the course of the school year.

## Student Responsibilities

Students are responsible for ensuring that they understand and follow fully the University's policies and regulations as outlined in this Handbook. Students are also responsible for being familiar with the formal requirements needed to complete their degree, and for keeping themselves informed of any changes in the policies and regulations. Notices will be posted or forwarded informing students of changes. Every effort should be made to uphold all academic standards and adhere to all academic regulations.

Students are obliged to behave in an orderly and proper manner; any student breaking any academic rules will be liable to disciplinary action. Any student who intentionally damages any UBIS property or the personal property of members of UBIS must pay for its repair and may be subject to disciplinary action. Students who disrupt teaching, study, the administration of UBIS, or the performance of a UBIS member will also be liable for disciplinary action.

All the regulations in this Handbook and all other official documents of the University are binding on every student. The University reserves the right to change its regulations, including cancellation of courses and programs, at any time.

## Student Code of Conduct

As a student, you are an active and vital part of the UBIS University educational community; a community dedicated to protecting the freedom of individuals to inquire, study, evaluate, question, and gain new levels of knowledge and understanding. As with other communities, UBIS University has put specific policies and expectations in place that define acceptable behavior, all necessary to ensure individual freedoms and responsible citizenship. As a member of the UBIS University community, it is your responsibility to understand and adhere to the codes and policies that govern acceptable student behavior. Students who engage in unacceptable conduct are subject to various sanctions up to and including dismissal from school and/or prosecution. Unacceptable conduct includes, but is not limited to:

- violation of written University policy and regulations contained in any official publication or administrative announcement of UBIS.
- violation of any local or federal laws, whether on University premises or off-campus when such violation has or may have an adverse impact on the University community.
- disruption of University operations. Disruption is an action or combination of actions by an individual or a group that unreasonably interferes with, hinders, obstructs, or prevents the right of others to freely participate in the University's activities, programs, or services.
- any act or attempted act of academic dishonesty including but not limited to forgery, alteration, destruction, or misuse of University documents, records, or papers.
- knowingly provides false information to the University or other similar forms of dishonesty in University-regulatory affairs, including knowingly making false or written statements to any University official.
- selling, using, possessing, distributing, or being under the influence of alcoholic beverages or illegal drugs.
- unauthorized or attempted entry into, or use of, University property/facilities whether they are owned, contracted, or managed by the University.
- unauthorized use of University-owned or contracted computer systems, including but not limited to failure to comply with license agreements, contracts or agreements governing acceptable use standards, network software and hardware, or harmful intrusion or invasion of privacy, destruction, alteration, or prevention of rightful access.
- damage to University property or that of any of its members or visitors.

- violating the terms of any disciplinary sanction.
- intentional infliction or threat of physical harm to any person(s) or their property.
- verbal, written, electronic or other forms of harassment, including but not limited to sexual, racial, ethnic, sexual orientation or religious harassment that causes injury, distress, or emotional or physical discomfort; and
- disorderly conduct on University premises or at University-sponsored or supervised activities, including but not limited to academic classes and activities.

UBIS is committed to observing strict rules regarding student integrity. As such, UBIS will not tolerate plagiarism or any other form of cheating. It is the duty of the instructors to give due diligence to students' assignments and behaviors during examinations to ensure that there is no plagiarism or cheating.

#### Anti-Hazing

All acts of hazing are prohibited. Students are entitled to be treated with consideration and respect. No UBIS student, individually or as part of the student organization, is permitted to engage in behavior that is likely to cause physical or psychological harm to any other person within the UBIS community. Such behavior is forbidden in admitting, initiating, pledging, joining or continuing membership in any group-affiliation activity. Instances of hazing will be investigated, and disciplinary procedures will end in student(s) termination from the University.

#### Disciplinary Suspension or Dismissal

The University reserves the right to suspend or dismiss a student for violation of its policies or regulations, or for any conduct against the best interests of the University or of other students in attendance.

#### Student Records

As required by local and federal laws, the University maintains records relating to students for various academic purposes. This includes information as defined by the University (which includes name, dates of attendance, enrollment status, awards, honors, and degrees conferred).

Student Records are maintained in a secure database at UBIS. All transcripts are maintained in perpetuity and available to any student or graduate upon request. Student official transcripts are not released to students who do not have good standing with the University. Financial records are maintained for a minimum number of 3 years as mandated by regulations. Copies of financial records are available upon request within this time frame.

#### Privacy of Student Records

As required by local and federal laws, the University maintains records relating to students for various academic purposes. Information as defined by the University (which includes name, dates of attendance, enrollment status, awards, honors, and degrees conferred) may not be released without the enrolled student's written permission. UBIS will not disclose any information from a student's educational record, except to personnel within the institution, without the written consent of the student. When appropriate, UBIS will honor all requests of student information from government agencies.

Students who need to discuss their academic status in regard to compliance with the University's academic requirements, or who want to discuss a grievance or any other concerns relating to academic issues can make an appointment to see the Dean.

#### Change of Contact Details

Students must inform the administration office without delay of any change in their home or business address and

other contact details such as phone number or e-mail address.

## DEGREE REQUIREMENTS

### Academic Progress and Grade Requirements

All students are required to maintain satisfactory academic progress throughout their course of studies. Students failing to do so are subject to further review and possible dismissal from the University. To be considered for readmission, a dismissed student must resubmit an application form. Admission will be considered after resolution of the difficulties that led to the initial dismissal.

#### Undergraduate Students

All undergraduate students are required to maintain at least a 2.0 grade point average (GPA). This requirement applies to all courses taken and to those courses designated for the student to concentrate upon. Students who fail to maintain these GPAs will be placed on academic probation.

#### Graduate Students

All graduate students are required to maintain at least a 2.0 GPA. This requirement applies to all University courses taken, including graduate foundation courses.

Students with a GPA below the required 2.0 will be put on academic probation, which lasts for one term. At the end of the probationary period, students must have achieved the required 2.0 GPA. Under no circumstances will they continue taking classes if they do not achieve a 2.0 GPA at the end of their probation unless they are given special permission by the Dean to continue classes. Graduates not achieving the minimum GPA after two successive terms will be suspended or dismissed according to the recommendations of the Dean.

#### UBIS Capstone Bachelor Project or Master Thesis

During the duration of their studies at UBIS, students may work on their Research Project and are encouraged to apply assignments and information from their classes to the development of their research plan. They will meet with their supervisor on an as-needed basis to ensure that they are progressing in their project. The research work may be either internal or external (e.g. in the framework of an internship or at the student's workplace). The result will be a major case study or a written thesis to be presented and approved prior to graduation.

## PROGRAMS OF STUDY

### Bachelor of Business Administration

#### Program Description

The mission of the Bachelor of Business Administration (BBA) degree is to provide students with a broad foundation covering the major functional areas in business: accounting and finance, management, marketing, and operations and by developing skills and knowledge that can be applied to problem solving across these areas in any business, industry, organization, or government agency context.

#### Program Objectives

Students will be ready for the changes in the global business market by gaining a clear understanding of how the business world operates and what makes an international corporation successful.

Graduates of the Bachelor of Business Administration can:

1. Analyze the financial health of businesses through financial statements and applicable quantitative and qualitative tools/methodologies.

2. Apply management principles in ways that optimize organizational resources and respond to the impact of change on business sustainability.
3. Develop a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures.
4. Conduct assessments of business problems and opportunities that result in recommendations for courses of action.

#### Program Outline

To receive a Bachelor of Business Administration, students must earn 120 US semester credit hours that are equal to 40 courses—including a capstone project. All courses are worth 3 US credits each.

The program includes 45 credits in general education in the natural sciences, social sciences, and humanities categories:

#### Courses

##### General Education (42 US) \*

Humanities		
COMM 101	Introduction to Communication	3 credits
ENGL 101	English Composition I	3 credits
ENGL 295	Research & Report Writing	3 credits
GNED 112	Student Success Strategies	3 credits
Social Sciences		
ANTH 205	Cultural Anthropology	3 credits
ECON 205	Microeconomics	3 credits
ECON 301	Macroeconomics	3 credits
HIST 201	Survey of World History	3 credits
PHIL 101	Introduction to Philosophy	3 credits
PHIL 240	Ethics Introduction	3 credits
POLS 215	International Political Economy	3 credits
PSYC 101	Principles of Psychology	3 credits
Math and Natural Sciences		
MATH 110	College Math: Algebra	3 credits
SCIE 112	Environmental Science	3 credits

*\*Any 3-credit courses from the above categories completed successfully at other higher education institutions may be transferred into the program.*

##### Required Core Courses (33 US)

ACCT 101	Accounting I	3 credits
ACCT 102	Accounting II	3 credits
BUSN 110	Foundations of Business	3 credits
COMP 201	Introduction to Information Technology	3 credits
MGMT 303	International Business Management	3 credits
MGMT 317	Organizational Diversity	3 credits
MGMT 221	Contemporary Management Practices	3 credits
MGMT 238	Introduction to Human Resources	3 credits
MRKT 110	Principles of Marketing	3 credits

MGMT 435	Strategic Management and Planning	3 credits
MGMT 305	Organizational Communication	3 credits

### Elective Courses (Choose 45 US)

Select 15 Courses from Electives and Minors (one of the courses must be RESP 480)

ACCT 210	Cost Accounting	3 credits
BUSN 301	International Business Law	3 credits
BUSN 310	Export Procedures & Practices	3 credits
MCOM 403	Issues in Global Media	3 credits
MGMT 315	Managerial Accounting and Financial Analysis	3 credits
MGMT 330	Purchasing and Materials Management	3 credits
MGMT 411	Performance Measurement and Evaluation	3 credits
MGMT 420	International Banking and Finance	3 credits
MGMT 427	Operations and Project Management	3 credits
MGMT 235	Global Market Competition Management	3 credits
MGMT 442	Business Sustainability	3 credits
MRKT 324	International Marketing	3 credits

### Minors

\*Additional minor courses may be offered by educational partner institutions that students are allowed to transfer into the UBIS program with prior approval from Chief Academic Officer

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MHMT 417	Human Resources Management
MRKT 319	Principles of Marketing and Advertising
MCAP 303	Organizational and Technology of Information Management
RESP 480	Capstone

#### Service Management

MGMT 417	Human Resource Management
CUST 410	Service Innovation
CUST 414	Customer Service Excellence
RESP 480	Capstone

#### International Business

MRKT 304	Global Marketing
BFIN 309	Global Financial Management
MGMT 318	Economics of Environmental Management
RESP 480	Capstone

#### International Relations

INTR 301	Politics I: People and Politics
INTR 302	The Role of Civil Society
INTR 401	World Political Affairs Since 1919
INTR 402	International Organizations
RESP 480	Capstone

#### Marketing Management

MRKT 302	Marketing Innovations
MRKT 303	Marketing Research Management
MRKT 304	Global Marketing
RESP 480	Capstone

#### Banking and Financial Management

BFIN 302	Financial Markets
BFIN 303	Managing Financial Risk
BFIN 309	Global Financial Management

RESP 480	Capstone
<b>Managing Sustainability and Ethics</b>	
MGMT 342	Business Ethics and Social Responsibility
MGMT 301	Leadership
MGMT 318	Economics of Environmental Management
RESP 480	Capstone

## Bachelor of Arts in International Relations

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### Program Description

As technology progresses and global economies become more interdependent, the world becomes smaller. Individuals interested in entering the global marketplace can benefit from a degree in International Relations. The Bachelor of Arts in International Relations (BAIR) program educates students in both international relations and international business.

### Program Objectives

Graduates will be knowledgeable in the fields of public, multilateral, and international affairs, with the ability to manage an office, prepare budgets, make decisions based on financial indicators, and oversee projects from start to finish effectively and efficiently.

Graduates of the Bachelor of Arts in International Relations can:

1. Distinguish the political, economic, and social theories, methods, and historical patterns of international relations applied to contemporary issues and individuals within the world system.
2. Explain the process and implications of interdependence among individuals, groups, and regions in the context of globalization.
3. Analyze conflict within international systems to the institutions of international law, diplomacy, and world order, including prospects for sustainable peace.
4. Assess the uniqueness of international organizations and other individuals within the international system.
5. Evaluate the multidimensional effects of globalization and integration in sustainable economic development.

### Program Outline

To receive a Bachelor of Arts in International Relations, students must earn 120 US semester credit hours that are equal to 40 courses—including a capstone project. All courses are worth 3 US credits each.

### Courses

#### Required Core Courses (45 US)

The program includes 42 credits in general education in the natural sciences, social sciences, and humanities categories:

#### General Education (42 US) \*

Humanities		
COMM 101	Introduction to Communication	3 credits
ENGL 101	English Composition I	3 credits

ENGL 295	Research & Report Writing	3 credits
GNED 112	Student Success Strategies	3 credits
<b>Social Sciences</b>		
ANTH 205	Cultural Anthropology	3 credits
ECON 205	Microeconomics	3 credits
ECON 301	Macroeconomics	3 credits
HIST 201	Survey of World History	3 credits
PHIL 101	Introduction to Philosophy	3 credits
PHIL 240	Ethics Introduction	3 credits
POLS 215	International Political Economy	3 credits
PSYC 101	Principles of Psychology	3 credits
<b>Math and Natural Sciences</b>		
MATH 110	College Math: Algebra	3 credits
SCIE 112	Environmental Science	3 credits

*\*Any 3-credit courses from the above categories completed successfully at other higher education institutions may be transferred into the program.*

ACCT 101	Accounting I	3 credits
ACCT 102	Accounting II	3 credits
BUSN 110	Foundations of Business	3 credits
COMP 201	Introduction to Information Technology	3 credits
MGMT 303	International Business Management	3 credits
MGMT 317	Organizational Diversity	3 credits
INTR 301	Politics I: People and Politics	3 credits
INTR 302	The Role of Civil Society	3 credits
INTR 401	World Political Affairs Since 1919	3 credits
INTR 402	International Organizations	3 credits
MGMT 221	Contemporary Management Practices	3 credits
MGMT 238	Introduction to Human Resources	3 credits
MRKT 110	Principles of Marketing	3 credits
MGMT 435	Strategic Management and Planning	3 credits
RESP 480	Capstone Project	3 credits

### **Elective Courses (Choose 33 US) Select 11 courses**

ACCT 210	Cost Accounting	3 credits
BUSN 301	International Business Law	3 credits
BUSN 310	Export Procedures & Practices	3 credits
MCAP 303	Organization and Technology of Information Management	3 credits
MCOM 403	Issues in Global Media	3 credits
MGMT 305	Organizational Communication	3 credits
MGMT 315	Managerial Accounting and Financial Analysis	3 credits
MGMT 330	Purchasing and Materials Management	3 credits
MGMT 411	Performance Measurement and Evaluation	3 credits
MGMT 417	Human Resources Management	3 credits

MGMT 420	International Banking and Finance	3 credits
MGMT 427	Operations and Project Management	3 credits
MGMT 235	Global Market Competition Management	3 credits
MGMT 442	Business Sustainability	3 credits
MRKT 319	Principles of Marketing and Advertising	3 credits
MRKT 324	International Marketing	3 credits

## ***Master of Business Administration***

### Program Description

The UBIS MBA program is based on current educational trends in business education. This program was developed to meet the demands of the job, the market, propel carriers of our alumni, and contribute to professional knowledge and competence in the business field.

Students can choose from two different pathways to complete their program based upon their level of preparedness, namely the traditional pathway with structured courses and the executive pathway for candidates with prior C-suite level experience.

### Program Objectives

The MBA program provides an applied business education in a multicultural learning environment. The program improves decision making capabilities of the students by providing a functional business foundation and enhancing their analytical, communication, and technological skills.

Graduates of the Master of Business Administration can:

1. Formulate evidenced-based business solutions founded on stakeholder needs and interests.
2. Exercise principles of ethical leadership in a variety of diverse, professional settings.
3. Develop decisions and managerial actions that enhance organizational effectiveness through effective communication and teamwork.
4. Apply advanced knowledge in the legal, theoretical, and practical aspects of operating a business.

### Program Outline

The UBIS MBA program is based on current educational trends in business education. This program was developed to meet the demands of the job, the market, propel carriers of our alumni, and contribute to professional knowledge and competence in the business field. This MBA program was created for working professionals who wanted to achieve a management degree in a shorter time frame but with an opportunity to participate in short study-abroad sessions that provided an immersive opportunity to network with other professionals globally. Current study-abroad opportunities include Barcelona (Spain), Geneva (Switzerland), London, (UK), Strasbourg (France), and New York City (USA).

MBA students must complete 9 courses in the core and 3 courses of the following concentrations:

- Management
- Finance and Banking
- Innovation and Entrepreneurship with Business Plan
- Innovation and Entrepreneurship with Internship

Each concentration track consists of 3 courses equaling 9 credits.

Online and on-campus course modalities to accommodate busy schedules and preferred learning styles.

Frequent and flexible start dates – three 16-week semesters per year and offers students 9 entry dates per year.

### Courses



FIN 608	Financial Management Theory and Practice	3 Credits
MCO 608	Managing a Contemporary Business Information System	3 Credits
MGT 607	Business Analytics, Data Analysis & Decision Making	3 Credits
MGT 609	Operations, Supply Chain and Project Management	3 Credits
MGT 616	Strategic Management, Competitiveness & Globalization	3 Credits
MGT 620	Strategic Human Resources Management	3 Credits
MGT 621	Introduction to Global Business	3 Credits
MGT 642	Business Sustainability, Ethics and Social Responsibility	3 Credits
MKT 606	Marketing Strategy	3 Credits

#### **Finance & Banking Concentration**

FIN 601	Corporate Finance	3 Credits
FIN 602	Financial Markets and Institutions	3 Credits
FIN 609	International Financial Management	3 Credits

#### **Innovation and Entrepreneurship with Business Project Planning**

MNG 601	Executive Leadership	3 Credits
MNG 651	Business Project Plan 1	3 Credits
MNG 655	Business Project Plan 2	3 Credits

#### **Innovation and Entrepreneurship with Internship**

MNG 601	Executive Leadership	3 Credits
MNG680	Business Internship	6 Credits

#### **Management Concentration**

MNG 601	Executive Leadership	3 Credits
MNG 607	Future Decision making and Management Science	3 Credits
MNG 603	Managing Organizational Diversity	3 Credits

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### Master of Arts in International Relations

#### Program Description

The UBIS Master of Arts in International Relations (MAIR) program is based on current educational trends in international business education. This program was developed to meet demand of the international job market, propel careers of our alumni, and contribute to professional knowledge and competence in the field. The program provides insights into political and pragmatic motivations that impact international business. The field of international studies encompasses topics in geopolitics, international law, global sociology and government that provides the broad background needed to tackle complex issues that impact global businesses.

#### Program Objectives

The Master of Arts in International Relations provides both broad vision and practical skills. This Program helps graduates to develop and manage immediate needs without losing sight of the larger context. With this dual capacity, the Master of Arts in International Relations graduates will be ready to work as leaders, directors, consultants and professionals in international organizations, national public administrations, private for profit companies, as well as civil society, nonprofit organizations, foundations, and associations.

Graduates of the Master of Arts in International Relations can:

1. Incorporate foundational global and intercultural knowledge, theories, research methods, and approaches to investigate global issues.
2. Frame and evaluate global challenges in international political, economic, security, or diplomatic areas in the selected region or concentration, drawing on perspectives and methods from diverse fields of study.
3. Apply the advanced knowledge gained in the field of global studies to a practical challenge, articulate in writing the insights gained from this experience, and assess approaches, scholarly debates, or standards for professional performance applicable to the challenge.

4. Assess and develop a position on a contemporary social issue from a socio-historical perspective and from multiple viewpoints of the stakeholders.
5. Synthesize and transfer learning to new, complex situations within course work or beyond the classroom.

#### Program Outline

To attain a Master of Arts in International Relations, students must earn 45 US credits hours equal to 15 courses including a research project. All courses are worth 3 US credits each.

#### Courses

ECO601	International Economics	3 Credits
HIS 602	International Politics: Power and Purpose in Global Affairs	3 Credits
INR 601	International Relations Theory	3 Credits
INR 612	World Politics Trend and Transformation	3 Credits
INR 614	Global Sociology and Its Impact	3 Credits
LAW 601	International Law 601	3 Credits
MKT 606	Marketing Strategy	3 Credits
MGT 609	Operations, Supply Chain and Project Management	3 Credits
MGT 616	Strategic Management, Competitiveness & Globalization	3 Credits
MGT 613	Multinational Management	3 Credits
MGT 620	Strategic Human Resources Management	3 Credits
MGT 621	Introduction to Global Business	3 Credits
MGT 642	Business Sustainability, Ethics and Social Responsibility	3 Credits
RES 601	Research Methodology	3 Credits
RES 602	Thesis Defense	3 Credits

\* **Formerly IRL 601 International Law**

#### ***Master of Science in Information Technology***

#### Program Description

The Master of Science in Information Technology (MSIT) degree program provides a comprehensive perspective to the field of Information Technology. It is designed to develop the student's skills to conceptualize, organize and undertake information technology projects of highly competitive value. These skills constitute the necessary foundations for solving practical problems involving information technology that arise in business, governmental, and non-profit organizations. The curriculum provides an array of technical and management knowledge required to properly implement and manage IT solutions in such areas as digital marketing, data science, cybersecurity, and modern applications development.

#### Program Objectives

Graduates of the Master of Science in Information Technology are able to:

1. Develop the fundamental understanding of the technical foundation of information systems to support day-to-day business operations.
2. Develop skills to effectively deploy information technology assets in support of business processes, security or business competitive advantage.
3. Apply technical critical thinking and analytic competencies to complex information systems problems.
4. Analyze, design and develop information technology solutions under specific problem situations such as marketing, analytics, and internal controls to allow for implementation of strategic initiatives that incorporate current or emerging technologies.

## Program Outline

The Master of Science in Information Technology traditional pathway program consists of 10 core courses (4 foundation and 6 core) and one concentration of 5 courses (3 credits each).

### Courses

#### Foundation

MCO 608	Managing a Contemporary Business Information System	3 Credits
MIT 604	Database Modeling and Design	3 Credits
MIT 606	Database Manipulation for Business Solutions	3 Credits
MIT 608	Programming for Business Analysis	3 Credits

#### Core

MIT 610	Systems Analysis and Development	3 Credits
MIT 612	Business Data Communications and Computer Networks	3 Credits
MIT 614	Fundamentals of Business Intelligence	3 Credits
MGT 609	Operations, Supply Chain, and Project Management	3 Credits
MIT 616	Information Security, Privacy and Compliance	3 Credits
MIT 618	Information Technology Strategy	3 Credits

#### Concentrations

##### Digital Marketing Concentration

MKT 605	Digital Marketing	3 Credits
MGT610	Electronic Commerce	3 Credits
MIT 622	Content Marketing	3 Credits
MIT 624	Social Media Marketing	3 Credits
MIT 626	Internet Analytics	3 Credits

##### Data Science Concentration

MGT 607	Business Analytics, Data Analysis and Decision Making	3 Credits
MIT 630	Programming for Data Science	3 Credits
MIT 632	Predictive Analytics	3 Credits
MIT 634	Data Visualization	3 Credits
MIT 636	Advanced Data Systems	3 Credits

##### Cybersecurity Concentration

MIT 640	Guide to Networks	3 Credits
MIT 642	Network Security Fundamentals I	3 Credits
MIT 644	Network Security Fundamentals II	3 Credits
MIT 646	Cybersecurity Analyst I	3 Credits
MIT 648	Cybersecurity Analyst II	3 Credits

##### Web/Mobile Design and Development Concentration

MIT 650	Front End Web Development	3 Credits
MIT 652	Back End Web Development	3 Credits
MIT 654	Developing Mobile App for Android	3 Credits
MIT 656	Cross Platform Mobile and Web Apps Development	3 Credits
MIT 658	Advanced Front End Web Development	3 Credits

##### Information Technology Management and Control Concentration

MIT 660	Information Technology Control and Audit	3 Credits
MIT 662	Information Technology Investment	3 Credits
MNG 608	Management of Technology and Innovation	3 Credits
MGT 641	Ethics in Information Technology	3 Credits
MIT 664	The Secure IT Organization	3 Credits

Project Management		
PMT 631	PM Technology	3 Credits
PMT 632	Operations Management	3 Credits
PMT 633	Contemporary Project Management	3 Credits
PMT 634	Project Management Professional Bootcamp	3 Credits
CAP 601	Capstone	3 Credits

***\*Additional concentrations may be offered by educational partner institutions that students are allowed to transfer into the UBIS program with prior approval from the Chief Academic Officer.***

#### Master of Science in Information Technology Executive Pathway Program

The Master of Science in Information Technology (EMSIT) executive pathway degree program is designed for individuals with sufficient academic or professional background in the field. Specifically, it assumes knowledge or experience with at least one programming language and knowledge of or experience in the development of data intensive business applications. However, students in the executive program must undertake the courses that provide a comprehensive perspective to the field of Information Technology. These courses develop the student's skills to conceptualize, organize and undertake information technology projects of highly competitive value. These skills constitute the necessary elements for solving practical problems involving information technology that arise in business, governmental, and non-profit organizations. The curriculum provides an array of technical and management knowledge options required to properly implement and manage IT solutions in such areas as digital marketing, data science, cybersecurity, and modern applications development.

Program Objectives are the same as in the MSIT traditional pathway program.

#### Executive MSIT Pathway Outline

Online course modality to accommodate busy schedules and preferred learning styles. Frequent and flexible start dates – three 16-week semesters per year and offers students 9 entry dates per year.

The Executive Master's in Information Technology consists of 7 courses and one concentration of 5 courses (3 credits each for a total of 36 credits).

#### Courses

MCO 608	Managing a Contemporary Business Information System
MIT 610	Systems Analysis and Development
MIT 612	Business Data Communications and Computer Networks
MIT 614	Fundamentals of Business Intelligence
MGT 609	Operations, Supply Chain, and Project Management
MIT 616	Information Security, Privacy and Compliance
MIT 618	Information Technology Strategy
Concentrations	

The same areas of concentrations are available in the executive pathway program as in the traditional MSIT pathway program

***\*Additional concentrations may be offered by educational partner institutions that students are allowed to transfer into the UBIS program with prior approval from Chief Academic Officer***

#### **Doctor of Business Administration**

##### Program Description

The mission of the Doctor of Business Administration (DBA) degree is to prepare scholars and professionals to meet the needs of the fast-changing business world, develop critical thinking skills necessary to design and implement advanced business practices aimed at tackling the challenges of a complex and global economy, to further applied research with strong business impact, to devise new business practices and models.

## Program Objectives

Upon completion of the program, graduates will be able to identify problems related to U.S. and foreign businesses and to respond artfully to these challenges. In addition, graduates will be empowered with the knowledge and skills required to work as leaders in U.S. business organizations, nongovernmental organizations, and international entities.

Graduates of the Doctor of Business Administration can:

1. Demonstrate fluency within the chosen discipline
2. Demonstrate support of current and emerging business theory, practice, and influences that support business administration strategy and organizational missions in changing environments
3. Integrate appropriate principles and research methodologies frequently used in business research to solve current business administration problems
4. Formulate effective solutions to real-world problems in business administration that improve the effectiveness of organizations in support of organizational missions

## Program Outline

To receive a Doctor of Business Administration, students must earn 60 US semester credit hours that are equal to 15 courses, and successful defense of a dissertation. See chart below for credits.

## Courses

Code	Course Name	US Credits
DBA 701	Business & Management Research at the doctoral level	5
DBA 702	Literature review methods and legitimate resources	5
DBA 703	Trends in Strategic Management	5
DBA 705	Trends in Leadership	5
DBA 706	Trends in Sustainability and Responsibility	5
DBA 707	Case Study Research	5
DBA 708	Advanced Qualitative Techniques	5
DBA 709	Advanced Quantitative Techniques	5
DBA 710	Doctoral Candidacy Seminar	2
DBA 800	Doctoral Research I: Proposal Development	3
DBA 801	Doctoral Research II: Introduction & Literature Review	3
DBA 802	Doctoral Research III: Methodology	3
DBA 803	Doctoral Research IV: Results and Findings	3
DBA 804	Doctoral Research V: Discussion and Conclusion	3
DBA 810	Dissertation Defense and Publication	3

## Dissertation Completion (ABD to DBA) Pathway

UBIS's Online Dissertation Completion (ABD to DBA) Pathway is designed for individuals who were enrolled in an accredited educational leadership doctoral program and completed all requirements but the dissertation (ABD). This pathway offers online courses throughout the course of the program. Designed with flexibility in mind, the ABD pathway can help you finish your doctorate. UBIS faculty will work with ABD applicants to the DBA program, to conduct a comprehensive prior learning assessment (PLA) that reviews previous coursework, experience, and scholarship. Up to 40 credits may be earned toward advanced standing in the DBA program. Students are required to have completed coursework from a recognized or similarly accredited institution of higher education.

## Pathway Objectives

Upon completion students will be able to:

1. Demonstrate fluency within the chosen discipline.
2. Demonstrate support of current and emerging business theory, practice, and influences that support business administration strategy and organizational missions in changing environments.
3. Integrate appropriate principles and research methodologies frequently used in business research to solve current business administration problems.
4. Formulate effective solutions to real-world problems in business administration that improve the effectiveness of organizations in support of organizational missions.

#### Pathway Outline

Upon enrollment in the program, a student will be immediately matched with a faculty advisor. UBIS faculty members are credentialed and chosen for their professional achievements, experience, and commitment to student success.

The faculty advisor provides guidance through seven planned dissertation courses (20 credits) ensuring consistent progress on the dissertation. Most ABD completion students can finish their programs in six semesters, or about two calendar years.

#### Courses

DBA 710	Doctoral Candidacy Seminar	2
DBA 800	Doctoral Research I: Proposal Development	3
DBA 801	Doctoral Research II: Introduction & Literature Review	3
DBA 802	Doctoral Research III: Methodology	3
DBA 803	Doctoral Research IV: Results and Findings	3
DBA 804	Doctoral Research V: Discussion and Conclusion	3
DBA 810	Dissertation Defense and Publication	3

#### Executive Doctor of Business Administration Pathway Program

##### Pathway Description

The Doctor of Business Administration (EDBA) Executive pathway program meets the demands of experienced business executives and industry leaders. This highly flexible and well-structured program challenges you to develop new philosophies that reshape the business world.

The UBIS Executive Program Pathway for the DBA program is unique from the standard DBA route, as it does not involve a traditional lecture-based core curriculum. With the executive program, students received guidance on the same concepts of the core curriculum via interactive seminars. Leveraging seminar-based learning, this pathway provides a broad theoretical framework of current business issues. With a strong foundation in applied research and analysis along with a supportive immersive dissertation track, executives can discover, define, and find the type of learning and support unique to their professional, academic, and focused dissertation topic.

To receive a (Executive) Doctor of Business Administration (DBA) degree, students must attend seminars, complete and successfully defend the dissertation.

##### Pathway Objectives

Upon completion of the program students will be able to:

1. Demonstrate fluency within the chosen discipline.
2. Demonstrate support of current and emerging business theory, practice, and influences that support business administration strategy and organizational missions in changing environments.

3. Integrate appropriate principles and research methodologies frequently used in business research to solve current business administration problems.
4. Formulate effective solutions to real-world problems in business administration that improve the effectiveness of organizations in support of organizational missions.

#### Pathway Outline

Students who complete the Doctor of Business Administration degree in the Executive Pathway program, receive an equivalent of 60 semester credits after completing the successful defense of their dissertation.

Students who do not complete their dissertation within 36 months may be granted an extension upon approval of the Program Chair.

#### Executive Seminars

- EDBA701 General Research Methodology (Seminar 1)  
Post Seminar Activities with Dissertation Advisor:  
Research Success Strategies – Research Topic Scanning and Selection
- EDBA702 Research Methodologies for Business and Management (Seminar 2)  
Post Seminar Activities with Dissertation Advisor:
- i. Research Proposal – Research Work with Advisory Support
  - ii. Literature Review – Research Work with Advisory Support
- EDBA 703 Quantitative Research 1 (Seminar 3)  
Post Seminar Activities with Dissertation Advisor:  
Preliminary Dissertation: Methodology – Research Work with Advisory Support
- EDBA704 Qualitative Research 2 (Seminar 4)  
Post Seminar Activities with Dissertation Advisor:
- i. Revised Preliminary Dissertation: Data Collection & Pretests – Research Work with Advisory Support
  - ii. Data Analysis & Findings
  - iii. Draft One of Dissertation
  - iv. Dissertation Defense and Publication

#### Bridge MBA to DBA Pathway

##### Pathway Description

For UBIS MBA graduates in good standing, who would like to continue their educational journey at UBIS in the Doctor of Business Administration (DBA), the University offers a fast-track by waiving three required courses in the DBA program.

##### Pathway Objectives

Upon completion of the program, graduates will be able to identify problems related to US foreign businesses and to respond artfully to these challenges. In addition, graduates will be empowered with the knowledge and skills required to work as leaders in US business organizations, nongovernmental organizations, and international entities.

Students will be able to

1. Formulate evidence-based business solutions founded on stakeholder needs and interests.
2. Exercise principles of ethical leadership in a variety of diverse, professional settings.
3. Develop decisions and managerial actions that enhance organizational success through effective communication and teamwork.

4. Apply advanced knowledge in the legal, theoretical, and practical aspects of operating a business.
5. Demonstrate fluency within the chosen discipline.
6. Demonstrate support of current and emerging business theory, practice, and influences that support business administration strategy and organizational missions in changing environments.
7. Integrate appropriate principles and research methodologies frequently used in business research to solve current business administration problems.
8. Formulate effective solutions to real-world problems in business administration that improve the effectiveness of organizations in support of organizational missions.

#### Pathway Outline

To receive a Doctor of Business Administration, students must first earn a Master of Business Administration from UBIS, 60 US semester credit hours that are equal to 15 courses, and successful defense of a dissertation. See chart below for credits.

#### Courses

Code	Course Name	Credits
DBA 701	Business & Management Research at the doctoral level	5
DBA 702	Literature review methods and legitimate resources	5
DBA 703	Trends in Strategic Management *	5
DBA 705	Trends in Leadership *	5
DBA 706	Trends in Sustainability and Responsibility *	5
DBA 707	Case Study Research	5
DBA 708	Advanced Qualitative Techniques	5
DBA 709	Advanced Quantitative Techniques	5
DBA 710	Doctoral Candidacy Seminar	2
DBA 800	Doctoral Research I: Proposal Development	3
DBA 801	Doctoral Research II: Introduction & Literature Review	3
DBA 802	Doctoral Research III: Methodology	3
DBA 803	Doctoral Research IV: Results and Findings	3
DBA 804	Doctoral Research V: Discussion and Conclusion	3
DBA 810	Dissertation Defense and Publication	3

*\*Courses will be transferred from the earned UBIS Master of Business Administration degree.*

#### Doctor of Business Administration Graduation Requirement

The doctoral degree program requires the satisfactory completion of 60 US credit hours distributed among the following areas: advanced practice and specialty; writing and research requirements; and dissertation requirements. The degree of doctorate is awarded in recognition of in-depth knowledge in a major field and comprehensive understanding of related subjects together with a demonstration of ability to perform independent investigation and to communicate the results of such investigation in an acceptable dissertation. Students are expected to follow their program of study. Doctoral students must complete 1) 60 US credit hours of doctoral coursework, which includes the completion of 45 credits of the 700 series courses and 15 credits of the 800 series dissertation seminars, and 2) successfully complete and defend a doctoral dissertation. All course work must be at the 700 level or higher, and at least 50 credit hours of coursework must be graded. A minimum of 15 semester hours of dissertation research is required for all doctoral students.



### Advancement to Candidacy

Upon successful completion of the 700-course series, the student will advance to the 800 series becoming a candidate for the doctoral degree – also known as ABD – all but dissertation. The formal acceptance of a student as a candidate for the doctoral degree is the responsibility of the Doctoral Program Director. Advancement to candidacy allows the student to enter the dissertation research phase of the degree program. Students are expected to make regular and continuous progress toward their degree. Advancement to candidacy in a doctoral program should occur within a maximum of five years of beginning the program and a total of seven years to complete the Doctorate. Individual programs can require advancement to candidacy before the time limit set in this policy at the discretion of the Program Director.

The Department of Academic Affairs must promptly be notified in writing of the decision concerning a student's advancement to candidacy, and a copy of the notification must be sent to the student concerned. A student who is refused candidacy status may not undertake further study for credit toward the doctoral degree within the same department. With the approval of both the department concerned and the Office of Academic Affairs, such a student may:

- Take additional courses, if required, to complete an approved master's degree in that department.
- Seek admission to the graduate program of another department.

When a student has been advanced to candidacy, they may begin dissertation research by formally registering for the 800 series dissertation courses in the appropriate sequence. At the point at which students begin registering for dissertation courses, the Doctoral Program Director must recommend to the Department of Academic Affairs a University faculty member who could serve as the doctoral student's dissertation supervisor. Students who have been advanced to candidacy may register for 3 dissertation hours each term. Doctoral students have five consecutive calendar years from the semester of the first credited registration, including leaves of absence, to complete all requirements for the doctorate.

### Dissertation Requirements

All candidates for a doctoral degree must electronically submit a dissertation as evidence of their ability to conduct independent research at an advanced level. The dissertation must represent a significant contribution to existing knowledge in the student's field. Students must prepare their own dissertations. Joint dissertations are not permitted. The dissertation must conform to regulations concerning format, quality, and time of submission as established by the Department of Academic Affairs. Research work connected with a dissertation is to be carried out under the direct supervision of a member of the University faculty selected by the student in consultation with the Doctoral Program Director.

Approved dissertations are to be uploaded to the University portal before certification for the doctorate. Because dissertations are made public immediately upon acceptance, they should not contain proprietary or classified material. When the research relates to proprietary material, the student and advisor are responsible for making preliminary disclosures to the sponsor in advance to permit timely release of the dissertation. These arrangements must be disclosed when the dissertation is submitted to the Department of Academic Affairs on the Electronic Thesis and Dissertation (ETD) Document Approval and Certification Form.

### Institutional Review Board (IRB)

The promotion of scholarship and the discovery of new knowledge through research are among the major functions of UBIS. If this research is to be meaningful and beneficial to humanity, involvement of human subjects as experimental participants is necessary. It is imperative that investigators in all disciplines strive to protect human subjects. University policy and federal regulations demand compliance. All research involving human subjects requires submission of an IRB application prior to initiation of research to UBIS IRB.

Each IRB application must have a faculty member noted as the Responsible Investigator. Applications that are not fully completed as instructed will not be accepted. See the University IRB Policies and Procedures on the involvement

of human participants in research for guidelines under which investigations involving human subjects may be pursued.

Doctoral candidates must submit their research IRB protocol to the IRB Committee to begin the review process.

#### Dissertation Committee Advisor

The research advisor is expected to provide mentorship in research conception, methods, performance, and ethics, as well as focus on development of the student's professional communication skills, building professional contacts in the field, and fostering the professional behavior standard of the field and research in general. The research advisor also assists with the selection of the other faculty to serve as members of the dissertation advisory and defense committee.

#### Dissertation Advisory and Defense Committee

The composition of each student's dissertation committee must have formal approval by the Department of Academic Affairs on recommendation of the Doctoral Program Director. The dissertation committee must consist of a minimum of three members of the University faculty. At least one of these faculty must hold a primary appointment that is outside of the student's department, program, or school. The chair of the committee must be a faculty member in the student's program. The student's dissertation research supervisor must be a member of the committee and may serve as chair if consistent with departmental policy. Persons who are not members of the University faculty may serve as additional members of the defense committee, subject to approval by the Department of Academic Affairs.

Throughout the development and completion of the dissertation, members of the dissertation advisory committee are expected to provide constructive criticism and helpful ideas generated by the research problem from the viewpoint of their expertise. Each member will assess the originality of the dissertation, its value, the contribution it makes, and the clarity with which concepts are communicated, especially to a person outside the field. The doctoral student is expected to arrange meetings and maintain periodic contact with each committee member. A meeting of the full committee for the purpose of assessing the student's progress should occur at least once a year until the completion of the dissertation.

#### Dissertation Defense

Doctoral candidates are required to present a final oral defense of the dissertation in front of a panel of three UBIS faculty. The defense may also include an inquiry into the candidate's competence in the major and related fields.

The defense must be scheduled with the Doctoral Program Director no later than four weeks before the date of the defense. The chair of the examining committee should give approval to schedule the defense when the written dissertation is ready for public scrutiny. The candidate must provide to each member of the committee a copy of the completed dissertation at least fourteen days before the defense so that the committee members have an opportunity to read and discuss it in advance.

Scheduled defenses are publicized by the Department of Academic Affairs, and any member of the University may be present at that portion of the defense pre-designated as public by the chair of the dissertation defense committee. Others may be present at the formal defense only by invitation of the chair. All members of the dissertation defense committee will be present for the defense.

The dissertation defense committee is responsible for certifying that the quality and suitability of the material presented in the dissertation meet acceptable scholarly standards. A student will be certified as passing the final oral defense if no more than one of the voting members of the committee dissents.

#### Micro Credential Programs

Micro credentials are a series of credentials that can be taken over time and can build on one another. These credentials can be completed in any order and are stackable toward a degree.

### Business Sustainability & Ethics Micro credential

This micro credential is designed to educate leaders on global economic and market activity. Strong analytical tools, such as market, benefit-cost analysis, and risk analysis models are applied to real world examples. Seeing how ethical issues are plaguing many global businesses today, we dive into what ethical decisions need to be made today for sustained growth and stability for the future. Business Law and ethical controversial issues are reviewed for classroom debate. Areas from climate change to the gig economy, to telematic surveillance to transgender workplace rights. This micro credential will help those in top positions implement ethical changes that will help sustain their business for the future.

#### Program Outline

The Business Sustainability and Ethics Micro credential consists of 4 concentrated courses (3 credits each).

#### Courses

MGT 619	Environmental Economics and Management
MGT 640	Business Ethics
MGT 641	Ethics in Information Technology
LAW 602	Business Law and Ethics

### Cybersecurity Micro credential

The Cybersecurity Credential consists of 4-courses providing a concentrated perspective into the complex field of Cybersecurity. It is designed to provide students with skills to analyze and resolve security issues in networks and computer systems to secure an IT infrastructure, design, develop, test, and evaluate secure software. Evaluate and communicate the human role in security. As well as interpret and investigate security incidents.

#### Program Outline

The Cybersecurity Micro credential consists of 4 concentrated courses (3 credits each).

#### Courses

MIT 642	Network Security Fundamentals I
MIT 644	Network Security Fundamentals II
MIT 646	Cybersecurity Analyst I
MIT 648	Cybersecurity Analyst II

### Data Science Micro credential

The Data Science micro credential focuses on the overview and motivation of data collection and analysis. Students will learn to use modern programming platforms to analyze data of various volumes and varieties, including Decision Trees, Naïve Bayes, Neural Networks, k-means clustering, regression modeling and predictive analytics. UBIS approach to data preparation, model identification and validation, presentation, and interpretation of results is hands-on. The hands-on approach will create meaningful displays of quantitative and qualitative data and to present insights succinctly and clearly will give students the tools to be confident and successful. Students will utilize visual perception, the various chart types, the effective use of colors, maps, and other visualization techniques for incorporating analytics and storytelling. Students will be able to create data dashboards and learn the importance of the responsible use of data visualization.

#### Program Objective

Program Objective:

Students will be able to:

- Apply quantitative modeling and data analysis techniques to the solution of real-world business problems, communicate findings, and effectively present results using data visualization techniques.

- Recognize and analyze ethical issues in business related to intellectual property, data security, integrity, and privacy.
- Demonstrate knowledge of statistical data analysis techniques utilized in business decision making.
- Apply principles of Data Science to the analysis of business problems.

#### Program Outline

The Data Science Micro credential consists of 4 concentrated courses (3 credits each).

#### Courses

MGT607	Business Analytics, Data Analysis and Decision Making
MIT 630	Programming for Data Science
MIT 632	Predictive Analytics
MIT 634	Data Visualization

#### Digital Entrepreneurship Micro credential

The Entrepreneurship Micro credential consists of 4-courses providing a comprehensive perspective into the growing field of Entrepreneurship. It is designed to develop the student's skills, tools, and frameworks required for creating and disseminating groundbreaking knowledge and to gain startup credibility and the talents in as little as 4-6 months. This program is designed to develop the skills required to evaluate the viability of business ventures. This course will provide training on skills and strategies to create long term relations within the global business arena.

#### Program Objectives

Graduates of the Digital Entrepreneurship are able to:

- Gain an understanding of the dynamics within this fast-paced industry and balance the technological issues with the strategic business aspects of successful ecommerce.
- Understand the role of leadership in the entrepreneurial process and the role of groups and teams to business success or failure.
- Evaluate how best to market goods, services and ideas, and how various business functions interact and complement each other in the achievement of sustainable competitive advantage.
- Implement the fundamentals of business management and examine the full business cycle from how to start a business, manage and grow it, to harvesting the business.
- Understand digital marketing in the real world and relationship to branding, language and intercultural communication.
- Applying digital media channels such as an institutional website, social media, and email campaigns.
- Distinguish affiliate marketing, online PR and search engine marketing.

#### Program Outline

The Digital Entrepreneurship Micro credential consists of 4 courses (3 credits each).

#### Courses

MGT 610	Electronic Commerce
MGT 611	Strategic Entrepreneurship
MGT 612	Small Business Management
MKT 605	Digital Marketing

#### Executive Management Micro credential

This micro credential is an intense study of leadership and management in a global arena. Students will be challenged with extensive real world critical thinking, cultural and geographic diversities. The student will also receive in-depth

knowledge and skills in extensive report modeling and analysis in areas of finance, marketing, and operations management. Topics such as @Risk and Precision Tree will be introduced to effectively incorporate them into spreadsheet models and data mining.

### Program Objectives

Upon program completion, student will be able to:

- 1) Demonstrate the skills to deliver positive organizational outcomes across a variety of settings with data-driven storytelling.
- 2) Demonstrate the ability to make better leadership decisions and lead global change initiatives.
- 3) Formulate an individual development plan to drive continuous and cutting-edge industry improvement at a personal, team, and organizational level.
- 4) Create frameworks for individual and organizational development, as well as effective communication approaches to overcome a crisis.

### Program Outline

The Executive Management Micro credential consists of 4 concentrated courses (3 credits each).

#### Courses

MNG 601	Executive Leadership
MNG 607	Future Decision Making and Management Science
MNG 603	Managing Organizational Diversity
MNG 608	Management of Technology and Innovation

### Finance and Banking Micro credential

This micro credential is hyper focused on the realities of finance within a corporate entity. You will run risk analysis modeling, analyze capital investment projects, and learn to make finance decisions that need to be made within a business environment. You will also focus on dividends and share buy-backs, sources of capital, issuing securities, cash and working capital management, and mergers and acquisitions. All areas will be based in a global setting with real world examples. This micro credential is perfect for owners and leaders who need the financial and banking insight to go to the next level.

### Program Objectives

Upon completion of this program, students will be able to:

1. Discuss current issues and trends in the banking and financial sectors, especially in light of the global economic challenges triggered by financial institutions.
2. Use the latest theoretical models, apply new perspectives to topics such as international banking and finance, fintech, and corporate finance.

Explore the challenges of a rapidly changing industry, this course will enable students to demonstrate knowledge of international banking, insurance, and finance.

### Program Outline

The Finance and Banking Micro credential consists of 4 concentrated courses (3 credits each).

#### Courses

FIN 601	Corporate Finance
FIN 602	Financial Markets and Institutions
FIN 609	International Financial Management

## FIN 603 Financial Risk Management

### Financial Analytics Micro credential

The Financial Analytics Micro credential consists of 4-courses providing a comprehensive perspective into the growing field of financial analytics. It is designed to provide students with skills to manage data analytic projects designed for test engineers, business analysts, data warehouse developers, data leads and business intelligence consultants. This micro credential focuses on creating and using data with integrity, transforming data through data analytics and visualization, and then applying the information to make database acquisition decisions.

### Program Objectives

Graduates of the Financial Analytics are able to:

- Gain an understanding of the world economy, global markets and managing the risks of financial decisions.
- Understand and measure data that happens in the natural world and the global environment. Decisions rely upon methods of observation, information gathering and data analysis (analyze the collected data).
- Evaluate and analyze engineering metrics to add value, direction, and context by using exploratory statistical evaluation, data mining, identifying dependencies and relations. Learning developments in the global economy and how that has an impact in the financial markets.
- Analyzing information includes examining ways to connect relationships, reveal patterns, trends, etc. Organizations make sense out of data through the data analytics process. Demonstrate global risk management as it relates to managing financial decisions.
- Understand how to use data analysis as a process to transform, inspect and model data with the goal of discovering useful information to draw conclusions and support decision making.
- Improve decision making by using insights gained from data analytics to make informed decisions. Understanding the global market by revealing insights into your customers, their needs.

### Program Outline

The Financial Analytics Micro credential Consists of 4 courses (3 credits each).

### Courses

ECO 601	International Economics
FIN 609	International Financial Management
FIN 603	Financial Risk Management
FIN 608	Financial Management Theory and Practice

### Information Technology Management Micro credential

The Information Technology Management micro credential is for professionals determined to improve their leadership and managerial skills relative to information technology across all business sectors. The program provides executives with the knowledge required to ensure that they have a strong foundation relative to managing personnel, business processes, key systems and projects in Information Technology that drives organizational function. It introduces students to tools, techniques and best practices of successful managers providing technical and business skills to function effectively.

### Program Objective

Students will be able to

- Determine business requirements for IT systems
- Manage IT budgets and costs
- Monitor safety and compliance
- Control system and network security
- Implement new software, hardware and data systems

- Organize technical or help desk support

### Program Outline

The Information Technology Management micro-credential consists of 4 concentrated courses (3 credits each).

### Courses

MNG 608	The Management of Technology and Innovation
MIT 614	Fundamentals of Business Intelligence
MIT 616	Information Security, Privacy and Compliance
MIT 662	Information Technology Investment

### Information Technology Management Control and Audit Micro credential

The Information Technology Management Control and Audit micro credential consists of 4-courses providing a concentrated perspective into the complex field of IT Management and Controls.

It equips students with the skills and knowledge required by an IT professional working as a team leader, supervisor, or higher management level. This micro credential is designed for IT professionals who need to understand the core competencies and requirements for managing IT teams in a critical environment.

### Program Objectives

- Demonstrate the application of risk-oriented audit approaches
- Use computer-assisted audit tools and techniques
- Demonstrated the application of standards (national or international) such as ISO 9000/3 and ISO 17799 to improve and implement quality systems in software development and meet security standards
- Define business roles and expectations in auditing of systems as well as the purchase of software packaging and project management
- Assess the information security and privacy issues which can put the organization at risk
- Examine and verify of the organization's compliance with any IT-related legal issues that may jeopardize or place the organization at risk

### Program Outline

The program consists of 4 concentrated courses (3 credits each).

### Courses

MIT 660	Information Technology Control and Audit
MNG 608	Management of Technology and Innovation
MGT 641	Ethics in Information Technology
MIT 664	The Secure IT Organization

### International Business Micro credential

This micro credential is for those who are entrenched, or wish to be, in a global business environment. The program focuses on multinational and cross-cultural issues and opportunities. Topics includes marketing in different countries around the world, with an emphasis on unique cultural, economic, political, social, and legal environments. A thorough study of global financial markets and laws that drive business around the world is included in the program. This program is designed to enlighten those who are a part or will become a part of a global organization.

### Program Objectives

Upon completion of this program, students will be able to:

- adapt business concepts to other countries' financial, sociopolitical, legal and economic systems
- develop a global perspective to be successful in business.
- Demonstrate an understanding of the increasing 'connectedness' of businesses, markets, people, and information across countries
- Able to conduct comparative analyses of countries, institutions, cultures and the strategic decision-making of companies operating globally

## Program Outline

The International Business Micro credential consists of 4 concentrated courses (3 credits each).

### Courses

MGT 613	Multinational Management
MKT 604	Multinational Marketing
FIN 609	International Financial Management
LAW 603	International Business Law

## Project Management Professional Micro credential

UBIS Project Management Professional is a micro credential program designed to provide students with the fundamentals of project management. Successful project management requires cross-functional teamwork and effective communication—both of which should be the focus throughout a project's lifecycle. Students will learn to scope projects effectively, improve time budgeting and resource allocation, and get the project done on time and within budget.

### Program Objectives

Upon completion of this program, students will be able to:

- Explain how financial objectives relate to a company's bottom line and gauged economic benefits
- Assess cross-cultural management challenges related to globalization
- Improve critical thinking and apply it to evaluating a project's quality and measuring outcomes
- Enumerate the different steps toward successful achievement of project execution
- Demonstrate an understanding of the ethical responsibility and treatment of organization stakeholders and the community
- Monitor projects using real-time measurement tools to communicate and deliver outcomes
- Demonstrate the vital ability to select the right internal communication platform

*\*\*\*Students can prepare all the documents for the exam registration. All students must take Practice PMP exams. Students will be able to sit for the PMI Certification Exam.*

### Courses

PMT 631	Project Management Technology
PMT 632	Operations Management
PMT 633	Contemporary Project Management
PMT 634	Project Management Professional Bootcamp

## Web/Mobile Design and Development Micro credential

This concentrated 4-to-8-month micro credential focuses on the front end and back end development of web and mobile apps. The Program includes the study of JavaScript, GridView, DatePicker, MySQL, PHP, XHTML, and CSS frameworks. The course includes work within a Modern Integrated Development Environment (IDE), Android Studio



to learn the logic, tools, and code syntax used in the creation of apps, as well as, putting object-oriented programming into practice using custom objects, properties, and methods.

### Program Objectives

Upon completion of this program, students will be able to:

- to design, develop, and maintain Web sites using computer programming, JavaScript, DatePicker, MySQL, PHP, XHTML, and CSS
- to design and develop applications for mobile technology, including android devices using Android studio.

### Program Outline

The Web/Mobile Design and Development Program consists of 4 concentrated courses (3 credits each).

### Courses

MIT 650	Front End Web Development
MIT 652	Back End Web Development
MIT 654	Developing Mobile App for Android
MIT 658	Advanced Front End Web Development

## Stackable MBA Core Micro Credential

Students wishing to earn a Master of Business Administration degree will need to complete one of the following MBA Core Micro credentials, one Information Technology or Business Micro credential and the MBA capstone course.

### Business Strategy and Analytics

The UBIS Business Strategy & Analytics micro credential is designed to provide students with core competencies in key areas of global strategic management and competition, analytics, decision making, and managerial economics. These courses are extracted directly from the core curriculum of the UBIS MBA degree program. Intended to provide a concentrated series of courses in a short accessible format that can later be applied to an MBA program.

### Program Outline

The program consists of 3 concentrated courses (3 credits each).

### Courses

MGT 616	Strategic Management, Competitiveness & Globalization
MGT 607	Business Analytics, Data Analysis & Decision Making
ECO 602	Managerial Economics

### Core Enterprise Functions

The Core Enterprise Functions micro credential is designed to provide students with critical foundational business knowledge in key areas of finance, marketing, information systems, and operational management. These courses are extracted directly from the core curriculum of the UBIS MBA degree program. Intended to provide a concentrated series of courses in a short accessible format that can later be applied to an MBA program.

### Program Outline

The program consists of 4 courses (3 credits each).

### Courses

FIN 608	Financial Management Theory and Practice
MKT 606	Marketing Strategy

MCO 608	Managing a Contemporary Business Information System
MGT 609	Operations, Supply Chain and Project Management

## Leadership and Sustainability

The Leadership & Sustainability micro credential is designed to provide students with core competencies in key areas of global business, strategic human resource management, and modern business sustainability, ethics, and social responsibility. These courses are extracted directly from the core curriculum of the UBIS MBA degree program. Intended to provide a concentrated series of courses in a short accessible format that can later be applied to an MBA program.

## Program Outline

The program consists of 3 concentrated courses (3 credits each).

## Courses

MGT 621	Introduction to Global Business
MGT 620	Strategic Human Resources Management
MGT 642	Business Sustainability, Ethics and Social Responsibility

## COURSE DESCRIPTIONS

All UBIS instruction and operations in courses are in English.

The lettered prefix before each course number represents an abbreviation of the courses' discipline.

The first digit of the course number represents the level of the course. The following course number system is used:

- 100 - 199 Freshman
- 200 - 299 Sophomore
- 300 - 399 Junior
- 400 - 499 Senior
- 500 - 699 Masters
- 700 - 899 Doctorate

## Undergraduate Courses

### ACCOUNTING

#### **ACCT 101      Accounting I      3 Credits**

This is the first part of the course. The course introduces accounting principles and its application to various services and merchandising businesses. It covers double-entry accounting using the accrual basis, the accounting cycle, income determination, and financial reporting with balance sheets and income statements.

#### **ACCT 102      Accounting II      3 Credits**

This course extends the concepts of Accounting I to cover procedures for larger or more complex business entities. It will demonstrate Special Journals, Corporate accounting, and end-of-year adjustments for Fixed Assets, Receivables, and Inventory. Prerequisite: ACCT 101.

#### **ACCT 210      Cost Accounting      3 Credits**

This course introduces the basic concepts of analyzing costs for purposes of managerial planning and control. The traditional job and process costing procedures are studied, along with the analysis of cost behavior, standard costing, budgeting, and costs that are relevant for making decisions. Prerequisite ACCT101.

### ANTHROPOLOGY

**ANTH 201      Anthropology of Education      3 Credits**

This course examines the relationship between cultural identity, urban education, and classroom engagement and how to apply theoretical concepts from anthropology to your own experience as a working adult and learner in higher education. Using a major case study which focuses on schooling and learning in the urban campus setting, students will explore and develop strategies for understanding educational processes and achievement and its relationship to the workplace. In addition to strengthening analytical and writing skills, students will evaluate individual learning styles and the impact on learning success.

**ANTH 205      Cultural Anthropology      3 Credits**

This course examines human diversity across multiple spectrums: economic, political, social and cultural. Students will learn how to understand people in terms of race and ethnicity, marriage and family, gender and sexuality, and religion and belief systems. And how to apply this understanding to the connection between power, authority, and politics and relate them to social control, nationalism, external relations and globalization. Students will also study the science of anthropology, to familiarize with its methods, ethics and history.

**BUSINESS**

**BUSN 110      Foundations of Business      3 Credits**

The course introduces the student to the contemporary business world, the business of managing, people in organizations, the principles of marketing, and financial issues.

**BUSN 224      Foreign Area Studies      3 Credits**

This course is designed as a seminar course with topics changing from semester to semester, depending on the dynamics of change in key global markets. Topic areas include China, Pacific Rim, Eastern Europe, Russia, or Africa and the Middle East. This course is structured to focus on four primary components: business, economics, politics, and culture, essentially in this order. Prerequisite: ECON201.

**BUSN 301      International Business Law      Credits: 3**

This course introduces the student to the principles of public and private international law. It addresses the legal problems of doing business in developed, developing and non-market countries, together with the economic and political issues that commonly arise.

**BUSN 310      Export Procedures & Practices      Credits: 3**

This course will provide students with the basic body of knowledge and mechanics needed to successfully undertake and explore avenues of exporting. A description of the essentials as well as the parameters of exporting will be given. The course applies to an entrepreneurial export situation, to businesses expanding through foreign sales, and to companies simply trying to improve the operations of an existing export department. An emphasis on finance acquaints the student with frequent financial problems in foreign exchange.

**COMMUNICATION**

**COMM101      Introduction to Communication      Credits: 3**

The course starts by exploring what communication actually is: how information is sent and received, filtered, and analyzed. Students will learn how to ensure the message sent is what's actually perceived and understood, via both verbal and nonverbal communication. Next, students learn why they are communicating in the first place: conflict resolution and negotiation, interpersonal and intercultural communication, interviews, and communication to small groups, within organizations, and to the public. This course will give students tools to both improve and analyze the effectiveness of their own and other people's communications.

**COMPUTER SCIENCE**

**COMP 125      Computer Fundamentals      Credits: 3**

The course introduces the student to the contemporary business world, the business of managing, people in organizations, the principles of marketing, and financial issues. Topics include computer hardware and software, communications and networking, personal computer tools, management information systems, personal digital communications, and ethical issues. Demonstrations of various technologies are included.

**COMP 201      Introduction to Information Technology      Credits: 3**

Introduces students to the fundamental concepts in information technology (IT) that provide the technical underpinning for state-of-the-art applications. A perspective on a range of information technology is presented. Historical development and social implications in information technology form an integral part of the course.

**CUSTOMER SERVICE**

**CUST 410      Service Innovation      Credits: 3**

The course will focus on covering the different angles and strategies of creating customer-centric services that cater to the demands of the 21st century. It is to provide students an insight into design thinking, some experience with the messiness of service business model design, a 360° view of creating a service with multiple interfaces of a business model, an understanding of operational innovations for strategic customer centrality, and how digital services contribute to business impacts.

**CUST 414      Customer Service Excellence      Credits: 3**

Key to business success is excellence in customer and client service. By completing this customer service excellence course, students will gain the knowledge and skills to ensure customers' expectations are met in the selling of products and provision of services. For those who are in frontline service and sales roles, this customer service course will provide learning opportunities on the essentials for dealing with complaints and difficult situations, whilst maintaining a strong focus on customer satisfaction and the total customer experience. This course will enhance students' ability to handle customer and client interactions with confidence by implementing best practice customer service techniques, delivering customer satisfaction and developing customer loyalty.

**ECONOMICS**

**ECON 201      Principles of Economics      Credits: 3**

This course covers an introduction to both microeconomic and macroeconomics. It introduces students to economic theories, methods, and principles with an emphasis on the development of critical thinking skills and the analysis of controversial issues in the field.

Macroeconomic topics include national income and product; saving, consumption and investment; income determination; money supply and deposit creation; monetary and income analysis and alternative economic theories. Microeconomic topics include supply and demand; utility; cost analysis; long-run supply; profit maximization; competition; production theory; pricing of factor inputs; interest; international trade and current economic problems.

**ECON 205      Microeconomics      Credits: 3**

In Microeconomics, students will study how markets and consumers interact. See how markets resolve problems caused by the reality of scarce resources. Study the public and private sector, exports and imports, price elasticity and supply and demand. Students will examine the economics of healthcare, agriculture, labor, poverty, and the theories of Adam Smith and "the invisible hand." Analyze efficiency models in terms of production, distribution, consumer choice, the behavior of the firm, and market structure. In addition, students will explore market failures and the role of government in a market-driven society, as well as looking at international trade and finance.

**ECON 301      Macroeconomics      Credits: 3**

This course provides thorough instruction and study of economic principles. With this macroeconomics course, students will study international issues in today's global economy as well as core economics concepts such as supply and demand, economic measures, growth, employment, and inflation.

**ENGLISH**

**ENGL 101      English Composition I      Credits: 3**

This course improves student understanding and application of the writing process. Included are selecting and restricting topics, understanding audience and purpose; devising a plan of development; identifying appropriate supporting details and evidence; proper grammar usage and subordination; coordination, unity; coherence; consistency in format and style; and conciseness. Skills used to develop writing a research paper are emphasized.

**ENGL 295      Research & Report Writing      Credits: 3**

This course prepares students for research and report writing required at a professional business level. Gathering and evaluating information are emphasized topics. The course includes report development, report research, report writing and presentation. (Prerequisite: ENGL101 or equivalent or consent of instructor).

**FINANCE**

**BFIN 302      Financial Markets      Credits: 3**

This course introduces students to financial markets. The course will explore financial institutions and the services those institutions offer. Focusing on management, performance, and regulation of financial institutions, this course will explore the Federal Reserve System and its recent changes. Expanded coverage examines stock valuation, market microstructure strategies, and liquidity in today's financial markets. In addition, students examine popular sources of funding.

**BFIN 303      Managing Financial Risk      Credits: 3**

This course blends institutional material, theory, and practical applications to introduce students to the management of risks associated with financial decisions. Detailed coverage introduces options, futures, forwards, swaps, and risk management as well as pricing, trading, and strategy.

**BFIN 309      Global Financial Management      Credits: 3**

This course will introduce the student to the financial, analytical, and communication skills necessary to develop and implement a financial strategy in the global marketplace. The course will cover the impact of ethical and legal considerations, global markets, and technological innovation on efficient economic outcomes.

**GENERAL EDUCATION**

**GNE 106      Beginning Foreign Language      Credits: 3**

The Beginning Foreign Language course will introduce students to basic French, Spanish, Italian or German grammar and vocabulary. Emphasis will be placed on basic language skills, communication, and comprehension.

**GNE 112      Student Success Strategies      Credits: 3**

This course is designed to assist the student in the successful transition to the program and greater academic success in college. Students will develop an understanding of Information Literacy and implement practices to demonstrate how information is used to enhance their knowledge of core course concepts such as time-management, note-taking, active listening, test-taking, and career development and understand the importance of using reliable and valid sources. Students will search the Internet and library databases and demonstrate their ability to evaluate and organize information from a variety of sources.

**GNE 206      Intermediate Foreign Language      Credits: 3**

Students will be exposed to more advanced foreign language grammar and vocabulary. Beginning writing skills will be introduced as well as further development in speaking and comprehension.

**HISTORY**

**HIST 201      Survey of World History      3 Credits**

Survey of World History provides students with an overview of history over the last five millennia. Survey of World History guides students through the important historical events, societies and people in this course.

## INTERNATIONAL RELATIONS

### **INTR 301      Politics I: People and Politics      3 Credits**

This course provides a general introduction to politics, defined as the use of state power to make decisions about who gets what, when, and how in a society. It emphasizes the role of the individual in parallel with law, moral codes, and corporate and other collective institutions all of which are involved in political education. The impact of political ideas on family, school and other key socialization processes and institutions will be explored. An analysis of democracy will highlight the relationship of theoretical analysis to practical action with reference to recent international social and cultural changes.

### **INTR 302      The Role of Civil Society      3 Credits.**

The focus will be on non-state actors in International Relations such as non-governmental organizations, (NGOs), intergovernmental organizations (INGOs), business international non-governmental organizations (BINGOs). The concepts of civic society and pressure groups will be put under the microscope. An important part of the course will be exploring the nature of advocacy and its use in terms of “consultative status” within the United Nations system. Students will be expected to develop their own civic society project.

### **INTR 303      Mediterranean History      3 Credits.**

The “West” is a term frequently used in a pejorative manner but what does it really imply? To answer the question, the course will review the relationship of peoples within the Mediterranean region over 3,000 years. It will highlight the role of Greek and Roman civilizations in forming ideas of the “West”. Primary production, trade and communications and the role of the Italian City state in banking will be emphasized to illustrate the importance of the Mediterranean in technological change.

### **INTR 401      World Political Affairs Since 1919      3 Credits.**

A close examination of the Interwar Years, World War II, the end of Colonialism, the “Cold War” and events after the Fall of the Berlin Wall. The use of film, videos and recordings of the spoken word will provide key elements in discussion. Students will be expected to think about IR theoretically and demonstrate an ability to analyze policy.

### **INTR 402      International Organizations      3 Credits.**

This course will examine the changing nature of international organizations. Originally restricted to those activities concerned with official relations between sovereign states on issues such as war, diplomacy, immigration, and other aspects of interstate negotiations, international organizations now include activities between individuals and groups in one state and individuals and groups in another. The review will cover definitions and history, the classification of organizations and their role and function.

## MATHEMATICS

### **MATH 110      College Math: Algebra      3 Credits.**

This is an introductory level course in algebra. Topics include properties of real numbers, performing operations with polynomials, graphing equations and inequalities, radicals, and exponents, and solving systems of equations and quadratic equations. Students will acquire familiarity with algebraic techniques and be able to solve equations in a documented, logically sequential manner. Students will be able to apply these techniques to work problems and create their own applications to real-life situations in areas that are relevant to their experience and to future course work.

### **STAT 323      Research and Statistical Analysis      3 Credits.**

This course is an introduction to the methods and tools of general research. It includes the application of the research process to problem solving and the types of research undertaken and appropriate means of conducting them. Attention to secondary source research through bibliographic methods and on-line resources via the Internet is

included. Descriptive statistics and inferential statistics, including frequency distribution, variability, regression, and correlation will be discussed. A computerized statistical tool is used in the course. Prerequisite MATH110.

## INFORMATION MANAGEMENT

### **MCAP 303      Organization and Technology of Information Management**                      3 Credits.

This course will prepare the student for professional involvement with computer and information systems through an understanding of the organization and management aspects of such systems. This includes the management information software; ways of gathering, sorting, and distributing information and data; and evaluating software and hardware. Prerequisite COMP201. \* *Formerly MCAP403*

## MANAGEMENT COMMUNICATION

### **MCOM 403      Issues in Global Media**                      3 Credits.

This course consists of an exploration of the historical development, control, and ownership of the global media. Topics include the role of transnational media corporations, globalization, cultural imperialism, the public sphere, the global flow of information, Internet culture, public diplomacy and propaganda, and alternative media.

## MANAGEMENT

### **MGMT 218      International Economics**                      3 Credits.

The purpose of this course is to help students understand the basics of international trade and finance and the effects of various international economic policies on domestic and world welfare. The course will highlight sources of comparative advantage, gains and losses from trade, the impact of trade on economic growth, and effects of trade policy interventions such as tariffs, quotas, voluntary export restraints, and export subsidies. International agreements on regional trade liberalization (such as ECU and NAFTA) and on multilateral trade liberalization (e.g., WTO) will be discussed. Topics on international finance will include balance of payments, determination of foreign exchange rates, and international monetary system.

### **MGMT 221      Contemporary Management Practices**                      3 Credits.

This course is designed to examine both the functions of management (planning, organizing, leading, controlling) and the aspects of business (marketing, finance, production). Students will address a current issue facing management today with consideration given to the external factors affecting business.

### **MGMT 235      Global Market Competition Management**                      3 Credits.

The nature of international business, the international monetary system, the foreign environment, and strategies of how management can deal with environmental forces, are some of the main topics. Selected case studies should encourage students to evaluate and discuss courses of action taken by companies and industries in the global marketplace. Theoretical foundations to international business and real world scenarios will prepare students to operate more effectively in the changing global business environment.

### **MGMT 238      Introduction to Human Resources**                      3 Credits.

This course is a study of personnel management in organizations. The student learns basic functions of procuring, developing, maintaining, and utilizing a labor force to meet the entry-level requirements for employment personnel work. The course supplies students with an understanding of the personnel department.

### **MGMT 301      Leadership**                      3 Credits.

This course focuses on the impact of leadership and management on organizational effectiveness. Students will be introduced to the attributes of successful leaders and managers, the challenges they face in a global society, and how they build relationships and impact culture for organizational sustainability and innovation.

### **MGMT 303      International Business Management**                      3 Credits.

This course provides a survey of international business management in the context of the increasing economic interdependence of nations. Theories of international business are examined in conjunction with strategic planning,

intercultural factors, foreign management techniques, and political risk analysis. The activities of multinational enterprises in home and host countries are also examined.

**MGMT 305 Organizational Communication** 3 Credits.

The central topics of the course are written and oral communication in business; effective organization and writing of correspondence, memoranda, reports, and research proposals; interpersonal communication with fellow workers and supervisors; planning, conducting, and participating in meetings; and oral presentation.

**MGMT 315 Managerial Accounting and Financial Analysis** 3 Credits.

This course covers the basic principles of accounting and financial management as they relate to managerial decision-making. Financial statement and annual report analysis, cash budgeting, capital management, long-term financing and financial forecasting are some of the topics covered. Prerequisite ACCT101

**MGMT 317 Organizational Diversity** 3 Credits.

This course introduces students to current topics in diversity, national and international demographics of the changing face of the workforce; processes that create diversity including the organization of work, managing differences in work settings, management's responses to diversity; and connection to larger institutional dynamics.  
*\*Formerly MGMT 217*

**MGMT 318 Economics of Environmental Management** 3 Credits.

This course examines a businesses' relationship to the natural environment and its resources. Students will explore current utilization and predicted future availability of natural resources and the economic impact on businesses.

**MGMT 330 Purchasing and Materials Management** 3 Credits.

This course examines the aspects of acquisition and material management. Students examine the functional roles of those individuals having responsibility in this area. The course includes discussion of acquisition law, operations management, pricing, negotiations, and logistics.

**MGMT 342 Business Ethics and Social Responsibility** 3 Credits.

This course examines the role of business in a social system including interrelationships with government, the community, employees, and other major publics. A major focus is social responsibility of business towards society and the environment. Considerations are given to such areas as international business, business ethics, pollution, and impact of governmental regulations.

**MGMT 411 Performance Measurement and Evaluation** 3 Credits.

This course will discuss basic quality measurement and performance issues. The course emphasizes process control concepts, metrics, and strategies for improvement. Current techniques such as total quality management, six sigma, balanced scorecard, and others are covered.

**MGMT 417 Human Resources Management** 3 Credits.

This course surveys the principles and methods of effectively managing people at work. It includes the recruitment, selection, development, utilization of, and accommodation of people by organizations. Employee motivation and contemporary personnel management issues are examined in terms of the impact they have on organization effectiveness, goal attainment, health and viability, and overall performance.

**MGMT 420 International Banking and Finance** 3 Credits.

This is a course designed to give the student an overview of international banking and finance. Topics covered include the international dimensions of finance, foreign exchange rates, international sources of funds, international banking regulations, and the contrast between European, Asian, and American Banking.

**MGMT 427 Operations and Project Management** 3 Credits.



This course examines the direction and control of processes that convert resources into goods and services. It deals with the broad areas of system design, operation, and control. Further, it focuses on the definition, planning, implementation, and evaluation of discrete projects.

**MGMT 435 Strategic Management and Planning 3 Credits.**

This course introduces basic techniques of strategic planning as a basis for integration and application of principles, skills, and perspectives developed in earlier courses to typical management problems.

**MGMT 442 Business Sustainability 3 Credits.**

This course offers an international, scientifically sound, and strictly practice-related perspective. Students will learn about society, business ethics, corporate social responsibility, and sustainability. The focus is on the main issues encountered in the three aspects of responsible management: sustainability, responsibility, and ethics.

## MARKETING

**MRKT 110 Principles of Marketing 3 Credits.**

This is an introductory course in the study of marketing presenting basic principles and practices. Topics include marketing orientation, external environments, the industry's code of ethics, and the importance of marketing to the economy and the business firm and more. Emphasis is placed on marketing strategy: the target consumer plus product, price, promotion, and place.

**MRKT 302 Marketing Innovations 3 Credits.**

In this course, students will further explore concepts covered in Principles of Marketing. They will be introduced to tools used to analyze marketing data to make decisions about market segmentation and target market selection, new product and service development, product positioning, and allocation of marketing mix expenditures, to accomplish strategic marketing objectives.

**MRKT 303 Marketing Research Management 3 Credits.**

This course discusses the tools of marketing research, including methodology and techniques used in measuring characteristics of markets for products and services. Topics include the research process, data collection, sampling, data analysis, and presentation of results. Contains hands-on development of capabilities to study characteristics of the marketplace.

**MRKT 304 Global Marketing 3 Credits.**

This course is designed to introduce students to the marketing practices of companies seeking market opportunities outside their home country, and to raise awareness about the importance of viewing marketing management strategies from a global perspective. The course will introduce the marketing of consumer and business needs and wants on a global level. Special emphasis will be placed on cultural and environmental aspects of global trade, and integration of culture and marketing functions.

**MRKT 319 Principles of Marketing and Advertising 3 Credits.**

This course provides an overview of the field of marketing to give students an awareness of the institutions and methods employed in the marketing of goods and services. Discussions cover such topics as marketing strategies, opportunity and environmental analysis, new product development, and pricing. Different types of advertising media and their adaptation to various types of business activities are reviewed.

**MRKT 324 International Marketing 3 Credits.**

This course deals with differences in cultural, economic, and legal factors as they relate to the marketing process. This is systematic treatment marketing on a global scale, extending basic principles into foreign requirements.

## PHILOSOPHY

### **PHIL 101 Introduction to Philosophy** 3 Credits.

This course exposes students to the major themes and concepts of philosophy, including metaphysics, epistemology, free will and determinism, evil and the existence of God, personal identity, ethical values and politics, modern cognitivism and more. And meet the major philosophers throughout the ages: Socrates, Descartes, Locke, Hume, Kant, Hegel, Nietzsche, Mill and Marx. Students will also explore Eastern influences on Western philosophy, including Taoism, Confucianism and Zen Buddhism.

### **PHIL 240 Ethics Introduction** 3 Credits.

This course introduces ethical thinking with an emphasis on the contextual nature of ethical decisions. It includes an historical survey of philosophical ethics focusing on the American context, the critique of traditional ethical philosophizing, the relation of science to ethical thinking, and the relation of the ethical perspective to self-understanding in today's pluralistic environment. The relevance and application of ethical theories to the solution of pressing contemporary moral problems is emphasized. Students will gain the ability to form coherent ethical perspectives on current social, political, and business issues.

## POLITICAL SCIENCE

### **POLS 215 International Political Economy** 3 Credits.

This course will examine the changing nature of international organizations. Originally restricted to those activities concerned with official relations between sovereign states on issues such as war, diplomacy, immigration, and other aspects of interstate negotiations, international organizations now include activities between individuals and groups in one state and individuals and groups in another. The review will cover definitions and history, the classification of organizations and their role and function.

### **POLS 250 Comparative Politics** 3 Credits.

This course provides an introductory comparative survey, analyzing the political cultures and systems existing today in the Western World, the former Communist bloc, and the evolving Third World. The course evaluates and compares political ideologies; relations of individuals to the state; participation in the political process; the role of interest groups; pressure groups; and political parties, as well as the policy outcomes of economics and social systems. (This course is recommended for students majoring in the BS in International Business degree).

### **POLS 273 International Relations** 3 Credits.

This course focuses on the foreign policies of the major powers in the world community with an emphasis on the role of the United States in international politics. Principles from many of the social sciences - history, political science, demography, economics, and geography - are used to enable students to develop understanding and stimulate thinking about the international political system and to foster insight into contemporary international experiences. The successes and failures of international organizations in resolving conflicts and negotiating settlements in the current century are stressed with special attention given to the role of the United Nations and to contemporary situations that affect world politics. (This course is recommended for students majoring in the BS in International Business degree).

## PSYCHOLOGY

### **PSYC 101 Principles of Psychology** 3 Credits.

This course provides a survey of psychology as both a social and a biological science and covers the general principles and basic methods and facts of general psychology. An emphasis in the course is on the development of critical thinking skills and the analysis of controversial issues in the field. Topics include research methods and fields, the biological basis of behavior, sensation and perception, drug use and abuse, developmental psychology, social psychology, cognitive psychology, learning and memory, personality theory, psychological assessment, abnormal behavior, and therapy. *\*Formerly PSYC201*

### **PSYC 205 Social Psychology** 3 Credits.

This course provides a study of the social behavior of individuals as they interact with other individuals from both experimental perspectives. Topics include perception of others, affiliation, interpersonal attraction, aggression, small group dynamics, leadership, conformity, conflict, group decision-making, and altruism. Broader social questions such as racial prejudice, interpersonal relationships, gender roles and the effects of urbanization are addressed. A variety of class projects are used to illustrate course concepts.

## RESEARCH

### **RESP 480 Capstone Project** 3 Credits.

The purpose of the Capstone Project/Activity is to provide students with an opportunity to integrate knowledge and skills acquired throughout the courses of their Degree Programs. It is designed to validate students' abilities to apply learning from many courses to a practical project/activity, either within their workplaces or within their communities or personal lives. This Capstone Project/Activity is an outcome assessment in each UBIS Degree Program. It should integrate the students' course work so that its scope can be used to assess the varied competencies achieved during the students' programs of study at UBIS. As such, it requires students to show how they use the concepts from a minimum of five courses from their Degree Programs. In addition to the specific subject related competencies, the students' written communication skills will be demonstrated in this project/activity.

## SCIENCE

### **SCIE 112 Environmental Science** 3 Credits.

This course emphasizes the biological and environmental problems facing society. Basic concepts of environment and ecology will be discussed including topics such as the ecosystem concept, the impact of humankind on nature, human population dynamics, alternate energy sources, solid and nuclear waste problems, water and air pollution, endangered species, land use, and conservation.

## SOCIOLOGY

### **SOCI 233 Cross Cultural Communication** 3 Credits.

This course introduces students to basic concepts in cross-cultural communications and increases one's awareness of how culture plays a role in our dealings with others. It examines the ways in which misunderstandings arise in both verbal and non-verbal communication processes. The course also looks at the multicultural issues within a single culture, such as those relating to gender or geography. Cultural values and styles related to difference settings will be discussed to increase awareness of how expectations play a part in understanding persons of differing cultures.

## Graduate Courses

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### CAPSTONE

### **CAP 601 Capstone Project** 3 Credits

The intent of the Capstone course is to integrate what was learned during the MBA program into an applied context. This course addresses the business-related fields of organizational theory, human resources, project/program management, accounting/finance, operations management, business law and ethics, leadership, and globalization. The capstone project is a culmination of concepts acquired throughout the MBA program. Students will place into practice their developed skills to produce the capstone project by demonstrating knowledge, understanding and application.

## ECONOMICS

**ECO 601      International Economics                      3 Credits**

This course aims to provide students with a detailed understanding of the international dimensions of economic activity and the inter-relationship between national and international economic performance. The modules show how the tools of micro and macroeconomic analysis can be used to evaluate contemporary developments in the world economy and the forces influencing globalization. It also provides a critical appreciation of problems related to design of economic policy in an international environment.

**ECO 602      Managerial Economics                      3 Credits**

This course covers traditional topics using a problem-based approach built around common business mistakes. Models are used sparingly, and then only to the extent that they help students determine why mistakes are made and how to fix them.

**FINANCE**

**FIN 601      Corporate Finance                      3 Credits**

This course looks at the realities of finance within a corporate entity. Capital investment decisions are reviewed in more detail, with an emphasis upon risk analysis. Additional topics include the management of cash and working capital, and the valuation of companies. The course makes extensive use of case study analysis to link classroom teaching with corporate realities, and to provide students with additional experience of making presentations.

Any decision that a business makes has financial implications, and any decision which affects the finances of that business is a corporate finance decision. This course will examine corporate finance within that framework. This course will focus on specific areas and issues such as the evaluation of capital investment projects, the problem of risk adjustment in such decisions, capital structures, dividends and share buy-backs, sources of capital, issuing securities, cash and working capital management, and mergers and acquisitions.

**FIN 602      Financial Markets and Institutions                      3 Credits**

This course helps students understand why financial markets exist, how financial institutions serve them, and what services those institutions offer. Focusing on management, performance, and regulation of financial institutions, this edition explores the Federal Reserve System and its recent changes. Expanded coverage examines stock valuation, market microstructure strategies, and liquidity in today's financial markets. In addition, students examine popular sources of funding.

**FIN 603      Financial Risk Management                      3 Credits**

This course blends institutional material, theory, and practical applications to give students a solid understanding of how derivatives are used to manage the risks of financial decisions. Detailed coverage introduces options, futures, forwards, swaps, and risk management as well as pricing, trading, and strategy. Financial information reflects the most recent changes in the derivatives market -- one of the most volatile sectors in the financial world. Engaging features illustrate risk management in real financial decisions.

**FIN 607      Entrepreneurial Finance                      3 Credits**

This course introduces the theories, knowledge and corporate finance tools and techniques today's entrepreneur needs to start, build, and eventually harvest a successful venture. Students learn how to secure financing, use business cash flow models, and strategically position their early-stage companies as this edition emphasizes sound financial management practices. Students also learn how to interact effectively with financial institutions and regulatory agencies that can affect venture growth and ensure liquidity for investors.

**FIN 608      Financial Management Theory and Practice                      3 Credits**

This course explains key theoretical concepts and provides practical tools to assess and implement effective financial decisions. The fundamentals are introduced before expanding to strategic finance, linking recent events to finance's role in the business world as well as students' personal lives. This course provides relevant and engaging presentations, numerous examples, and emphasis on Excel applications.

**FIN 609 International Financial Management**

3 Credits

Develops financial, analytical, and communication skills necessary to develop and implement a financial strategy consistent with firm value creation in a dynamic environment. Stresses the impact of ethical and legal considerations, global markets, and technological innovation on efficient economic outcomes.

## HISTORY

**HIS 602 International Politics: Power and Purpose in Global Affairs**

3 Credits

This course examines five paradigms of international relations theory and connects the scholarly analysis of international politics to policy problems and contemporary affairs. This course presents the study of international politics as a series of intellectual puzzles and policy problems, which help students make the connections between theory and policy, history and the present, and ideals and constraints. Case studies of real-world events address common student deficiencies in history, policy, and geography.

## INTERNATIONAL RELATIONS

**INR 601 International Relations Theory**

3 Credits

This course covers key principles of international relations, providing a thorough introduction to the discipline while avoiding excessive detail and complexity. Every course module includes the most recent statistics, research, trends, theories, and examples drawn from today's headlines, including chemical weapons in Syria, the conflict between Russia and Ukraine, and the debate over climate change and global resources.

**INR 612 World Politics Trend and Transformation**

3 Credits

Offering analysis of the latest data, research and current events, this course explains the "what" and the "why" behind the happenings on today's international political stage. This course explores recent challenges to global peace and prosperity, changes in the political landscape sparked by Brexit, the rise of China and enduring rivalries, and the decision-making process in world politics.

**INR 614 Global Sociology and Its Impact**

3 Credits

This class applies and relates key sociological concepts and theories to the forces of globalization-forces shaping virtually every aspect of daily life.

## LAW

**LAW 601 International Law**

3 Credits

Today, no business is purely domestic. Even the smallest local firms are affected by global competition and world events. This course delivers comprehensive, yet accessible, coverage of the legal implications and ramifications of doing business internationally. With a focus on trade, the licensing of intellectual property, and foreign direct investment, the course presents the three major forms of doing business in a foreign country through real examples, precedent-setting cases, managerial implications, and ethical considerations. \* *Formerly IRL 601*

**LAW 602 Business Law and Ethics**

3 Credits

This course provides theory and practical applications in law and ethics. The course presents current controversial issues at the intersection of business, law, and ethics. This course encourages lively classroom debate on pertinent topics, from climate change to the gig economy to telematic surveillance to transgender workplace rights.

**LAW 603    International Business Law**                      3 Credits

This course provides comprehensive coverage of the legal implications and ramifications of doing business internationally. Students examine the related cultural, political, economic, and ethical issues today's global business managers face. With a focus on trade, the licensing of intellectual property, and foreign direct investment, the authors present the three major forms of doing business in a foreign country through real examples, precedent-setting cases, managerial implications, and ethical considerations.<sup>8</sup>

MANAGEMENT COMMUNICATION

**MCO 608    Managing a Contemporary Business Information System**                      3 Credits

This course addresses the latest developments in cloud computing, AR/VR, and quantum computing while new and updated learning features reflect today's most current events in technology and business. In addition, key concepts, skills, and cases are identified by corresponding AACSB standards to ensure students master critical information.

MANAGEMENT

**MGT 607    Business Analytics, Data Analysis & Decision Making**                      3 Credits

This course provides an overview and motivation for the use of qualitative and quantitative research methods, including observation, interviewing, questionnaires and surveys, and the use of case studies. This course will provide students with the necessary background in research methods to carry out different kinds of research during their graduate studies, but also to be able to recognize in the future what makes good research, whether this is in journalism, social and economic reporting, industry, politics and academia.

**MGT 609    Operations, Supply Chain and Project Management**                      3 Credits

A study of Project Management initiatives and its life cycle: resources, cost, time and risks; work and product breakdown structures; tendering and contracting processes; and planning, building, and leading the team and execution. This course will help students to learn how to manage projects in a manner that allows them to maintain control over the process and the outcome in an onsite or remote setting. Students encounter various challenges and problems through this course. Learning to find solutions to their own project management difficulties is a part of the value-added training of this course. *Formerly MGT605*

**MGT 610    Electronic Commerce**                      3 Credits

This course provides comprehensive coverage of emerging strategies, up-to-the-minute technologies, and the latest market developments. Students gain an understanding of the dynamics within this fast-paced industry as the book balances technological issues with the strategic business aspects of successful e-commerce.

**MGT 611    Strategic Entrepreneurship**                      3 Credits

Entrepreneurship is defined as the assumption of risk and responsibility in designing and implementing a business strategy. The word "entrepreneur" originates from the French word "entreprendre" which means "to undertake". In the business sense, this means to start a business. An integral part of entrepreneurship is the ability to develop and implement a business strategy. This course will teach the important factors leading to the creation of new businesses ventures and the characteristics of the successful entrepreneur. Students will participate in an on-line business simulation, either individually or in teams.

**MGT 612    Small Business Management**                      3 Credits

This course covers all the aspects of small business launch and management. This course provides students with strong skills and real cases examples of successful small businesses and possible challenges that must be resolved by the leader.

**MGT 613    Multinational Management**                      3 Credits

This course focuses on opportunities and challenges created by globalization. It explains cross-cultural and management issues related to management in an international marketplace.

**MGT 614 Modern Business Statistics** 3 Credits

This course introduces new and interesting real business examples, application exercises, and the authors' signature problem-scenario approach demonstrates how statistics provide insights into business decisions and problems.

**MGT 615 Quality and Performance Management** 3 Credits

This course introduces students to the basic principles and methods, show how these principles and methods have been put into effect in a variety of organizations, and illustrate the relationship between basic principles and the popular theories and models.

**MGT 616 Strategic Management, Competitiveness & Globalization** 3 Credits

This course examines the way in which organizations formulate and implement their strategic plans. The key topics include systematic analysis of trends in the operating environment, analysis of the industry and/or sector in which the organization operates, the identification of critical success factors and the recognition of competences. Possible strategies are then identified before continuing to strategic choice and the problems of implementation.

**MGT 619 Environmental Economics and Management** 3 Credits

This course analyzes humanity's relationship to the natural environment and its resources. Attention is given to both current utilization and predicted future availability of natural resources. Specific topics may include population demographics, agriculture, mineral and energy resources, climate change, ecology, and water resources. Along with understanding the underlying science, all topics are examined using the perspective of current economic, social, and political conditions.

**MGT 620 Strategic Human Resources Management** 3 Credits

This course offers a current look at HR and its impact on today's organizations, with new closing cases and new content on ethics and the ethical process, leadership, social media, technology, unemployment, and current economic conditions.

**MGT 621 Introduction to Global Business** 3 Credits.

The global business environment is rapidly changing due to shifts in geopolitical alliances, active support of international institutions in promoting market-oriented economic reforms, and advances in the development and use of information technology. This course prepares students for business launch and management on the international arena.

**MGT 640 Business Ethics** 3 Credits.

This course is based on real cases that show current ethical dilemmas, provide a basis for evaluating business ethics, while encouraging stronger values in future business leaders. Students will analyze common themes in less-than-ethical decision making and explore why leaders make ethical compromises in business that they would not make in personal lives. Also, this course reviews the decision-making process of business leaders today to illustrate why good leaders often make questionable decisions.

**MGT 641 Ethics in Informational Technology** 3 Credits.

This course provides a strong understanding of the legal, ethical, and societal implications of information technology. This course examines issues associated with the professional code of ethics, cyberattacks and cybersecurity, security risk assessment, privacy, electronic surveillance, freedom of expression, censorship, protection and infringement of intellectual property, development of high-quality software systems, the impact of IT on society, social networking, and the ethics of IT corporations.

**MGT 642 Business Sustainability, Ethics and Social Responsibility** 3 Credits.

This course examines the role of business in a social system including interrelationships with government, the community, employees, and other major publics. A major focus is social responsibility of business towards society and the environment. Considerations are given to such areas as international business, business ethics, pollution, and impact of governmental regulations. Students will learn with real cases that show current ethical dilemmas, provide a basis for evaluating business ethics, while encouraging stronger values in future business leaders. Also, this course reviews the decision-making process of business leaders today to illustrate why good leaders often make questionable decisions.

**MNG 601 Executive Leadership** 3 Credits

This course focuses on the impact of leadership and management on organizational effectiveness. Students will hone their critical thinking and problem-solving skills. Students will learn attributes of successful leaders and managers, the challenges they face in a global society, and how they build relationships and impact culture for organizational sustainability and innovation.

**MNG 602 Operations & Supply Chain Management** 3 Credits

This course provides an integrated view of procurement, operations and logistics management, while also addressing the management of the flow of products from sourcing and acquisition through delivery to every customer.

**MNG 603 Managing Organizational Diversity** 3 Credits

This course will provide an overview of the different ways in which cross-cultural management and communications processes are handled today. It emphasizes possible (and practical) cultural geographic distinctions that affect individual, group, and organizational behavior. It explores different aspects of intercultural management, including teams, leadership, Human Resource Management, marketing, and negotiations. This course provides a deeper knowledge about how culture shapes management practices in international organizations. This course will provide an in-depth understanding of how to deal with cultural diversity. The different key concepts that will be explained within the course include culture, ethnicity, race, racism, stereotype, prejudice, core values, oppression, and discrimination.

**MNG 607 Future Decision-making and Management Science** 3 Credits.

Geared entirely to Excel 2016, this course helps students take full advantage of the power of spreadsheet modeling. Modeling is integrated into areas of business such as finance, marketing, and operations management. This course blends theory with real examples and real data. Applied learning and theory provide a solid foundation followed by practical, hands-on exercises. Students will learn @RISK and Precision Tree add-ins and how to incorporate "Big Picture" diagrams of spreadsheet models and data mining.

**MNG 608 Management of Technology and Innovation** 3 credits.

In today's economy the management of technology is a major factor in the process layout employed by the firm, in systems used by the company, in its structural design, and in its product marketability. This course examines technology as a guiding focus for explaining the strategic management process by synthesizing material from leading theorists and consultants and discussing the applicable techniques for successfully exploiting technology and innovation. *\*Formerly MGT 608*

**MNG 651 Business Project Plan 1** 3 Credits

This course, geared toward students who are interested in entrepreneurship, covers the basics of preparing a business plan and starting a new venture. It introduces students to the components of a business plan; the concept of team building and covers the essentials of refining and presenting a venture idea. The course includes topics such as marketing and sales. Common business models and their most appropriate usage are also discussed. The course also covers financial planning sources such as Funding from the 3 Fs, customer financing. Consulting, venture capitalists. This section also introduces financial projection techniques and financial modeling.

**MNG 655 Business Project Plan 2** 3 Credits

The course introduces students to legal issues in entrepreneurship and covers topics such as intellectual property laws, international privacy laws, copyrights, patents, trademarks, and trade secrets. The course also covers major hidden tax traps in business startups, and covers general legal issues faced by an entrepreneur. The course covers



negotiation skills with interactive presentations and includes organizational and people issues, and external and internal team building.

**MNG 680 Business Internship 6 Credits**

The purpose of the internship course is to add value to academic education with competencies related to your major. As students receive hands-on work experience within the internship, they are able to assess their interests, gain confidence, and develop professional skills. This course is designed to provide for student attainment of the competencies for all programs.

**PROJECT MANAGEMENT**

**PMT 631 Project Management Technology 3 Credits**

This course will explore the benefits of technology in recording, managing, and monitoring business projects. Through utilization of software, students will be introduced to project assignment, tracking, communication, milestones, dependencies, and feedback.

**PMT 632 Operations Management 3 Credits**

This course will focus on the 5 basic principles of operations management: planning, organizing, staffing, leading, and controlling. Additionally, students will study the performance objectives of quality, speed, dependability, flexibility, and cost.

**PMT 633 Contemporary Project Management 3 Credits**

This course focuses on the tried-and-true management techniques along with modern improvements, suggested and approved by Project Management Institute. This course covers waterfall and agile project management.

**PMT 634 PMP Boot Camp 3 Credits**

This course focuses on PMP exam preparation. Every model will cover a number of tasks that will be checked during the exam.

**INFORMATION TECHNOLOGY**

**MIT 604 Database Modeling and Design 3 Credits**

Data is generated and captured at unprecedented volume and speed. Organizations increasingly depend on well-organized data resources not only to conduct day-to-day business, but increasingly, to better understand their opportunities and risks and to make predictions to support important decisions. This course explores modern database management systems. It focuses on the techniques for modeling complex data requirements and for transforming such models into efficient computerized database designs. The course reviews structured query language (SQL) for implementing database structures using a relational database management system. The Course makes extensive use of basic and advanced SQL.

**MIT 606 Database Manipulation for Business Solutions 3 Credits**

This course covers advanced database topics that allow organizations to address the increasing complexity of data format, availability, speed of processing and location. Such topics include transaction management and concurrency control, database performance, distributed databases, data warehousing for business intelligence and the emerging role of NoSQL databases to handle big data. The course also reviews technology for database connectivity and concludes with a review of the database administration function. *Prerequisite: MIT 604.*

**MIT 608 Programming for Business Analysis 3 Credits**

This course gives an introductory knowledge of the modern practice behind programming, as well as the Python programming language. Python is used in the development of all types of applications. Here the focus is on the use of programming thinking to address problem-solving skills for building efficient applications. The course begins with control statements, program flow, and program structures via functions. Then it moves on to data structures and

ways to correctly store and represent information. Students will learn how Python Implements object-oriented programming (OOP) concepts of abstraction, encapsulation of data, inheritance, and polymorphism. Coverage also includes an overview of how imports, modules, and packages work in Python, how to handle errors to prevent apps from crashing, as well as file manipulation.

**MIT 610      Systems Analysis and Development      3 Credits**

This course focuses on an in-depth review of the approaches, tools, and techniques involved in designing an information system for an enterprise, including a detailed study of the system's development life cycle. Given the array of possibilities for developing or acquiring information systems in today's changing global environment, the course focuses on the most up-to-date approaches to information technology deployment. It covers current and emerging practices for requirements engineering, process and object modeling, system design and architecture, and implementation techniques. Students will explore advanced topics to evaluate and select system development methodologies and design system solutions.

**MIT 612      Business Data Communications and Computer Networks      3 Credits**

This course is an introduction to the technologies underlying voice and data communications, local area networks, wireless local area networks, wide area networks, the Internet and emerging cloud services. It is intended to make students aware of various data communications technologies, and to enable them to effectively communicate with technical, operational and management personnel in telecommunications. The course covers the architecture, terminology, design, and management issues related to the modern environment of networking and data communications. It concludes with a review of risk, security, and regulatory compliance of modern business network solutions.

**MIT 614      Fundamentals of Business Intelligence      3 Credits**

This course introduces Business Intelligence (BI), understood as the leveraging of various data and information sources to provide decision makers with valuable insights and knowledge. It begins with a detailed examination of the topic of business intelligence by contrasting it with other information technologies. It describes the concepts of BI capabilities, tools, and solutions. The course then reviews in detail the four main BI capabilities: organizational memory, information integration, insight creation and presentation. The course concludes with an examination of the development of BI solutions and the management of BI. Leading BI vendors and tools are reviewed.

**MIT 616      Information Security, Privacy and Compliance      3 Credits**

The course covers the principles of information security and the fundamental approaches to the deployment of security technologies. The course also addresses the managerial requirements for implementing a sound information security strategy by reviewing the legal, ethical, and professional issues involved, as well as the necessary planning process for ensuring operational continuity, disaster recovery and incident response. The course emphasizes the need for risk management and explores the various control mechanisms and steps for performing risk assessment. The course concludes with a review of pragmatic steps to the implementation and maintenance of an information security program.

**MIT 618      Information Technology Strategy      3 Credits**

The course offers a strategic perspective of Information Technology. It begins by reviewing the drivers for establishing a strategic management framework, focusing on information systems and technology implications. This framework also provides the drivers for establishing an IT strategy process. The course then delves into the modern tools and techniques for formulating a specific IT strategy. This involves three major concerns: finding alignment with business strategy; facilitating business innovation with IT; and searching for competitive opportunities to shape strategy. The course then provides the elements for determining the Information Systems strategy. A thorough exploration of both, portfolio and investment management are made as they pertain to managing the information systems applications portfolio and justifying information technology investments. The course concludes with an in-depth review of the requirements for organizing for the strategic management of IT as well as the strategic management of IT services and infrastructure. *Prerequisite: MCO 608.*

**MIT 622      Content Marketing      3 Credits**

This course explores the process for creating and distributing valuable marketing content to engage, win over, and maintain a positive and productive relationship with a well identified customer base. The course begins with an explanation of why valuable content marketing is so necessary and powerful. It then reviews the range of content options available today including, but not limited to the use of blogging, social media, email newsletters, SEO, deeper content, and non-written media. The course concludes with the process elements for defining an effective content marketing strategy.

**MIT 624 Social Media Marketing** 3 Credits

Social media has transformed how individuals interact with each other and with businesses. This evolutionary shift has empowered consumers to influence marketing strategies and brands. With this evolution, well established approaches to advertising and marketing have become challenged and forced to adapt. Social media marketing is becoming a viable and central method for businesses to communicate with consumers and to influence their buying behavior. This course is structured around a planning cycle designed to ensure the deployment of an effective social media marketing plan. The model incorporates the foundation and practical techniques necessary for creating a comprehensive plan. It also provides a framework for developing a personal brand.

**MIT 626 Internet Analytics** 3 Credits

This course explores how internet analytics is taking a greater role in business analysis and decision making. Specifically, the course presents an in-depth review of the strategic and operational nature of internet analytics tools and technologies. Students will be introduced to web data sources such as web blogs, Big Data, social media data, and common key performance indicators. Some internet analytics tools will be presented and utilized. The practical focus will be on analyzing and interpreting data to address specific decision-making scenarios. The course thoroughly covers the fundamentals of measurement strategy, implementation, and reporting, and goes on to focus on the topics that normally present the most challenges and typically generate the greatest insight and actionability.

**MIT 630 Programming for Data Science** 3 Credits

This course introduces modern programming platforms to analyze data of various volumes and varieties in the field of data science. Software libraries and standard utilities are used to put into practice the various phases of the data science methodology: preparation, analysis, setup, modeling, and evaluation. Using Real-world data sets and a sound methodology, students will develop an understanding of technical programming in one or more languages. They will also develop an understanding of computational modeling and analysis techniques as they pertain to data science. Emphasis is given to the following: Decision Trees, Naïve Bayes, Neural Networks, k-means clustering, and regression modeling. *Prerequisite: MGT 607.*

**MIT 632 Predictive Analytics** 3 Credits

Predictive analytics is the process of extracting useful information from historical data and presenting it for the purpose of predicting future trends. The course introduces the basics and the modeling process of predictive analytics for business applications, including hands-on introduction to data preparation, model identification and validation, presentation, and interpretation of results. Students apply predictive analytics to business performance problems using techniques such as simple and multiple regression models; time series analysis and forecasting; and predictive data mining through logistic regression, k-Nearest Neighbors And classification and regression trees. *Prerequisite MGT 607.*

**MIT 634 Data Visualization** 3 Credits

This course is designed to provide students with the essential principles of data visualization. It provides a very hands-on approach to creating meaningful displays of quantitative and qualitative data and to present insights succinctly and clearly. A substantial part of the course addresses issues important to constructing good charts. Topics include visual perception, the various chart types, the effective use of colors, maps, and other visualization techniques for incorporating analytics and storytelling. It then covers the important topic of visualizing and describing variability that occurs in observed values. This leads to the examination of the use of visualization in exploratory data analysis. As well as the rationale and techniques for how to explain and influence with data visualization. The course concludes with how to create data dashboards and the importance of the responsible use of data visualization. Students use visualization tools throughout the course. *Prerequisite MGT 607.*

**MIT 636      Advanced Data Systems      3 Credits**

This course discusses the motivations behind the development of Big Data and the technologies to support it. Traditional database management systems cannot handle the requirements of Big Data due to the volume, variation and speed with which data are generated. The next generation databases normally referred to as NoSQL databases address this need. The course provides an introduction, overview, and history of NoSQL databases. The four types of NoSQL databases, Document-oriented, Key-Value stores, Column-oriented and Graph databases will be examined in detail. Students will have the opportunity to explore the most widely used document-oriented database system MongoDB. *Prerequisite* MGT 607.

**MIT 640      Guide to Networks      3 Credits**

This course first introduces the fundamental building blocks that form a modern network, such as protocols, media, topologies, and hardware. It then provides in depth coverage of the most important concepts in contemporary networking, such as TCP/IP, Ethernet, wireless transmission, virtual networks, security, and troubleshooting. After completing this course and completing the exercises, you will be prepared to select the best network design, hardware, and software for your environment. You will also have the skills to build a network from scratch and maintain, upgrade, troubleshoot, and manage an existing network. Finally, you will be well-prepared to pass CompTIA's Network+ N10-007 certification exam.

**MIT 642      Network Security Fundamentals I      Credits: 3US**

This course takes a comprehensive view of security by examining in depth today's attacks against networks and endpoints and what is needed to defend against these attacks. This first of two courses provides the most current coverage available while thoroughly preparing readers for the CompTIA Security+ certification exam. Topics include end point security and cryptography. Specifically, the course covers threats and attacks on endpoints; endpoint and application development security; and embedded and specialized devices security. The course reviews basic cryptography, public key infrastructure; and cryptographic protocols.

**MIT 644      Network Security Fundamentals II      3 Credits**

This course focuses on network and enterprise security. The first part of the course begins with coverage of networking threats, assessments, and defenses. It then reviews network security appliances and technologies. The course then covers cloud, virtualization, and wireless network security. In the second part of the course the course covers authentication; incident preparation, response, and investigation; and cybersecurity resilience. It concludes with risk management and data privacy. At the completion of this course the student will have gained the necessary knowledge to confidently take a certification exam in network security.

*Prerequisite:* MIT642.

**MIT 646      Cybersecurity Analyst I      3 Credits**

A cybersecurity analyst's primary role is to understand an organization's IT infrastructure in detail, monitor it at all times, and evaluate threats that could potentially breach the network. This course provides students with the fundamental understanding and skills needed to assess cybersecurity threats and to apply the appropriate tools to remediate security vulnerabilities. The course is designed to develop practical and analytical skills needed to perform threat assessments, and vulnerability analysis. The course focuses on the techniques and tools for gathering information and for uncovering exposures. These include the practice of environmental and network reconnaissance, techniques for strengthening the network, and the practice of penetration testing. The course also reviews methods for running vulnerability scans, analyzing them and identifying common vulnerabilities. *Prerequisite(s):* MIT 642 and MIT 644.

**MIT 648      Cybersecurity Analyst II      3 Credits**

This course is designed to provide students with the knowledge and skills needed to perform threat remediation, security incident response, and security improvement. The course focuses on methods for responding to attacks and for enforcing and improving security structures. Specifically the topics covered include impact and forensics of a cyber incident, communication during a cyber incident, incident response and recovery, and analyzing common symptoms. The course concludes with a review of infrastructure for improving security covering from identity and access management to data analytics. *Prerequisite:* MIT 646.

### **MIT 650      Front End Web Development                      3 Credits**

This course covers essential web development languages to prepare students to create dynamic applications and responsive websites that function efficiently on any desktop or mobile platform. Students who complete this course will have strong skills in the following frontend web development technologies: HTML and CSS3. Specifically, students learn techniques for layout design using flex boxes and grid frameworks; graphics design and manipulation including image borders, drop shadows, gradient fills, 2d and 3d transformations and graphic filters; mobile, tablet and desktop design; design for printed media; responsive design of tables and columns; and form design and their validation.

### **MIT 652      Back End Web Development                      3 Credits**

This course introduces server-side technologies that power modern data-driven web applications. This hands-on course uses open-source software, PHP, and MySQL, to provide the student with a limited programming background with the applied skills to build professional quality, database-driven Web sites. By integrating PHP and MySQL with the XHTML and CSS frameworks, the student will develop the skills to build interactive Websites with authentication and security. The course begins with the creation of simple PHP scripts and gradually examines more complex topics such as handling user input, working with files and directories and manipulating arrays, to conclude with advanced techniques for manipulating database records on a web server. The course also explores techniques for controlling and maintaining state information. *Prerequisite MIT 650.*

### **MIT 654      Developing Mobile Apps for Android                      3 Credits**

This course focuses on developing apps for Android devices. The course is designed for students who are new to Java programming. Students use a modern integrated development environment (IDE), Android Studio to learn the logic, tools, and code syntax used in the creation of apps. This is done through hands-on practice exercises that guide students through the steps of creating the Android app, including designing user interfaces, and writing code. Major topics examined in this course include user input, variables, and operations; icons and decision-making controls; use of lists, arrays, and web browsers; embedding audio; the use of GridView and DatePicker; apps for tablet devices; animation; data collection and manipulation; and preparing a package for uploading the app to the Google Play store.

### **MIT 656      Cross Platform Mobile and Web Apps Development                      3 Credits**

Past applications development tended to be specific to a platform in a native development environment. While some apps still need to be developed in a native platform, it is possible now to develop device independent apps. This course focuses on the use of technologies that make it possible to develop applications that can run on most communication devices. It centers around a mobile-friendly development strategy. The technologies used in this coursework with all major mobile and web platforms, and are applicable to business, science, and engineering. The specific technologies include HTML5, JavaScript, jQuery, Node.js and JSON. Towards the end of the course other technologies such as MongoDB and MySQL are also examined in the context of applications development. *Prerequisite: MIT 650.*

### **MIT 658      Advanced Front End Web Development                      3 Credits**

This course continues coverage of front-end web development introduced in MIT 650. The course examines more advanced topics and programming techniques utilizing JavaScript. It explores relevant elements of the object-oriented approach. Major topics include JavaScript arrays, program loops and conditional statements; working with events and styles; working with document nodes and style sheets; programming for web forms including coverage of JavaScript methods for form validation and e-commerce; and putting object-oriented programming into practice using custom objects, properties, and methods. *Prerequisite: MIT 650.*

### **MIT 660      Information Technology Control and Audit                      3 Credits**

The course centers around the importance of information systems control and auditing. It highlights the increasingly relevant role of the auditing function, as well as the integral part that individuals performing internal controls play within systems development. Topics explore the need for IT governance controls; security of operating, networking, and data systems; monitoring system development and program change; transaction processing and financial reporting; the revenue and expenditure cycles; issues with implementation of enterprise planning systems; and ethics, fraud, and fraud detection. The course makes use of General Audit Software to illustrate important aspects of the control function.

**MIT 662 Information Technology Investment**

3 Credits

This course focuses on the application of financial analysis and decision-making methodologies to support information technology investment decisions. The methodological procedures as well as computer solutions to basic financial and advanced decision-making methodologies will be presented as tools for investing in information technology. Specifically, the course examines how basic financial methods are used in information technology decisions including break even analysis, payback period analysis, accounting rate of return, present value analysis, return on investment, and cost/benefit analysis. The course also addresses how more complex multicriteria decision-making models can be used individually or in combination with other methods. These include the balance scorecard, Delphi method, and analytic hierarchy process. The course concludes with a review of strategies and best practices to implement IT investment decision-making methodologies.

**MIT 664 The Secure IT Organization**

3 Credits

The subject matter of this course is application software and system security. It is designed to give students a thorough understanding of the complete set of practices for managing the software and system life cycle. It relies on well-established standards for conducting agreements; the formulation of IT project work; portfolio, human resource, and quality management; project management; development; and the technical processes involved in operations and maintenance. The course introduces various alternative models for ensuring software and system security and concludes with a review of regulatory models.

## Marketing

**MKT 602 Strategic Marketing**

3 Credits

In this course, students will go deeper into concepts covered in Principles of Marketing. They will learn how to analyze marketing data to help make decisions about market segmentation and target market selection, new product and service development, product positioning, and allocation of marketing mix expenditures, to accomplish strategic marketing objectives.

**MKT 603 Marketing Research**

3 Credits

This course discusses the tools of marketing research, including methodology and techniques used in measuring characteristics of markets for products and services. Topics include the research process, data collection, sampling, data analysis, and presentation of results. Contains hands-on development of capabilities to study characteristics of the marketplace.

**MKT 604 Multinational Marketing**

3 Credits

This course is designed to introduce students to the marketing practices of companies seeking market opportunities outside their home country, and to raise your awareness about the importance of viewing marketing management strategies from a global perspective. You will learn to plan effectively for the marketing of consumer and business needs and wants on an international level. Special emphasis will be placed on cultural and environmental aspects of international trade, and integration of culture and marketing functions.

**MKT 605 Digital Marketing**

3 Credits

This course provides comprehensive, practical guidance on how companies and organizations can get the most out of the Web to meet their goals. The course links marketing theory with case studies on cutting edge companies such as Amazon, Facebook, and Apple to help students understand digital marketing in the real world. It also looks at localization issues related to branding, language, and intercultural communication.

**MKT 606 Marketing Strategy**

3 Credits

This course applies an understanding of the competitive global environment, and the creation and implementation of high added-value product and service theories to achieve high marketing management expectations. Additionally, we will examine the planning, pricing, promotion, and directing the flow of a company's products and services to foreign markets. Marketing in a global environment should be viewed through a series of lenses: the cultural environment of

global markets, assessment of global market opportunities, development of global marketing strategies, and implementation of global marketing strategies. Global marketing in this course will be viewed as an integrated discipline combining elements of economics, anthropology, history, demographics, linguistics, law, statistics, politics, geography, and international trade.

## **RESEARCH**

### **RES 601      Research Methodology                      3 Credits**

Students will be presented with a variety of research methods and approaches, which they will examine and from which they will select the appropriate method/approach for their topic. Methods presented will include quantitative, qualitative, and mixed methods; inductive and deductive methods of inquiry will be differentiated. Students will learn to recognize research integrity and validity.

### **RES 602      Thesis Defense                      3 Credits**

This course presents the cumulation of the process of research from the inception of a purpose statement or research thesis to the writing up of a report or essay. Through exposure to a variety of research methods, students learn which methods are appropriate for the research questions and/or hypotheses at hand.

### **RES 603      Thesis Supervision                      3 Credits**

This course covers traditional research topics in fields such as management, finance, marketing, organizational behavior, as well as non-traditional topics depending on students' needs. Virtually all topics are accepted if the research is connected to management. The thesis supervisor interacts on an individual basis with students.

### **THE 601      Research Methodology                      5 Credits**

Students will be presented with a variety of research methods and approaches, which they will examine and from which they will select the appropriate method/approach for their topic. Methods presented will include quantitative, qualitative, and mixed methods; inductive and deductive methods of inquiry will be differentiated. Students will learn to recognize research integrity and validity.

### **THE 602      Thesis Supervision                      5 Credits**

This course covers traditional research topics in fields such as management, finance, marketing, organizational behavior, as well as non-traditional topics depending on students' needs. Virtually all topics are accepted if the research is connected to management. The thesis supervisor interacts on an individual basis with students.

### **THE 603      Thesis Defense                      5 Credits**

This course presents the cumulation of the process of research from the inception of a purpose statement or research thesis to the writing up of a report or essay. Through exposure to a variety of research methods, students learn which methods are appropriate for the research questions and/or hypotheses at hand.

## **DOCTORAL PROGRAMS**

Doctor of Business Administration (DBA)

### **DBA 701      Business & Management Research at the Doctoral level                      5 Credits**

This course is an introduction to research and provides a broad overview of the expectations of the Doctor of Business Administration (DBA) program. Students will learn about research – what it is, how to do it, how to evaluate it, how to tell people about it, and how to use it, which sets the foundation and provides a strategy for establishing questions and seeking answers within the context of the DBA.

### **DBA 702      Literature review methods and legitimate resources                      5 Credits**

This course explores the importance of literature review in research. Through a literature review, students gain a thorough understanding of the knowledge and ideas established on a topic, such as the current state of research in the field, identify potential research gaps from which a new research question can address, and identify potential

hypotheses and research methods for future research. Students will also learn the importance of accurate, current, and ethical sources.

**DBA 703 Trends in Strategic Management** 5 Credits

This course provides a comprehensive perspective on strategic management from both an historical and current practices perspective. The course is designed to ensure that students are prepared to manage in today's global workplace. Students will examine concepts and apply strategies regarding global leadership; managing human capital and teams; ethical decision-making; and navigating organizational change

**DBA 705 Trends in Leadership** 5 Credits

This course covers a wide range of different topics on business leadership. Students focus on the practical application of critical writing, critical thinking, and the integration of professional leadership practice at the doctoral level as they develop sustainable solutions from the perspective of a business leader. An important aspect of this course is that students will assess their personal management skills and have others provide input. The results of those assessments will enable students to develop a personal leadership plan.

**DBA 706 Trends in Sustainability and Responsibility** 5 Credits

This course examines the relevance of Corporate Social Responsibility (CSR) and its relationship with sustainability which means more than anticipating continuous profitability. Students in this course explore what it means to be sustainable and examine the implications for the business enterprise. Students analyze systems and how those systems influence doing business in a global economy.

**DBA 707 Case Study Research** 5 Credits

This course provides various definitions of case studies ranging from the very general to the more intricate and will describe the main advantages and different classifications of case study research methodology. Students will gain practical knowledge of the advantages and disadvantages of case studies as a qualitative research methodology. Students will distinguish when a case study is applicable for research and the proper procedures for conducting a case study research project.

**DBA 708 Advanced Qualitative Techniques** 5 Credits

This course provides a primer to qualitative research methodologies. It offers an intuitive approach to understanding and applying the basic building blocks of qualitative research methods. The content will equip students with the background information they require to advance their qualitative techniques in designing and conducting research.

**DBA 709 Advanced Quantitative Techniques** 5 Credits

This course will focus on the application of the fundamentals of advanced quantitative research methods. The course will explore advanced quantitative research design as well as the leading theories and approaches used by quantitative researchers. Emphasis will be placed on identifying the relationship between variables and conducting descriptive and experimental research. The course is practice-based. An exploration of data collection, organization, and measurement will be conducted, and statistical software applications will be used to test relations between variables. The course will cover descriptive and inferential statistical techniques used for analyzing data in research.

**DBA 710 Doctoral Candidacy Seminar** 2 Credits

This course will provide a transition from the 700 series to the 800 series dissertation courses. Students will prepare the research framework in preparation to advance to candidacy.

**DBA 800 Doctoral Research I: Proposal Development** 3 Credits

This course will support the development of the DBA research proposal. A research proposal provides evidence of the development of research ideas and preparedness for doctoral study. Following a successful application, the proposal will help to develop early research under the guidance of a supervisor. *Prerequisite: Students must be accepted into the dissertation phase of the program.*

**DBA 801 Doctoral Research II: Introduction & Literature Review** 3 Credits



In this course, students work with an advisor(s) to support the development of the Literature Review. The Literature Review establishes the connection between the proposed research and the body of research that has influenced the thinking on the topic to be explored. It also demonstrates that students have a deep understanding of the body of research. The literature review surveys the scope of existing research and then explains how the proposed dissertation research expands upon new information to the body of knowledge. *Prerequisite(s): DBA 800.*

**DBA 802      Doctoral Research III: Methodology** 3 Credits

In this course, students work with an advisor(s) to help frame the outcomes of the dissertation research ensuring the outcomes are aligned with the expectations of the UBIS DBA. Special attention will be given to ensure that each student's research strategy, including ethics, investigative modeling, data collection protocols, measurement tools and analytic approach are properly aligned to the research question and are firmly anchored in professional research practice and scholarly literature. *Prerequisite: DBA 801*

**DBA 803      Doctoral Research IV: Results and Findings** 3 Credits

In this course, students will report the results of the study before moving on to the discussion section. The findings section of a dissertation clearly states the research outcomes and relates the outcomes to the research hypothesis or research questions as set out in the introduction chapter of the dissertation. *Prerequisite: DBA 802*

**DBA 804      Doctoral Research V: Discussion and Conclusion** 3 Credits

Upon the completion of the student's research, the student will be required to prepare a written draft of their Dissertation for preliminary review by the advisor(s). The advisor will serve as the primary point of contact during the review process and will be responsible for providing all necessary feedback to the doctoral student. Upon a successful review, the student may then schedule a presentation and defense of the dissertation to the examiners or examining committee. *Prerequisite: DBA 803*

**DBA 810      Dissertation Defense and Publication** 3 Credits

During the doctoral defense the student will deliver a formal presentation of the entirety of their doctoral research. Students will be expected to defend their findings. *Prerequisite(s): DBA 804.*

**EXECUTIVE DOCTOR OF BUSINESS ADMINISTRATION**

**EDBA701      General Research Methodology- SEMINAR 1**

Mode: Contact Delivery by UBIS professor(s)

Course length: 21 hours

Delivery: This course is an introduction to research and is also a broad overview of what is to come in the next courses and during the Doctor of Business Administration (DBA) program. The course is dedicated to research – what it is, how to do it, how to evaluate it, how to tell people about it, and how to use it. It is about asking questions and trying to find answers in the context of the DBA. This introductory course in research design and methods is oriented to prepare students for performing effective and responsible graduate level research in any discipline related to business and management. The main goals of research – exploration, description, prediction, explanation, evaluation, and action – provide us with a strategy to determine which questions to ask and which answers to seek in the context of the DBA.

**Research Success Strategies - Course Assignment**

Mode: Self-managed research work with supervision

Delivery: Proposal draft and presentation. At the end of the first course students must finish scanning their research interest and be prepared to present their research topic in the first seminar.

**Research Proposal - Course Assignment**

Mode: Self-managed research work with supervision

Delivery: 3000 – 5000 words. Students will have to deliver a formal research proposal and be prepared to present their research plan in the second seminar.

## **EDBA702 Research Methodologies for Business and Management - SEMINAR 2**

Mode: Contact Delivery by UBIS professor(s)

Course length: 21 hours

Delivery: This course is about the major research methodologies that doctoral students in business and management are likely to use to successfully complete their dissertation. The course will therefore lay out the foundations of the following research methodologies: the logico-deductive approach, case study research and grounded theory. The key assumptions, research philosophy and commonly used data-collections techniques will be identified for each research methodologies. We will also emphasize on the link between the choice of a particular research methodology and the research topic.

### **Literature Review- Course Assignment**

Mode: Self-managed research work with supervision

Delivery: 10000 – 12000 words. Students will have to deliver a 30 to 40-page literature review 12 months after the start of the program and be prepared to present their findings in the third seminar.

## **EDBA703 Quantitative Research- SEMINAR 3**

Mode: Contact Delivery by UBIS professor(s)

Course length: 21 hours

Delivery: This course provides a primer to quantitative methodologies. It offers an intuitive approach to understanding and applying basic building blocks of quantitative research methods. The content will equip the students with the background information they require to advance their quantitative techniques in designing and conducting research. This course is a prerequisite to Quantitative and Qualitative Research 2.

### **Preliminary Dissertation: Methodology - Course Assignment**

Mode: Self-managed research work with supervision

Delivery: 8000 – 12000 words. Students will deliver a 25 to 40-page preliminary dissertation research design (methodology chapter) 16 months after the start of the program.

## **EDBA704 Qualitative Research- SEMINAR 4**

Mode: Contact Delivery by UBIS professor(s)

Course length: 21 hours

Delivery: This course builds on Part 1 of the Quantitative Research. It advances the student's knowledge of quantitative and qualitative research methods and provides guidance on the application of such methodologies in research. More specifically, the course focuses on some of the most important and widely applied methodologies in qualitative research and examines how these methods can be combined to conduct rigorous and relevant research projects. Students and their supervisors must communicate to the Department Chairperson the state of advancement of the research. Students are expected to deliver assignments to their supervisors during the entire duration of the program, each assignment corresponding to a piece of the overall dissertation. The supervisors will make comments and remarks to students about each assignment to help them upgrade and improve the quality of their research.

### **Revised Preliminary Dissertation: Data Collection & Pretests - Course Assignment**

Mode: Self-managed research work with supervision

Delivery: 20000 – 22000 words. The preliminary dissertation methodology assignment consists of two chapters: the revised literature review as well as the research design (methodology chapter). Students will deliver their revised preliminary dissertation at the end of the second year of the program.

### **Data Analysis & Findings - Course Assignment**

Mode: Self-managed research work with supervision

Delivery: 8000 – 12000 words. Students will deliver a 30 to 45-page document laying out the major empirical findings of their research.

### **Draft 1 Dissertation - Course Assignment**

Mode: Self-managed research work with supervision

Delivery: 30000 – 45000 words. Students will deliver their first draft of the full dissertation at the end of the 30<sup>th</sup> month of the program.

**Dissertation Defense and Publication - Course Assignment**

Mode: Self-managed research work with supervision

Delivery: Oral defense with the dissertation committee. Students will defend their dissertation in front of a Dissertation Committee of 3 to 4 professors (online or on ground) during the last 2 months of this course. The final approval of the dissertation will allow students to publish their work on a public research database should they desi

## DISCLOSURES AND FEDERAL POLICIES

### Governance

UBIS is governed by a Board of Directors (see Statement of Legal Control below), that includes the owners. Day-to-day operations are overseen by the University President and Chief Executive Officer.

### Statement of Legal Control

UBIS is owned by Hamilton White Group Switzerland, LLC, a Delaware entity. The governance and control of the institution are invested in the Board of Directors.

The Board of Directors, which consists of leading educators and experienced public servants, is the ultimate policy making body of the Institution. A designee appointed and employed by the Board of Directors has the overall responsibility for the administration of all aspects of the institution. The designee reports directly to the Board of Directors. The designee and a team of executive administrators are jointly responsible for the overall operations of the Institution's campuses and programs. A Campus Director at each campus provides day-to-day oversight of campus operations.

#### Board of Directors

The Board currently consists of:

Dr. Mark DeFusco	Chairman of the Board	Ph.D., Education, University of Southern California, Los Angeles, CA
Christian Daujat	Board member	M.Ed., Organizational Training and Management, Endicott College, Beverly, MA
Mary L. Keane	Secretary of the Board	MBA, Finance, Pace University, New York, NY
Dr. Oksana Malysheva	Board member	Ph.D., Physics, University of Pennsylvania, M.S., Moscow Institute of Physics and Technology, Dolgoprudny, Russia
C. Cathleen Raffaeli	Board member, Ex Officio	MBA, New York University, NY

#### Owners

UBIS is owned by Hamilton White Group Switzerland, LLC (HWGS), a Delaware entity.

#### Officers of the Corporation:

C. Cathleen Raffaeli	Chief Executive Officer
Shannyn Stern	Chief Financial Officer
Christelle Bosquet	Geneva Campus Signatory

#### Administrators

C. Cathleen Raffaeli	Chief Executive Officer and President
Rafael Salazar	Chief Revenue Officer
Brent Passey	Chief Marketing Officer
Shannyn Stern	Chief Financial Officer
Dr. Shanthi Konkoth	Interim Provost
Dr. Antonina Santalova	Director of Research Institute/DBA Chair
Connie Gamarra	Registrar
Eduardo Ortiz Tosta	Global Student Services Manager
Donna Young	Dean of Curriculum
Mindy Hamilton	Assistant Provost
Katie Hamilton	Controller
Nicole Giannini	Senior Director of Global Recruitment
Vincent Wood	Director of Partnership Development

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**AUNG, Tun Tun**, MSc, Information Technology, Assumption University, Thailand

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**TRAN, Tam Anh**, MBA, University of Business & International Studies, Geneva, Switzerland

**TRANG, Pham Thi Quynh**, MS, Marketing, Swinburne University, Melbourne, Australia

**WHITFIELD, Harold**, EdD, Texas Southern University, Houston, TX, MEd, Lamar University, Beaumont, TX

## APPENDIX A

### ACADEMIC CALENDAR

#### Holiday Calendar

Expected graduation dates may be influenced by two scheduled annual summer and winter breaks or similar scheduled academic interruptions, which may include a leave of absence, a repeated course(s), intentional breaks between consecutive terms/semesters, or a change of program. UBIS typically observes the following holidays according to the Campus or Administrative location. The 2023 calendar includes the following holidays for our main centers:

Date	Holiday	US	Geneva	Barcelona
01-Jan	New Year's Day	x	x	x
06-Jan	Epiphany			x
16-Jan	MLK Day	x		
7-Apr	Good Friday		x	x
10-Apr	Easter Monday		x	
1-May	Labor Day			x
18-May	Ascension Day		x	
29-May	Memorial Day	x		
4-Jul	Independence Day	x		
1-Aug	Swiss National Holiday		x	
15-Aug	Assumption			x

4-Sept	Labor Day	x		
12-Oct	Hispanic Day			x
1-Nov	All Saints			x
11-Nov (10-Nov)	Veteran's Day (Observed)	x*		
23-Nov	Thanksgiving Day	x		
6-Dec	Constitution Day			x
8-Dec	Immaculate Conception			x
25-Dec	Christmas Day	x	x	x

## APPENDIX A

### 2023 Official Academic Calendar

Semester	Term	Start Date (mm/dd/yyyy)	Final Start Date (mm/dd/yyyy)	End Date (mm/dd/yyyy)
<b>Semester 1</b>	<b>Term A</b>	1/2/2023	1/27/2023	3/26/2023
	<b>Term B</b>	2/27/2023	3/24/2023	5/21/2023
	<b>Term B2</b>	3/27/2023	4/21/2023	6/18/2023
<b>Semester 2</b>	<b>Term C</b>	4/24/2023	5/19/2023	7/16/2023
	<b>Term D</b>	6/19/2023	7/14/2023	9/24/2023
	<b>Term D2</b>	7/17/2023	8/11/2023	10/22/2023
<b>Summer Break</b>		8/14/2023		8/27/2023
<b>Semester 3</b>	<b>Term E</b>	8/28/2023	9/22/2023	11/19/2023
	<b>Term F</b>	10/23/2023	11/17/2023	1/28/2024
	<b>Term F2</b>	11/20/2023	12/15/2023	2/25/2024
<b>Winter Break</b>		12/18/2023		12/31/2024

(\*) denotes a holiday observed on a different working day

*Please note: UBIS reserves the right to offer additional courses/terms during the year at the discretion of the university administration. To provide maximum flexibility to our global partners, students may start Terms at different dates within the Term. The end date for a term not initiating on the Geneva schedule rendered above lasts for 8 weeks and ends on the commensurate date.*

## APPENDIX B

### VISA TO PERMIT PROCESS

#### Spanish Student Visas

If you are from a non-EU member state and plan to study in Spain for more than 90 days (3 months), you will need to apply for a visa. Though students from certain countries, such as Brazil or the United States, are not required to have

a visa to enter and stay in Spain for a period of three months, many others are. If your period of study is due to last more than three months, you will also need to apply for a residence permit in person.

### **How and where do you apply for the student visa?**

Visa rules vary by country. It is therefore extremely important to check with the Spanish Consulate in the country in which you currently reside.

The process of applying for a visa starts long before your arrival in Spain. You can request your student visa at the Spanish Consulate in your home country after receiving an acceptance letter from UBIS (you will need to present this letter at the Spanish Consulate).

We recommend you submit the visa application three to four months before traveling.

If you are applying from a country in which Spanish is not the main language, you will need to translate all required documents into Spanish through an official channel. This means that you will need to contact a Sworn Spanish Translator. Please contact your local Spanish Consulate for a list of official translators.

[Here](#) you may find the list of Spanish consulates and embassies.

### **What documents are required?**

- Your official visa application form.
- Proof of application fee
- A valid passport, and a copy of passport.
- Passport-size photographs with a white plain background.
- Transcript or Diploma awarded by the University/school in your home country where you studied most recently.
- Acceptance letter from UBIS.
- Your CV and details of the training or research you will be doing.
- Proof of accommodation.
- An official document that shows you have enough funds to support yourself and for accommodation for the entire duration of your studies (see Tuition and Fees). This should be issued by your bank. In some cases, you will need to provide proof that you have sufficient funds to return to your home country.
- Flight reservation documents.
- Criminal record certificate from your current country of residence and all previous countries in which you have resided for more than 3 months in the past five years.

### **If you plan to stay longer than 6 months**

- Medical insurance from an insurance company authorized in Spain. This should cover your entire stay in Spain and must include, at least: Medical expenses and repatriation in the event of an accident or sudden illness.
- Medical certificate stating you do not suffer from any diseases with serious repercussions for public health, in accordance with International Health Regulation 2005.
- You will need to apply for the Tarjeta de Identidad del Extranjero (TIE), or Foreign ID Card, within a period of 1 month (30 days) from the date of entry into Spain.

### **If you are a minor (under the age of 18)**



- Minors traveling without their parents or other legal guardian(s) must submit a signed authorization from their parents (or legal guardians). This authorization must include the name of the institution where they are studying, the period and length of stay.
- Minors traveling without their parents or another legal guardian(s) must have a guardian in Spain, a person who will be responsible for their stay and who will live with them in the same house. A power of attorney will be submitted to the Consulate where this procedure can be processed.
- If you are studying in Spain for more than 6 months, you will need to apply for a Tarjeta de Identidad del Extranjero (TIE), of Foreign ID Card, within a period of 1 month (30 days) from the date of entry into Spain.

Please note that the required documents may vary depending on your home country or country of residence. For further information, as well as the whereabouts of the Spanish Consulate in your home country, please visit the [Spanish Ministry of Foreign Affairs](#).

### **Useful Tips**

- Plan ahead and get all required documents as soon as possible, as this process may take quite a long time.
- Always double check this information with the Spanish Consulate or Embassy in your home country, as requirements may vary.
- If you are studying in Spain for less than six months, the Spanish Consulate may issue you a student visa with the specification "STUDENT, TOTAL 180 DAYS". This type of visa makes it impossible to obtain a student card in Spain.
- As a European student, you are allowed to work during your period of residence, as long as it does not interfere with your studies. Furthermore, you may not use your salary to support yourself while you are in Spain. The company that hires you will also need to register you in the Social Security system.
- Your family is allowed to visit you. However, you may need to apply for the relevant visas so that they can enter and stay legally in Spain.