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## GENERAL INFORMATION

### About UBIS

The University of Business, Innovation, and Sustainability (“UBIS” or the “University”) is a private, for-profit institution operating online, blended and on ground classes. The University has a main campus in Washington, DC, two instructional sites in Geneva, Switzerland and Barcelona, Spain, and an administrative center in Boca Raton, FL.

### Mission

UBIS 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 and Core Values

Our vision is for every global citizen to have the access to the education that they desire. UBIS 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. UBIS will satisfy lifelong knowledge and education needs, including general knowledge and information, micro-credentials, bachelor’s, master’s, doctoral, 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. UBIS places 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, UBIS shall:

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

UBIS Core Values	
<ul style="list-style-type: none"><li>● Integrity</li><li>● Accountability</li><li>● Academic Excellence</li><li>● Student-Centered</li></ul>	<ul style="list-style-type: none"><li>● Professionalism</li><li>● Innovation</li><li>● Diversity</li><li>● Social Responsibility</li></ul>



## **Value Provided to our Constituency**

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

UBIS utilizes a multi-pronged approach

- A campus in Geneva Switzerland
- A Campus in 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 institution 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 UBIS' programs 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 21<sup>st</sup> 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 UBS' target market.

Goal 3: Contribute to the improvement of student success through the delivery of high quality and efficient student technology and services appropriate for UBIS's students and fully integrated with administrative, instructional and support systems. The Board and Leadership Team are committed to advancing the learning platform and modernizing 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 UBIS' academic and institutional assessment processes to support the achievement of its goals, objectives, and student learning outcomes. This includes increasing fiscal stability. Improve the focus on accountability and performance and reporting outcomes process for the efficient and effective management of the Institution. Embed continuous improvement year over year.

Goal 6: Continue to develop the schools' research process to create a supportive, collaborative culture of research within the Institution where staff are encouraged to engage in research output and where the Institution sets clear research goals through its research institute and is supportive of staff's research 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. Apply competency in various business, information technology, entrepreneurship, innovation, sustainability, and international relations fields.
2. Analyze business, information technology, entrepreneurship, innovation, sustainability, and international relations opportunities and develop effective decisions.
3. Effectively create 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. Synthesize a wide range of analytical tools, collect, research, and analyze data to draw proper conclusions, create models, and implement them in a business and international relations context.

## **United Nations Sustainable Development Goals**

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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 (“SDG”). Through a systematic review of course and program content to identify how the course content maps to the United Nations SDG, UBIS has embedded the principles of the United Nations SDG into the curriculum and outcomes assessment process.

UBIS Sustainability Policy upholds the principles of the United Nations SDG, which provides “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, learning, research, facilities, operations, and partnerships and engagement, UBIS aims to:

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

Through this policy and the sustainability strategy, UBIS aspires to:

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

4. continually improve its sustainability performance and impact.

## History

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UBIS was established on 6 February 2006 by a group of faculty who saw the need for western education in the developing world. In 2008, in partnership with the faculty, the Hamilton White Group Switzerland (now UBIS Education Group LLC<sup>1</sup>) assumed ownership and provided funding to launch and expand the institution.

Historically, UBIS has been accredited at the Canton-level in Switzerland. Prior to 2016, by regulation, only public universities could achieve federal recognition and private institutions were regulated by the Cantons. To conform to the Bologna Accord and its unified pan-European education guidelines, the Swiss government amended their education authorization and regulatory system to allow private institutions, like UBIS, to apply for federal recognition. In 2020, the UBIS Board of Directors approved the recommendation of the Academic Committee, Leadership Committee, and Executive Committee to apply for federal recognition with the Swiss Accreditation Council (SAC). The required report was submitted in January 2021 and, after review by the federal commission, UBIS was admitted into the SAC candidacy process.

Concurrent with the pursuit of federal-level Swiss accreditation, the UBIS Board of Directors agreed to pursue US accreditation with the New England Commission on Higher Education (NECHE) and establish the main campus in the US. This decision stemmed from a desire to transform UBIS into a US educational institution with study abroad opportunities and immersion experiences in the US and Europe. In October 2022, the US licensure was approved by the Higher Education Licensure Commission of the District of Columbia (HELC-DC) and the main campus (headquarters) of UBIS was relocated to Washington, DC.

It is noted that the institution was originally named the University of Business and International Studies. In 2021, the Board of Directors voted to re-name the institution as the University of Business, Innovation, and Sustainability to better reflect the mission and vision. The name change became effective in October 2022. At the time of this submission, the review and updating of all institutional documents, contracts, and agreements is underway.

## Accreditation, Licensure, and Approvals

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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 institution whose principal focus is Business and International Relations. Other, important recognitions and memberships are:

1. **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, 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. **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

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<sup>1</sup> The name of the parent company changed in November 2022 from Hamilton White Group Switzerland LLC to UBIS Education Group LLC.

Doctor of Business Administration (DBA), 11374 Strang Line Road Lenexa, Kansas, USA, +1 913 631 3009,  
<https://iacbe.org>.

3. **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>.

4. **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>.

## Locations

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UBIS is a global university located in Washington, D.C. with instructional sites in Geneva Switzerland and Barcelona Spain, and an administrative center in Boca Raton, FL.

**Washington, DC** location is at 1401 H St NW Suite 100, Washington, DC 20005. The Washington, DC, location serves as the headquarters and main campus. The facility contains desks and office equipment for use by staff and students as needed.

**Geneva, Switzerland** location is located at Avenue Blanc 46, 1202 Geneva. The location is an instructional site located in a quiet and safe international neighborhood.

**Barcelona, Spain** location is at IGEMA, Career de Sabino Arana, 42, 08028 Barcelona. The facility is an instructional site located in 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.

**Boca Raton, Florida** location is at 433 Plaza Real, Boca Raton, FL 33432. The location is an instructional site that contains desks and office equipment for use by staff and students as needed.

## Traditional Classroom

The main campus and instructional sites maintain modern facilities that are equipped to meet the educational needs of students in a comfortable and secure learning environment. This includes wi-fi capabilities, lecture rooms with audio video equipment, flipcharts, whiteboards, and other teaching aids. Technical classrooms and labs are equipped with what students should expect to see and work with in their chosen career fields.

## Security and COVID-19 Policy

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Security reports are reported and maintained at each location. The University strives to provide a safe and secure learning environment. However, UBIS is not responsible for the loss of books or personal property anywhere on the premises. Students are expected to secure personal possessions. Any disruptive or criminal activity must be reported to the designated person in charge.

In order to protect the health and well-being of the community, plans reflect engagement with UBIS stakeholders, administrators, faculty, staff, students, and alumni, and are in accordance with UBIS Protection Plan COVID-19 and local health authorities at each UBIS location.

### **Hours of Operation**

The official office hours at all locations are 09:00 am – 17:00 pm in the local time zone.

## **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 UBIS.

## **Academic Programs**

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UBIS offers undergraduate and graduate degrees along with micro-credentials and graduate certificates in the following disciplines: Business Administration, International Relations, and Information Technology. UBIS also offers industry specific certificate programs and seminars customized to the ever-changing marketplace. UBIS academic programs undergo periodic and rigorous quality assurance evaluation processes to ensure currency and relevance not only to the discipline but also future trends.

All course materials provided by UBIS will be in English. All student work production and submissions for the course must be done in English. Upon review and approval of UBIS, some courses may be aided by local materials, native language lecturing, translators, or tutoring to assist with learning and comprehension for students for whom English is not their native language.

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 Academic 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.

## **General Education Requirements**

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The purpose of UBIS's general education requirements is to provide students with the tools to support their understanding of concepts, 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 an undergraduate program at UBIS, a student will demonstrate the ability to:

- Use written and oral communication skills for academically and professionally appropriate discourse
- Construct reasonable arguments using various forms of evidence from multiple sources

- Use basic mathematical and scientific concepts and methods to show how various natural phenomena influence individuals and society
- Use appropriate information literacy tools and practices, including technology, to gather, organize, evaluate, and present information
- Analyze the ethical choices inherent in decision-making

## 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. UBIS offers the Library and Information Resources Network (LIRN), which provides comprehensive online research featuring complete articles with full-text and graphics 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 and Resources 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 requirements, policies, and procedures of their academic program. All students have access to academic advising from the 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. Students may explore careers, assess skills, build resumes, and access career-readiness support, such as in-demand soft skills training in the 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. These services are available on demand as one-to-one meetings scheduled ahead of time.

## **Instructional Modalities**

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

### **Hybrid**

Hybrid class sessions meet in person on the specified day(s) and times, throughout the term in a traditional classroom and/or laboratory setting. Classrooms are equipped with Zoom hardware and software. These classrooms allow some students to be physically present while others access the class online at the same time through Zoom. These classes meet in a Zoom-enabled room. It offers two sections for students to choose from: a regular face-to-face section where in-person attendance is required and a Zoom-only section.

## Online

Online synchronous classes meet at scheduled times via a video conferencing tool, such as Zoom. The scheduled meetings cover the entirety of the required contact hours for the course. Competency based Learning courses may be offered with mostly asynchronous learning with faculty oversight and optional face-to-face meetings either in person or by Zoom.

UBIS offers all instruction through a state-of-the art customized Learning Management System (LMS) 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.

## 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.

All applicants must submit the online application and fee, along with a scanned copy of a passport or other government-issued identification. Specific requirements for admission to degree programs at each degree level are delineated as follows:

Admissions Requirements
<b>Bachelor’s Degree Admission Requirements:</b> <ul style="list-style-type: none"><li>● Must submit the Application Form with the following documents:</li></ul>

- 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
- A resume or CV.
  - Candidates applying to attend the Geneva-based hybrid program will be required to provide a resume or CV that demonstrates at least one year of professional work experience.

#### **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
- English proficiency (IELTS 6.0, TOEFL 75, or equivalent), if previous schooling has not been in English or if the applicant is a non-native English speaker
- Curriculum vitae or resume describing professional and academic experiences
- Letter of intent and motivation for program acceptance (250-word letter indicating intentions and interest)

#### **Additional requirements for admission to a Master's executive track:**

- Letter of recommendation
- For EMBA: Demonstrated seven years of professional experience in business with an undergraduate degree in business, or demonstrated 15 years professional experience, including profit and loss statements
- For EMSIT: Demonstrated seven years of professional experience in information technology with an undergraduate degree in information technology, computer science, or related field, or demonstrated 15 years professional experience in information technology

#### **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 or graduate degree will also be considered.

#### **Micro-credentials 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.
- 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, is required for all applicants. Applicants who graduated from a foreign high school or secondary school must provide certified copies of their credentials or official transcripts, translated (if applicable), and evaluated by either the program chair, 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 official US guidelines.

Candidates requesting transfer of credits from a postsecondary school must have an official transcript evaluated and translated (if applicable), which will be reviewed and confirmed by the appropriate academic designee.

Additionally, applicants must present proof of English language skills. International students can either provide official transcripts showing successful completion of coursework from an accredited high school or English language school certified with SEVP or take one of the approved proficiency exams and meet the minimum score requirements, which are as follows:

- IELTS (International English Language Testing System): 6.0.
- PTE (Pearson Test of English): 67 (at least 56 in each of the "Communicative Skills" sections).
- CPE (Cambridge Certificate of Proficiency in English): Grade B.
- CAE (Cambridge Certificate in Advanced English): Grade A.
- TOEFL (Test of English as a Foreign Language) (internet-based): 75.
- Duolingo: A composite score of 105 for undergraduate applicants and a composite score of 120 for graduate applicants.

If the native language of the international student is English, and the University can confirm it, 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, and the official scores become part of the permanent student record once the student has enrolled with the University.

Lastly, an interview with the program chair or a UBIS designee is conducted to determine the student's 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**

UBIS accepts college-level credits earned at global colleges and universities in good academic standing and which are recognized in their respective countries. UBIS follows the general principles recommended by ACE and outlined in the Joint Statement on the Transfer and Award of Credit. UBIS does not guarantee the acceptance of other credit nor guarantee that other colleges and universities will accept UBIS-earned credit.

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 bachelor's and master's core courses.
- Exceptions granted at the discretion of the Chief Academic Officer or his/her designee

### **Undergraduate Degree-Seeking Student**

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 or 75% of the program from similarly recognized 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.

### **Undergraduate Students Pursuing a Professional Certificate**

No credits may be transferred to undergraduate non degree programs. These Professional Certificates mirror the available minors plus one additional Interdisciplinary Business Certificate.

### **Master's Degree-Seeking Student**

UBIS candidates for the master's degree (45 credit program) can transfer up to 9 credits or 3 courses from other recognized schools. For the master's degree (36 credit program), candidates can transfer 6 credits or 2 courses. 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 from similarly recognized schools.

### **Master's Non-Degree Seeking Student Pursuing an Advanced Professional Graduate Certificate**

No credits may be transferred to graduate non-degree programs.

### **Doctoral Degree-Seeking Student**

UBIS candidates for the traditional doctoral degree can transfer a maximum of 6 credits or 2 courses from other recognized schools at the 700 level or from professional experience. Students in the executive track may transfer up to 15 credits at the 700-level through professional experience credits. All executive candidates must take all seminars. Credits for courses must be 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.

### **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 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**

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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 academic chair of their program for review.

## **Credit by Examination**

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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 Program Chair. Students may not take the examination more than once for the same course.

Students may contact their Program Chair 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 Registrar's Office 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

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- Two 3 US credit courses per 8-week term are 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

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#### 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 Program Chair. 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 Program Chair. No graduate student may exceed 9 US credits per eight-week term.

#### Doctoral

Doctoral students desiring to register for more than 1 course 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 Program Chair 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 denied 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 Policy**

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Students shall have the option to withdraw from UBIS 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 administration or Program 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, 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. Further details regarding financial obligations are provided in the UBIS Refund Policy.

### **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 Program Chair. Further details are provided in 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**

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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 or an approved term off, the date of determination is the day after the student's 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 hybrid 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**

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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 appropriate academic office or UBIS designee 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 Academic Catalog in effect at the time of their re-entry. Students seeking to re-entry must wait until the next available term to start.

## **Refund Policy**

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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 email 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 (in applicable classes)
      - 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. (In applicable classes)

### 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

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Students who enroll in an online or hybrid course are responsible for having the requisite computer skills (and access to technology) to be successful in the distance learning or hybrid format. Faculty members in UBIS online or hybrid 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 or a hybrid class.

Below is a list of competencies that will enhance students' online/hybrid 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, and VPNs when necessary)
- 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.

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

All non-tuition charges are non-refundable.

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

Program	Per credit hour Tuition (USD)	Total Tuition (USD)
<b>Bachelor's Degree Programs</b>		
Geneva Hybrid	\$450.00	\$54,000.00
Barcelona Hybrid	\$450.00	\$54,000.00
Online	\$325.00	\$39,500.00
<b>Professional Studies Certificates Non-Degree</b>		
Online (Credits Vary)	\$325.00	N/A

<b>Master's Degree Programs</b>		
Geneva Hybrid (45 Credits)	\$430.00	\$19,350.00
Barcelona Hybrid (45 Credits)	\$555.00	\$25,000.00
Online (45 Credits)	\$467.00	\$21,000.00
Online Accelerated or Executive (36 Credits)	\$467.00	\$16,800.00
<b>Graduate Micro-Credential and Advanced Professional Certificate - Non-Degree</b>		
Online (9 Credits)	\$467.00	\$4,203.00
Online (12 Credits)	\$467.00	\$5,604.00
Online (15 Credits)	\$467.00	\$7,005.00
<b>Doctorate Programs</b>		
Doctorate of Business Administration Online (60 Credits)	\$637.00	\$38,250.00
Executive Doctorate of Business Administration Online	N/A	\$34,050.00
Doctorate of Business Administration - All but Dissertation Track Online	N/A	\$27,500.00
<b>Study Abroad Excursion Options (All Programs)</b>		
Per Study Abroad Excursion* <i>(*Study Abroad Pricing is an Estimate)</i>	N/A	\$2,000.00 - \$3,000.00

<b>Fee</b>	<b>Cost/Description (Shown in US Dollars)</b>
Application Fee	\$100.00
Course Retake Fee	Rate equivalent to the cost of the course tuition.

Doctoral - Oral Defense Retake Fee	\$500.00
Doctorate - Research Advising Fee – Additional or Extended Advising (per term)	\$350.00
Graduation Fee	\$250.00
Graduation – Regalia/Cap and Gown Purchase or Rental	Contingent on the graduate's preference on style and make of regalia.
Late Payment Fees – Students	\$100.00 (per course per term)
Prior Learning Assessment Fee	\$300.00
Professional Portfolio Assessment for Academic Credit Fee	\$2,500.00
Reprint Fee - Diploma or Certificate Per Copy	\$100.00
Reprint Fee - Official Transcript Per Copy	\$20.00
Reprint Shipping Fee - Transcripts, Diplomas and Certificates	Contingent on shipping location, freight, and carrier fees.
Technology Fee Per Course	\$20.00
Visa Application Refund Processing Fee	\$3,000 with 70% refundable if visa is denied

*\*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 of 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 contact hours per each credit or 45 contact 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, and/or 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 contact hours per credit or 90 contact hours per course per term <ul style="list-style-type: none"> <li>• Calculation of these hours may be derived from: reviewing textbook, PowerPoints, pdfs, 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 contact 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 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. Copies 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**

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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–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 –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.

Grade	Quality Points	Grade Percent	Definition
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		
AUD	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 Chair. 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.
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

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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

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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 and received passing grades 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 Program Chair may make an exception to this policy. Students may appeal the grade with necessary documentation.

## Grade Appeal

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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 in writing to the Program Chair's Office. If no appropriate solution can be reached, the Program Chair 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 (CGPA) 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**

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University diplomas and certificates are issued to students who have completed all program requirements, are in good academic and financial standing, and whose credentials have 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 bachelor's degree (minus waivers, transfer credits, and/or work experience credits granted to executive students). For UBIS to confer an undergraduate degree, a minimum of 30 US credits must be completed at UBIS in the program of study, with at least 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 3.0 equivalent to the grade of B.
- the successful completion of a research thesis project.
- For 45 US credit programs, the successful completion of 45 US credits (minus waivers or transfer credits of no more than 9 US credits). A minimum of 39 US credits must be completed in the UBIS degree program.
- For 36 US credit programs, the successful completion of 36 US credits (minus waivers or transfer credits of no more than 6 US credits). A minimum of 30 US credits must be completed in the UBIS degree program.
- 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 must be completed within a program of study 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

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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

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

## **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**

Students wishing to change their program must enter the most current program offered. Students must do this by submitting an SSCR form and through a consultation with appropriate UBIS 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 Academic Catalog. Students will be notified if the version of their program is changed.

## **Add/Drop**

For all programs, the add/drop period is defined as the first 14 calendar days (or 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 Chief Academic Officer. 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(s), and he/she may not attend the course(s) during that session. Students will not receive a grade for the course(s); the student will be unregistered, and the unscheduled course(s) will not show on the transcript. Please see the Institutional Refund Policy for financial obligations.

## **Satisfactory Academic Progress**

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 and pace of completion 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, academic terminal probation, and/or dismissal from the University. A student is informed of his/her 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 meet academic standing. See the grading scale sections of this catalog for the impact of each grade SAP calculations.

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 term of enrollment, students are put on terminal probation. At the end of the terminal probation period (one term), 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 participation 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 Chief Academic Officer'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 after terminal probation.

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 Program Chair 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 meet 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 72 months for a bachelor's degree for full time students. It is 28 months for graduate students and 72 months 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 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 Program Chair. 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's 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 Appeals 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 Chair 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 Chair, 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 the Appeals Committee did not follow due process, 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 Program Chair review the process and outcomes of the grievance.
4. After a decision has been rendered by the Chief Academic Officer, 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 programmatic 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 Program Chair or designee. Approval by the Program Chair 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.

## Course Participation Policy

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Class participation is vital to students' educational experience at UBIS. Students are expected to participate in 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 Program Chair or Chief Academic Officer. Late submission of student work could result in a lower grade. Policies regarding late submission are detailed in the syllabi for each course.

Full time students, in particular hybrid students attending on ground classes 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. Hybrid students holding a student residency permit through UBIS must spend a

minimum of 20 hours per week at their corresponding campus to maintain the government requirements of their permit and visa.

### **Terms Off**

In recognition of the global mission of UBIS and the unique variety of holidays and vacations around the world, students are allowed to take one 8-week term off per academic year 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 Program 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. All courses in which the student was enrolled will receive a grade of 'W' or 'WF,' as appropriate.
- 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 disasters, inclement weather, or emergency situations which require 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 from a VLOA or a MLOA

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 from a VLOA or a MLOA

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**

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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 Program Chair or designee

After the second step, a grievance must be submitted in writing to the Program Chair 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 Chief Academic Officer.

When a final decision has been reached, the Chief Academic Officer or designee notifies all relevant parties in writing. If a grade change or other record revision is required, the Chief Academic Officer or designee notifies the Registrar. The Registrar makes appropriate change(s) to the student's records. The decision of the Chief Academic Officer 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 the UBIS internal complaint process, can submit a complaint to 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 Office of the Chief Academic Officer. The report will go into the students' academic records. The first instance will result in an official warning from the Office of the Chief Academic Officer. 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 copyrighted 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 Program Chair, or designee, as appropriate. If there is any sound reason for believing that there has been an act of academic dishonesty, the Program Chair or designee consults with the student involved. The Program Chair 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**

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UBIS encourages an environment that supports independent thinking and open dissemination of knowledge conducted with civil and respectful discourse. Thus, UBIS takes responsibility to protect faculty and students from inappropriate influences or pressures.

### **Guidelines**

UBIS, as an institution of higher learning, upholds a policy of academic freedom. Faculty 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 religious leaders. The academic leadership at UBIS likewise asserts the view that academic freedom fosters creativity and excitement in the learning process, attracting excellent faculty who ardently want to teach, and serious students who want to learn.

In addition, academic freedom is essential to protect the rights of the faculty member in teaching and the student in learning. Academic freedom carries with it responsibilities as well as rights. Those with teaching responsibilities are expected to present scholarships objectively and fairly. They are to reveal sources of intellectual property and identify personal opinions when they voice them.



In line with the UBIS code of ethics, membership in the academic community imposes on administrators, faculty members, other institutional employees, and students an obligation to respect the dignity of others, to acknowledge the right of others to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression. Each UBIS faculty member is a citizen, a member of a learned profession, and a representative of UBIS. When speaking or writing as a citizen, the faculty member should be free from institutional censorship or discipline. However, as a member of the academic community and a representative of UBIS, the faculty member should at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that he or she is not an official spokesperson for UBIS. Furthermore, each faculty member must refrain from using institutional resources to further his or her interests or activities which are not a part of his/her assigned responsibilities to the institution.

As per UBIS' Governance Policy academic freedom supports the development of an open, democratic, and collegial institution and includes access to proper whistleblowing procedures.

### **Exceptions**

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 is committed to creating and maintaining an environment that is free of discrimination. The University prohibits harassment, discrimination, and retaliation that is based upon race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, or veteran status. The UBIS community is committed to an environment that prohibits discrimination.

### **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 and will make reasonable modifications to policies and procedures to ensure that people with disabilities have an equal opportunity to enjoy the programs, services, and activities. To request reasonable accommodations, or a modification of policies or procedures contact the Dean of Faculty, Omari Martin ([OMartin@ubisglobal.com](mailto:OMartin@ubisglobal.com)) as soon as possible, preferably 1 week before the activity or event. 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**

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Students are responsible for understanding and following all University policies and regulations and for keeping themselves informed of any changes in the policies and regulations. Notices will be posted or forwarded informing students of all changes.

## **Student Code of Conduct**

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Students are obliged to behave in a professional and orderly manner. It is each student's responsibility to understand and adhere to the codes and policies that govern acceptable student behavior. As a member of the UBIS community, students who engage in unacceptable conduct are subject to various sanctions up to and including dismissal from school and/or prosecution. Any student breaking any academic rule will be liable to disciplinary action. 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 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 university or other similar forms of dishonesty in 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, emotional or physical discomfort
- disorderly conduct on university premises or at university-sponsored or supervised activities, including but not limited to academic classes and activities

## **Anti-Hazing**

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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**

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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**

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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**

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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 for 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 Program Chair.

## **Change of Contact Details**

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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**

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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's concentrations. 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 Program Chair to continue classes. Graduates not achieving the minimum GPA after two successive terms will be suspended or dismissed according to the recommendations of the Program Chair.

## 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 assigned advisor 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

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### 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 areas in any business, industry, organization, or government agency context.

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 resulting in recommendations for courses of action.

### Program Outline

To receive a BBA, students must earn 120 US / 240 ECTS semester credit hours that are equal to 14 courses—including a capstone project. All courses are worth 3 US / 6 ECTS credits

**General Education (42 US / 84 ECTS credits) \***

The program includes 42 credits in general education in the natural sciences, social sciences, and humanities categories. The General Education courses are as follows:

Required	Course Number	Course Title	Credits
	ANTH205	Cultural Anthropology	3
	ENGL101	English Comp 1	3
	ENGL295	Research and Report Writing	3
	GNED112	Student Success Strategies	3
	HIST201	Survey of World History	3
	MATH110	College Math: Algebra	3
	PHIL101	Introduction to Philosophy	3
	PHIL240	Ethics Introduction	3
	PSYC101	Principles of Psychology	3
	COMM101	Introduction to Communication	3
	SCIE112	Environmental Science	3
	ECON205	Microeconomics	3
	ECON301	Macroeconomics	3
	POLS215	International Political Economy	3

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

#### **Required Core Courses (36 US / 72 ECTS credits)**

The program includes 36 credits of the required core. The courses are as follows:

Core	Course Number	Course Title	Credits
	ACCT101	Accounting I	3
	ACCT102	Accounting II	3
	BUSN110	Foundations of Business	3
	COMP201	Introduction to Information Technology	3
	MGMT303	International Business Management	3
	MGMT317	Organizational Diversity	3
	MGMT221	Contemporary Management Practices	3
	MGMT238	Intro to Human Resources	3
	MRKT110	Principles of Marketing	3
	MGMT435	Strategic Management and Planning	3
	MGMT305	Organizational Communication	3
	RESP480	Capstone	3

#### **Elective and Minor Courses (Choose 42 US / 84 ECTS credits)**

The program includes a choice of 42 credits from Program Elective and Minor. Select 14 Courses from Electives and Minors. Courses are as follows:

Electives	Course Number	Course Title	Credits
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	ACCT210	Cost Accounting	3
	BUSN301	International Business Law	3
	BUSN310	Export Procedures and Practices	3
	MCOM403	Issues in Global Media	3
	MGMT315	Managerial Accounting and Financial Analysis	3
	MGMT330	Purchasing and Materials Mgt	3
	MGMT411	Performance Measurement and Eval	3
	MGMT420	International Banking and Finance	3
	MGMT427	Operations and Project Mgt	3
	MGMT 235	Global Market Competition Management	3
	MGMT442	Business Sustainability	3
	MRKT324	International Marketing	3

Minors	Course Number	Course Title	Credits
<b>General Management</b>	MGMT417	Human Resource Management	3
	MRKT319	Principles of Marketing and Advertising	3
	MCAP303	Organizational and Technology of Information Management	3
<b>Service Management</b>			
	MGMT417	Human Resource Management	3
	CUST410	Service Innovation	3
<b>International Business</b>			
	MRKT304	Global Marketing	3
	BFIN309	Global Financial Management	3
<b>Marketing Management</b>			
	MRKT302	Marketing Innovations	3
	MRKT303	Marketing Research Management	3
<b>Banking and Financial Management</b>			
	MRKT304	Global Marketing	3
	BFIN302	Financial Markets	3
<b>Managing Sustainability and Ethics</b>			
	BFIN303	Managing Financial Risk	3
	BFIN309	Global Financial Management	3
<b>Managing Sustainability and Ethics</b>			
	MGMT342	Business Ethics and Social Responsibility	3
	MGMT301	Leadership	3
<b>Managing Sustainability and Ethics</b>			
	MGMT318	Economics of Environmental Management	3

<b>International Relations</b> (Choose 3)			
	INTR301	Politics 1: People and Politics	3
	INTR302	Role of Civil Society	3
	INTR401	World Political Affairs Since 1919	3
	INTR402	International Organizations	3
	<b>Total to Graduate</b>		<b>120</b>

*\*Additional minor courses 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.*

## 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 political, economic, and social theories, methods, and historical patterns of international relations applied to contemporary issues and individuals within the world.
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 multidimensional effects of globalization and integration in sustainable economic development.

### Program Outline

To receive a BAIR, students must earn 120 US / 240 ECTS semester credit hours that are equal to 14 courses—including a capstone project. All courses are worth 3 US / 6 ECTS credits.

### General Education (42 US / 84 ECTS credits) \*

The program includes 42 credits in general education in the natural sciences, social sciences, and humanities categories. The General Education courses are as follows:

	Course Number	Course Title	Credits
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	ANTH205	Cultural Anthropology	3
	ENGL101	English Comp 1	3
	ENGL295	Research and Report Writing	3
	GNED112	Student Success Strategies	3
	HIST 201	Survey of World History	3
	MATH110	College Math: Algebra	3
	PHIL101	Introduction to Philosophy	3
	PHIL240	Ethics Introduction	3
	PSYC101	Principles of Psychology	3
	COMM101	Introduction to Communication	3
	SCIE112	Environmental Science	3
	ECON205	Microeconomics	3
	ECON301	Macroeconomics	3
	POLS215	International Political Economy	3

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

### **Required Core Courses (45 US / 90 ECTS credits)**

The program includes 45 credits of the required core. The courses are as follows:

Core	Course Number	Course Title	Credits
	ACCT101	Accounting 1	3
	ACCT102	Accounting 2	3
	BUSN110	Foundations of Business	3
	COMP201	Introduction to Information Technology	3
	MGMT303	International Business Management	3
	MGMT317	Organizational Diversity	3
	INTR302	The Role of Civil Society	3
	INTR401	World Political Affairs Since 1919	3
	INTR402	International Organizations	3
	MGMT221	Contemporary Management Practices	3
	MGMT238	Intro to Human Resources	3
	MRKT110	Principles of Marketing	3
	MGMT435	Strategic Management and Planning	3
	MGMT305	Organizational Communication	3
	RESP480	Capstone	3

### **Elective Courses (Choose 33 US /66 ECTS credits)**

The program includes the choice of 33 credits (11 courses) from the Program Electives. The courses are as follows:

<b>Electives</b>	<b>Course Number</b>	<b>Course Title</b>	<b>Credits</b>
	ACCT210	Cost Accounting	3
	BUSN301	International Business Law	3
	BUSN310	Export Procedures and Practices	3
	MCOM403	Issues in Global Media	3
	MGMT315	Managerial Accounting and Financial Analysis	3
	MGMT330	Purchasing and Materials Mgt	3
	MGMT411	Performance Measurement and Eval	3
	MGMT420	International Banking and Finance	3
	MGMT427	Operations and Project Mgt	3
	MGMT 235	Global Market Competition Management	3
	MGMT442	Business Sustainability	3
	MRKT324	International Marketing	3
	MCAP 303	Organization and Technology of Information Management	3
	MGMT 305	Organizational Communication	3
	MGMT 417	Human Resources Management	3
	MRKT 319	Principles of Marketing and Advertising	3
	<b>Total to Graduate</b>		<b>120</b>

## **Professional Certificate in Multi-disciplinary Business Studies**

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### **Program Description**

UBIS offers non-degree seeking undergraduate students the option of crafting their own personalized certificate by selecting three courses/ 9 credits combining any combination of courses in business administration, marketing, or any elective to meet specific professional goals. Speak to an academic advisor to craft your own program today.

## **Master of Business Administration**

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### **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.

### **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

MBA students complete the ten courses in the core and five courses for a research or concentration track, for a total of 45 US / 90 ECTS. Each track consists of 5 courses equaling 15 US / 30 ECTS credits. Select either the research track or one of the eight course concentrations. All courses are worth 3 US / 6 ECTS credits.

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. See “Stackable Micro-credentials” below.

## Required Core (30 US / 60 ECTS credits)

The program includes 30 credits of required core. The courses are as follows:

Core	Course Number	Course Title	Credits
	ECO602	Managerial Economics	3
	FIN608	Financial Management Theory and Practice	3
	MCO608	Managing a Contemporary Business Information System	3
	MGT621	Introduction to Global Business	3
	MGT616	Strategic Management, Competitiveness & Globalization	3
	MGT607	Business Analytics, Data Analysis & Decision Making	3
	MGT609	Operations, Supply Chain and Project Management	3
	MGT620	Strategic Human Resources Management	3
	MKT606	Marketing Strategy	3
	MGT642	Business Sustainability, Ethics and Social Responsibility	3

## Concentration Courses (Choose 15 US /30 ECTS credits)

1. Management Concentration (15 US / 30 ECTS Credits)
2. Marketing Concentration (15 US / 30 ECTS Credits)
3. Finance & Banking Concentration (15 US / 30 ECTS Credits)
4. Digital Entrepreneurship & Growth (15 US / 30 ECTS Credits)
5. International Business (15 US / 30 ECTS Credits)
6. Business Sustainability and Ethics (15 US / 30 ECTS Credits)
7. Project Management Professional (15 US / 30 ECTS Credits)
8. Information Technology Management (15 US / 30 ECTS Credits)
9. Research Track (15 US / 30 ECTS Credits)

The program includes the choice of the concentrations list below. Select one concentration and complete 15 credits (5 classes). The courses are as follows:

Concentrations	Course Number	Course Title	Credits
<b>Management</b>	MNG601	Executive Leadership	3
	MNG607	Future Decision making and Management Science	3
	MNG603	Managing Organizational Diversity	3
	MNG608	Management of Technology and Innovation	3
	CAP601	Capstone I	3
<b>Marketing</b>			
	MKT602	Strategic Marketing	3
	MKT603	Marketing Research	3
	MKT605	Digital Marketing	3
	MKT604	Multinational Marketing	3
	CAP601	Capstone	3
<b>Finance &amp; Banking</b>			
	FIN601	Corporate Finance	3
	FIN602	Financial Markets and Institutions	3
	FIN603	Financial Risk Management	3
	FIN609	International Financial Management	3
	CAP601	Capstone	3
<b>Digital Entrepreneurship &amp; Growth</b>			
	MGT 611	Strategic Entrepreneurship	3
	MGT 612	Small Business Management	3
	MGT 610	Electronic Commerce	3
	MKT 605	Digital Marketing	3
<b>International Business</b>	CAP 601	Capstone	3
	MGT 613	Multinational Management	3
	MKT 604	Multinational Marketing	3
	FIN 609	International Financial Management	3
	LAW 603	International Business Law	3
<b>Business Sustainability and Ethics</b>	CAP 601	Capstone	3
	MGT 619	Environmental Economics and Management	3
	MGT 640	Business Ethics	3
	MGT 641	Ethics in Information Technology	3
	LAW 602	Business Law and Ethics	3
<b>Business Sustainability and Ethics</b>	CAP 601	Capstone	3

<b>Project Management Professional</b>	MGT 609	Operations, Supply Chain, and Project Management	3
	MGT 642	Business Sustainability, Ethics and Stakeholder Responsibility	3
	PMT 633	Contemporary Project Management	3
	PMT 634	Project Management Professional Bootcamp	3
	CAP 601	Capstone	3
<b>Information Technology Management</b>			
	MNG 608	Management of Technology and Innovation	3
	MIT 614	Fundamentals of Business Intelligence	3
	MIT 616	Information Security, Privacy and Compliance	3
	MIT 662	Information Technology Investment	3
	CAP 601	Capstone	3
<b>Research Track</b>	THE 601	Research Methodology	5
	THE 602	Thesis Supervision	5
	THE 603	Thesis Defense	5
	<b>Total to Graduate</b>		<b>45</b>

## **\*\*National American University**

UBIS has partnered with National American University ("NAU"). NAU is a US based university accredited by the Higher Learning Commission recognized globally for quality and standards in higher education. Our Accelerated MBA (NAU) Track allows you to complete coursework with each institution and receive an MBA from NAU and a Graduate Certificate from UBIS. Students may choose any concentration from the MBA-45, except the Research Track, to qualify for the dual degree.

## **Accelerated Master of Business Administration**

The Accelerated Master of Business Administration is intended for working professionals who want to achieve a business degree in as little as 12 months. This option offers the opportunity to participate in short study-abroad sessions or complete an internship. These experiences provide an immersive opportunity to network with other professionals globally.

### **Required Core (27 US / 54 ECTS credits)**

The program includes 27 credits of required core. The courses are as follows:

<b>Core Accelerated Courses</b>	<b>Course Number</b>	<b>Course Title</b>	<b>Credits</b>
	FIN 608	Financial Management Theory and Practice	3
	MCO 608	Managing a Contemporary Business	3

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

### **Concentration Courses & Tracks (Choose 9 US /18 ECTS credits)**

1. Management Concentration (9 US / 18 ECTS Credits)
2. Finance & Banking Concentration (9 US / 18 ECTS Credits)
3. Research Track (9 US / 18 ECTS Credits)
4. Innovation and Entrepreneurship with Business Project Planning (9 US / 18 ECTS Credits)
5. Innovation and Entrepreneurship with Internship Track (9 US / 18 ECTS Credits)
6. National American University Track (9 US / 18 ECTS Credits)

The program includes the choice of the concentrations list below. Select one concentration or track and complete 9 credits. The courses are as follows:

<b>Concentrations &amp; Tracks</b>	<b>Course Number</b>	<b>Course Title</b>	<b>Credits</b>
<b>Management</b>	MNG 601	Executive Leadership	3
	MNG 607	Future Decision making and Management Science	3
	MNG 603	Managing Organizational Diversity	3
<b>Finance &amp; Banking</b>			
	FIN 601	Corporate Finance	3
	FIN 602	Financial Markets and Institutions	3
	FIN 609	International Financial Management	3
<b>Research Track</b>			
	RES 601	Research Methodology	3
	RES 602	Thesis Defense	3
<b>Innovation and Entrepreneurship</b>			
	RES 603	Thesis Supervision	3
<b>Innovation and Entrepreneurship</b>			
	MNG 601	Executive Leadership	3
	MNG 651	Business Project Plan 1	3

<b>with Business Project Planning</b>	MNG 655	Business Project Plan 2	3
<b>Innovation and Entrepreneurship with Internship Track*</b>	MNG 601	Executive Leadership	3
	MNG 680 or MIM 32	Business Internship or Advanced Internship (NYC)	6
<b>National American University Track**</b>	AC 6550	Managerial Accounting	3
	EC 6150	Managerial Economics	3
	MT 6655C	Culminating Capstone	3
	<b>Total to Graduate</b>		<b>36</b>

### **\*Accelerated MBA New York Internship MBA**

The UBIS has partnered with the Manhattan Institute of Management (“MIM”) in New York, NY, to provide candidates the opportunity to include a six-month professional internship track as part of the Accelerated MBA program.

### **Master of Business Administration Bridge to Doctor of Business Administration (MBA Bridge to DBA)**

Graduates of the Master of Business Administration program who want to further their aspirations can now continue their studies at the doctoral level with the MBA to DBA Bridge. This option was designed exclusively so UBIS MBA graduates can apply three of their MBA courses to the DBA bridge track—allowing them to take 11 courses and one seminar course to complete the DBA program. To qualify for this track, students are required to complete the UBIS MBA program in full.

MBA students must complete the 45 credit Master of Business Administration program and 60 credit Doctor of Business Administration courses. The DBA program consists of 15 courses including dissertation defense. Three MBA to DBA Transfer Courses (DBA 703, DBA 705, and DBA 706) – total of 15 US/30 ECTS credits.

## **Professional Certificate in Multi-disciplinary Business Studies**

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### **Program Description**

UBIS offers non-degree seeking graduate students the option of crafting their own personalized certificate by selecting three courses/ 9 credits combining any combination of courses in business administration, marketing, or any elective to meet specific professional goals. Speak to an academic advisor to craft your own program today.

## **Master of Arts in International Relations**

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### **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 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 Double 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 an ethical 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 / 90 ECTS credits hours equal to 15 courses including a research project. All courses are worth 3 US / 6 ECTS credits.

## Required Core (45 US / 90 ECTS credits)

The program includes 45 credits of required core. The courses are as follows:

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

*\*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, ethical, 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 consists of 10 core courses (4 foundation and 6 core) and one concentration of 5 courses (3 credits each).

### Required Foundation Courses (33 US/ 30 ECTS credits)

Foundation	Course Number	Course Title	Credit Hour
	MCO 608	Managing a Contemporary Business Information System	3
	MIT 604	Database Modeling and Design	3
	MIT 606	Database Manipulation for Business Solutions	3
	MIT 608	Programming for Business Analysis	3

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

### Concentration Courses (Choose 15 US /30 ECTS credits)

1. Digital Marketing (15 US / 30 ECTS credits)
2. Data Science (15 US / 30 ECTS credits)
3. Cyber Security (15 US / 30 ECTS credits)
4. Web/Mobile Design and Development (15 US / 30 ECTS credits)
5. Information Technology Management and Control (15 US / 30 ECTS credits)
6. Project Management (15 US / 30 ECTS credits)

The program includes the choice of the concentrations list below. Select one concentration and complete 15 credits (5 classes). The courses are as follows:

Concentrations	Course Number	Course Title	Credit Hour
<b>Digital Marketing</b>	MKT 605	Digital Marketing	3
	MGT 610	Electronic Commerce	3
	MIT 622	Content Marketing	3
	MIT 626	Internet Analytics	3
	MIT 624	Social Media Marketing	3



<b>Data Science</b>			
	MGT 607	Business Analytics, Data Analysis and Decision Making	3
	MIT 630	Programming for Data Science	3
	MIT 632	Predictive Analytics	3
	MIT 634	Data Visualization	
	MIT 636	Advanced Data Systems	3
<b>Cybersecurity</b>			
	MIT 640	Guide to Networks	3
	MIT 642	Network Security Fundamentals I	3
	MIT 644	Network Security Fundamentals II	3
	MIT 646	Cybersecurity Analyst I	3
	MIT 648	Cybersecurity Analyst II	3
<b>Web/Mobile Design and Development</b>			
	MIT 650	Front End Web Development	3
	MIT 652	Back End Web Development	3
	MIT 654	Developing Mobile App for Android	3
	MIT 656	Cross Platform Mobile and Web Apps Development	3
	MIT 658	Advanced Front End Web Development	3
<b>Information Technology Management and Control</b>			
	MIT 660	Information Technology Control and Audit	3
	MIT 662	Information Technology Investment	3
	MNG 608	Management of Technology and Innovation	3
	MGT 641	Ethics in Information Technology	3
	MIT 664	The Secure IT Organization	3
<b>Project Management</b>	MGT 609	Operations, Supply Chain, and Project Management	3
		Business Sustainability, Ethics and Stakeholder Responsibility	3
	MGT 642		3
	PMT 633	Contemporary Project Management	3
	PMT 634	Project Management Professional Bootcamp	3
	CAP 601	Capstone	3
	<b>Total to Graduate</b>		<b>45</b>

*\*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.*

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

### **Program Description**

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 program.

### Program Outline

The Executive Master of Science in Information Technology consists of 7 core courses and one concentration of 5 courses (3 credits each).

#### Required Core Courses (21 US/ 42 ECTS credits)

Core	Course Number	Course Title	Credit Hour
	MCO 608	Managing a Contemporary Business Information System	3
	MIT 610	Systems Analysis and Development	3
	MIT 612	Business Data Communications and Computer Networks	3
	MIT 614	Fundamentals of Business Intelligence	3
	MIT 616	Information Security, Privacy and Compliance	3
	MIT 618	Information Technology Strategy	3
	MGT 609	Operations, Supply Chain, and Project Management	3

#### Concentration Courses (Choose 15 US /30 ECTS credits)

The same areas of concentration 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 the Chief Academic Officer.*

## Doctor of Business Administration

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### 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 support of current and emerging business theory, practice, and influences that support business sustainability, creativity, and innovation in changing environments.
2. Integrate appropriate theories, research methodologies and experiential data in making evidence-based decisions to solve current business administration problems.
3. Formulate effective solutions to real-world problems in business administration that improve the effectiveness of organizations in support of organizational missions.
4. Demonstrate ethical behavior in organizational governance, leadership, and engagement

## Program Outline

To receive a Doctorate of Business Administration, students must earn 60 US semester credit hours that are equal to 14 courses, and successful defense of a dissertation.

## The UBIS DBA: Credit Weighting and Course Mapping

(Total Credit Weighting 60 US Credits)

The Traditional DBA Program Structure			
Course Code	Course Name	Year and Term	US Credits
DBA 701	Business & Management Research	Y1 T1	5
DBA 702	Literature review methods and legitimate resources	Y1 T2	5
DBA 703	Trends in Strategic Management	Y1 T3	5
DBA 705	Trends in Leadership	Y1 T4	5
DBA 706	Trends in Sustainability and Corporate Social Responsibility	Y1 T5	5
DBA 707	Case Study Research Methodology	Y1 T6	5
DBA 708	Advanced Qualitative Techniques	Y2 T1	5
DBA 709	Advanced Quantitative Techniques	Y2 T2	5
DBA 710	Doctoral Candidacy Seminar	Y1-Y2	2
DBA 800	Doctoral Research I: Proposal Development	Y2 T4	3
DBA 801	Doctoral Research II: Introduction & Literature Review	Y2 T5	3
DBA 802	Doctoral Research III: Methodology	Y2 T6	3
DBA 803	Doctoral Research IV: Results and Findings	Y3 T1-T2/3	3
DBA 804	Doctoral Research V: Discussion and Conclusion/Writing up	Y3 T4-T5	3
DBA 810	Dissertation Defense and Publication	Y3 T6	3
	Total Credits		60
	Total Period	3 years, 18 terms*	

\*Some DBA Students may complete the program sooner.

## **Doctor of Business Administration All but Dissertation (ABD) Option**

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The Doctor of Business Administration All but Dissertation (ABD) Option is designed for individuals who were enrolled in an accredited educational leadership doctoral program and completed all requirements but the dissertation. UBIS will work with ABD applicants to the DBA program, to conduct a comprehensive prior learning assessment 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.

## **Executive Doctor of Business Administration**

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### **Program Description**

The Executive Doctor of Business Administration (EDBA) 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 EDBA 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.

### **Program Objectives**

Upon completion of the program students will be able to:

1. Demonstrate support of current and emerging business theory, practice, and influences that support business sustainability, creativity, and innovation in changing environments.
2. Integrate appropriate theories, research methodologies and experiential data in making decisions to solve current business administration problems.
3. Formulate effective solutions to real-world problems in business administration that improve the effectiveness of organizations in support of organizational missions.
4. Demonstrate ethical behavior in organizational governance, leadership, and engagement

### **Program Outline**

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.

To receive an EDBA degree, students must attend seminars, complete, and successfully defend their dissertation. 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.

<b>The Executive DBA Program Structure</b>			
<b>Course Code</b>	<b>Course Name</b>	<b>Year and Duration</b>	<b>Grade</b>
EDBA 701	Seminar 1: Business & Management Research	Y1 21h	Pass/fail
EDBA 800	Doctoral Research I: Proposal Development	Y1 2 terms	Pass/fail
EDBA 702	Seminar 2: Research Methodologies for Business and Management	Y1 21h	Pass/fail
EDBA 801	Doctoral Research II: Introduction & Literature Review	Y1 3 terms	Pass/fail
EDBA 703	Seminar 3: Advanced Quantitative Techniques	Y2, 21 h	Pass/fail
EDBA 802	Doctoral Research III: Methodology	Y2, 3 terms	Pass/fail
EDBA 704	Seminar 4: Advanced Qualitative Techniques	Y2, 21 h	Pass/fail
EDBA 803	Doctoral Research IV: Results and Findings	Y2, 3 terms	Pass/fail
EDBA 804	Doctoral Research V: Discussion and Conclusion/Writing up	Y3 3 terms	Pass/fail
EDBA 810	Dissertation Defense and Publication	Y3 1 term	Pass/fail
	Total Credits		Pass=60
	Total Period	2.5 years, 15 terms*	

\* Students who do not complete their dissertation within 30 months may be granted an extension; any time extension will be decided on a case-by-case basis and additional tuition will apply.

## **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 42 credits of the 700 series courses and 18 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 40 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 completion of the 700-course series, students at our institution will advance to the 800 series and become eligible for the doctoral degree program. To be considered for candidacy for the doctoral degree, commonly referred to as ABD (all but dissertation), students must submit a Research Proposal that is formally approved by their research advisor and the Doctoral Program Chair. Once approved, students can enter the dissertation research phase of the program.

It is important to note that students are expected to make regular and continuous progress towards their degree. Advancement to candidacy must occur within a maximum of five years from the start of the program, and students must complete their Doctorate within seven years. However, individual programs may require students to advance to candidacy before the time limit set in this policy at the discretion of the Program Chair.

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 letter must be sent to the student concerned. A student who is refused candidacy status may undertake further study toward the doctoral degree and submit their dissertation proposal three times only. If the third submission was not approved as acceptable the student may not undertake further study.

Doctoral students on the traditional pathway have three consecutive calendar years from the semester of the first credited registration. Executive DBA candidates will complete the program over 2.5 years on average and candidates on ABD to DBA pathway will accomplish the degree over two years on average. Maximum seven years are allowed for all pathways 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 in consultation with the student.

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)**

UBIS places a significant emphasis on promoting scholarship and advancing knowledge through research, which often requires the involvement of human subjects. UBIS is committed to ensuring that all research involving human subjects is conducted ethically and with the utmost consideration for the rights and well-being of those involved. Compliance with university policy and federal regulations is mandatory, and all research involving human subjects at UBIS must be preceded by submission of an IRB application.

For doctoral students pursuing dissertation projects, their research falls into the category of minimal risk and may be exempt from certain requirements outlined in Section 46.104 of the e-Code of Federal regulations. However, it is still necessary for students to submit their projects and instruments to the IRB Committee for review. Exempt reviews will be conducted by at least one reviewer, and the review process may take up to four weeks.

## **Research Advisor**

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, a university faculty member must be assigned to serve as the doctoral student's research advisor. For a traditional DBA pathway, after completing the 700 series, an advisor will be

assigned for the following 18 months, 9 terms of the DBA 800s courses. For an executive DBA, an advisor will be appointed after a successful completion of Seminar 1 (EDBA 701) for the following 28 months, 14 terms. Students on the ABD-DBA pathway will be matched with a research advisor for the following period of 24 months, 12 terms. Students who have been advanced to candidacy will be provided with a minimum of 4 hours of one-on-one consultation each term.

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. Throughout the development and completion of the dissertation, a research advisor is expected to provide constructive criticism and helpful ideas generated by the research problem from the viewpoint of their expertise. They 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 their research advisor. The Chairperson of the Dissertation Defense Committee undertakes the selection of the other two faculty to serve as members of the dissertation 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 Chair. The dissertation defense committee must consist of a minimum of three members of the University faculty. The chair of the committee must be a faculty member in the student's program. The student's dissertation research advisor may be a member of the committee but cannot vote. Persons who are not members of the University faculty may serve as members of the defense committee, subject to approval by the Chair of the DBA Program.

### **Dissertation Defense**

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

To ensure a smooth and timely defense process, students are required to schedule their defense with the Doctoral Program Chair no later than eight weeks prior to the defense date. Before the defense can be scheduled, the written dissertation must be ready for public scrutiny and receive approval from the chair of the examining committee.

In preparation for the defense, the candidate is responsible for providing a completed copy of the dissertation to each member of the committee at least four weeks before the defense date. This will allow the committee members sufficient time to review and discuss the dissertation prior to the defense.

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.

In order for a dissertation defense to be found acceptable, at least half of the committee members must vote and agree that the dissertation is acceptable. However, it is rare for a dissertation to pass without any

revisions. Typically, minor corrections are required, and students are granted 2 months, or 1 term, to introduce these corrections. No additional defense is required for minor corrections.

If half, or more, of the examining committee think that the dissertation must be rewritten, then the decision is voted as failed, meaning that the dissertation or the part(s) of it must be rewritten and re-defended. Minimum 6 months, 3 terms are granted for this work and maximum three attempts to re-defend the dissertation are allowed.

In the case, when the committee decides that the student fails completely, the student will not be awarded the degree and will be required to discontinue.

There are two situations in which a student may fail to complete the program. The first is if a student's dissertation is found to be unacceptable on the third attempt of the oral defense. The second is if the maximum duration of the program has been reached without the student producing a dissertation of acceptable quality.

## Micro-credential Programs

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

### Business Sustainability and Ethics Micro-credential

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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

	Class Code	Class Title	Credit
Required	MGT 619	Environmental Economics and Management	3
	MGT 640	Business Ethics	3
	MGT 641	Ethics in Information Technology	3
	LAW 602	Business Law and Ethics	3

### Cybersecurity Micro-credential

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The Cybersecurity Micro-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

	Class Code	Class Title	Credit
<b>Required</b>	MIT 642	Network Security Fundamentals I	3
	MIT 644	Network Security Fundamentals II	3
	MIT 646	Cybersecurity Analyst I	3
	MIT 648	Cybersecurity Analyst II	3

### Data Science Micro-credential

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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:

Students will be able to:

1. 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.
2. Recognize and analyze ethical issues in business related to intellectual property, data security, integrity, and privacy.
3. Demonstrate knowledge of statistical data analysis techniques utilized in business decision making.
4. 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

	Class Code	Class Title	Credit
<b>Required</b>	MGT 607	Business Analytics, Data Analysis and Decision Making	3
	MIT 630	Programming for Data Science	3
	MIT 632	Predictive Analytics	3
	MIT 634	Data Visualization	3

### Digital Entrepreneurship Micro-credential

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The Digital 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:

1. Gain an understanding of the dynamics within this fast-paced industry and balance the technological issues with the strategic business aspects of successful ecommerce.
2. Understand the role of leadership in the entrepreneurial process and the role of groups and teams to business success or failure.
3. 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.
4. 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.
5. Understand digital marketing in the real world and relationship to branding, language and intercultural communication.
6. Applying digital media channels such as institutional websites, social media, and email campaigns.
7. Distinguish affiliate marketing, online PR, and search engine marketing.

## Program Outline

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

Courses

	Class Code	Class Title	Credit
<b>Required</b>	MGT 610	Electronic Commerce	3
	MGT 611	Strategic Entrepreneurship	3
	MGT 612	Small Business Management	3
	MKT 605	Digital Marketing	3

## Executive Management Micro-credential

The Executive Management 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

	Class Code	Class Title	Credit
<b>Required</b>	MNG 601	Executive Leadership	3
	MNG 607	Future Decision Making and Management Science	3
	MNG 603	Managing Organizational Diversity	3
	MNG 608	Management of Technology and Innovation	3

## Finance and Banking Micro-credential

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The Finance and Banking 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 buybacks, 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.
1. Use the latest theoretical models, apply new perspectives to topics such as international banking and finance, fintech, and corporate finance.
2. 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

	Class Code	Class Title	Credit
<b>Required</b>	FIN 601	Corporate Finance	3
	FIN 602	Financial Markets and Institutions	3
	FIN 603	Financial Risk Management	3
	FIN 609	International Financial Management	3

## Financial Analytics Micro-credential

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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:

1. Gain an understanding of the world economy, global markets and managing the risks of financial decisions.
2. 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).
3. Evaluate and analyze engineering metrics to add value, direction, and context by using exploratory statistical evaluation, data mining, identifying dependencies and relations. Learn developments in the global economy and how that has an impact in the financial markets.

4. 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.
5. 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.
6. Improve decision making by using insights gained from data analytics to make informed decisions. Understanding the global market by revealing insights into your customers, and their needs.

### Program Outline

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

#### Courses

	Class Code	Class Title	Credit
<b>Required</b>	ECO 601	International Economics	3
	FIN 609	International Financial Management	3
	FIN 603	Financial Risk Management	3
	FIN 608	Financial Management Theory and Practice	3

### 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 Objectives

Students will be able to

1. Determine business requirements for IT systems
2. Manage IT budgets and costs
3. Monitor safety and compliance
4. Control system and network security
5. Implement new software, hardware, and data systems
6. Organize technical or help desk support

### Program Outline

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

#### Courses

	Class Code	Class Title	Credit
<b>Required</b>	MNG 608	Management of Technology and Innovation	3
	MIT 614	Fundamentals of Business Intelligence	3
	MIT 616	Information Security, Privacy and Compliance	3

	MIT 662	Information Technology Investment	3
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## 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.

### 1. Program Objectives

2. Demonstrate the application of risk-oriented audit approaches
3. Use computer-assisted audit tools and techniques
4. 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
5. Define business roles and expectations in auditing of systems as well as the purchase of software packaging and project management
6. Assess the information security and privacy issues which can put the organization at risk
7. 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

	Class Code	Class Title	Credit
<b>Required</b>	MIT 660	Information Technology Control and Audit	3
	MNG 608	Management of Technology and Innovation	3
	MGT 641	Ethics in Information Technology	3
	MIT 664	The Secure IT Organization	3

## International Business Micro-credential

The International Business 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 include the following: 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:

1. Adapt business concepts to other countries' financial, sociopolitical, legal, and economic systems
2. Develop a global perspective to be successful in business.

3. Demonstrate an understanding of the increasing 'connectedness' of businesses, markets, people, and information across countries
4. 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

	Class Code	Class Title	Credit
<b>Required</b>	MGT 613	Multinational Management	3
	MKT 604	Multinational Marketing	3
	FIN 609	International Financial Management	3
	LAW 603	International Business Law	3

## 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:

1. Explain how financial objectives relate to a company's bottom line and gauged economic benefits
2. Assess cross-cultural management challenges related to globalization
3. Improve critical thinking and apply it to evaluating a project's quality and measuring outcomes
4. Enumerate the different steps toward successful achievement of project execution
5. Demonstrate an understanding of the ethical responsibility and treatment of organization stakeholders and the community
6. Monitor projects using real-time measurement tools to communicate and deliver outcomes
7. 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

	Class Code	Class Title	Credit
<b>Required</b>	PMT 631	Project Management Technology	3
	PMT 632	Operations Management	3
	PMT 633	Contemporary Project Management	3
	PMT 634	Project Management Professional Bootcamp	3

## Web/Mobile Design and Development Micro-credential

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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:

1. Design, develop, and maintain Web sites using computer programming, JavaScript, DatePicker, MySQL, PHP, XHTML, and CSS
  2. Design and develop applications for mobile technology, including android devices using Android studio.
- Program Outline

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

#### Courses

	Class Code	Class Title	Credit
<b>Required</b>	MIT 650	Front End Web Development	3
	MIT 652	Back End Web Development	3
	MIT 654	Developing Mobile App for Android	3
	MIT 658	Advanced Front End Web Development	3

## Stackable MBA Core Micro-credential

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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

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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

	Class Code	Class Title	Credit
<b>Required</b>	MGT 616	Strategic Management, Competitiveness & Globalization	3



	MGT 607	Business Analytics, Data Analysis & Decision Making	3
	ECO 602	Managerial Economics	3

## 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

	Class Code	Class Title	Credit
<b>Required</b>	FIN 608	Financial Management Theory and Practice	3
	MKT 606	Marketing Strategy	3
	MCO 608	Managing a Contemporary Business Information System	3
	MGT 609	Operations, Supply Chain and Project Management	3

## Leadership and Sustainability

The Leadership and 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

	Class Code	Class Title	Credit
<b>Required</b>	MGT 621	Introduction to Global Business	3
	MGT 620	Strategic Human Resources Management	3
	MGT 642	Business Sustainability, Ethics and Social Responsibility	3

## COURSE DESCRIPTIONS

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 numbering system is used:

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

### Undergraduate Courses

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#### ACCOUNTING

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

This is the first part of the course. The course introduces accounting principles and their 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 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 themselves 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 301      International Business Law      3 Credits**

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      3 Credits**

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      3 Credits**

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 201      Introduction to Information Technology      3 Credits**

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      3 Credits**

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 centricity, and how digital services contribute to business impacts.

**CUST 414      Customer Service Excellence      3 Credits**

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 205      Microeconomics      3 Credits**

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 sectors, 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      3 Credits**

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      3 Credits**

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 and Report Writing      3 Credits**

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: ENGL 101 or equivalent or consent of instructor).

**FINANCE**

**BFIN 302      Financial Markets      3 Credits**

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      3 Credits**

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      3 Credits**

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**

**GNED 112      Student Success Strategies      3 Credits**

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.

## **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 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 international relations 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.

## **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 MCAP 403*

**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 role of transnational media corporations, globalization, cultural imperialism, public sphere, global flow of information, Internet culture, public diplomacy and propaganda, and alternative media.

**MANAGEMENT**

**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 ACCT 101

**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.

**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. The 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 PSYC 201*

**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.

## Graduate Courses

## 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 provides students with an opportunity to explore various investment options, and markets, how they interact with each other, and how to assess the risks associated with each. Students will explore options, futures, forwards, swaps, and risk management as well as pricing, trading, and investment strategy. Students will analyze portfolio management to identify risk and return.

**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 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 a 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 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 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 is 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.

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.

## **Doctor of Business Administration (DBA)**

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### **DOCTORAL PROGRAMS**

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

***Cross listed as EDBA 701: Business and Management Research                      5 Credits***

This course is a broad introduction to the principles and methods of business and management research with an emphasis on the application of research-based problem-solving in the global world. The course focuses on understanding the elements of research design and developing a research plan that includes a problem statement, hypotheses, and appropriate research methodology.

*Prerequisite: Admission to the program*

**DBA 702      Literature Review Methods and Legitimate Resources                      5 Credits**

***Cross listed as EDBA 702: Literature Review Methods and Legitimate Resources (5 Credits)***

The course develops students' abilities to identify and locate credible, relevant sources of literature to compile a structured literature review. Content and topics focus on the importance of accurate, current, and ethical sources, critical analysis of literature, and identification of research questions and hypotheses for future research. *Prerequisite: DBA 701 (or EDBA 701)*

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



This **course** provides an overview of strategic management from both an historical and current practices perspective. The course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis that can impact the performance and success of businesses in a global society. Content also focuses on leadership concepts and strategies, including managing human capital and teams, employing ethical decision-making, and navigating organizational change. Students will learn to synthesize data necessary to assess the strategic health and long-term financial performance of a business. *Prerequisite: DBA 702*

**DBA 705 Trends in Leadership** 5 Credits

This **course** examines the concept of leadership in organizations, presents major theoretical and leadership developments, and explores rapidly changing global business and leadership trends that impact consumer and labor markets, financial systems, and geopolitical relationships. The course emphasizes the understanding and application of dimensions, styles, concepts, and principles of leadership to the business world, as well as focuses on assessing personal management skills and developing personal leadership plans. *Prerequisite: DBA 703*

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

This **course** examines the relevance of Corporate Social Responsibility and its relationship with sustainability of the business enterprise, continuous revenue growth, shareholder value, and social and environmental benefits. The course is designed to foster the ability to critically discuss emergent trends and practices of Corporate Social Responsibility and related sustainable business practices to and among multiple audiences. *Prerequisite: DBA 705*

**DBA 707 Case Study Research Methodology** 5 Credits

This **course** examines case study methodology as a learning technique in which students explore authentic issues within defined contexts, using a variety of data sources. The course introduces the techniques, strengths, and limitations of using case study methods, while emphasizing the proper procedures for conducting a case study research project. Through the analysis of real-life cases, students assess how business functions are managed and how to reconcile conflicts and challenges that arise between an organization and its diverse stakeholders. *Prerequisite: DBA 706*

**DBA 708 Advanced Qualitative Methods** 5 Credits

***Cross-listed as EDBA 704: Advanced Qualitative Methods (5 Credits)***

This course provides a primer to qualitative research methodologies. The course introduces an intuitive approach to understanding and applying the basic building blocks of qualitative research methods. Course content is designed to equip students with the skills and knowledge necessary to advance their qualitative techniques in designing and conducting research.  
*Prerequisite: DBA 707 (or EDBA 703)*

**DBA 709 Advanced Quantitative Methods** 5 Credits

***Cross-listed as EDBA 703: Advanced Quantitative Methods (5 Credits)***

This course focuses on the application of the fundamentals of advanced quantitative research methods. The practice-based course explores advanced quantitative research design, as well as the

leading theories and approaches used by quantitative researchers. Emphasis is placed on identifying the relationship between variables and conducting descriptive and experimental research. Course content covers data collection, organization, measurement, and statistical software applications that test relationships between variables. The course also emphasizes descriptive and inferential statistical techniques used for analyzing data in research.

*Prerequisite: DBA 708 (or EDBA 702)*

**DBA 710 Doctoral Candidacy Seminar**

2 Credits

This **seminar** focuses on the theoretical and practical aspects of designing dissertation research and provides guided instruction on how to transit from course work to individual research. The seminar provides coaching and support for doctoral students as they design research plans and engage in research activities. Students will be required to certify a research endeavor that demonstrates successful completion of the student learning objectives.

*Prerequisite: DBA 709*

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

3 Credits

***Cross-listed as EDBA 800: Doctoral Research I: Proposal Development (3 Credits)***

*This course is the first in a six-part series that supports the development of a research proposal and dissertation. Course activities focus on the review of basic concepts of research and theory. Students will develop the research foundation and design a framework intended to form the doctoral dissertation. Working with an advisor, the course culminates in a research proposal developed in the context of current academic thinking and highlighting the originality, significance, and application of the proposal to professional practice.*

*Prerequisite: Successful completion of all 700-level courses (either DBA or EDBA)*

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

3 Credits

***Cross-listed as EDBA 801: Doctoral Research II: Introduction and Literature Review (3 Credits)***

*This course is the second in a six-part series that supports the development of a research proposal and dissertation. Course activities focus the search, retrieval, summation, and synthesis of relevant articles, studies, and findings focused on a clear research question. Working with an advisor, the course culminates in the development of an extensive and integrative literature review related to the chosen dissertation topic.*

*Prerequisite: DBA 800 (or EDBA 800) and admission to doctoral candidacy*

**DBA 802 Doctoral Research III: Methodology**

3 Credits

***Cross-listed as EDBA 802: Doctoral Research III: Methodology (3 Credits)***

*This course is the third in a six-part series that supports the development of a research proposal and dissertation. Course activities focus on selecting appropriate measures and tools for assessing outcomes and variables. Special attention is given to ensuring a chosen research strategy, including investigative modeling, data collection protocols, measurement tools, and analytic approach, is properly aligned to the research question and firmly anchored in ethical research practice and scholarly literature. Working with an advisor, the course culminates in the application of specific data collection methodology to the chosen dissertation topic.*

*Prerequisite: DBA 801 (or EDBA 801)*

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

***Cross-listed as EDBA 803: Doctoral Research IV: Results and Findings (3 Credits)***

*This course is the fifth in a six-part series that supports the development of a research proposal and dissertation. Course activities focus on discovering, interpreting, and communicating new knowledge through original research of publishable quality and which satisfies peer review.*

*Prerequisite: DBA 803 (or EDBA 802)*

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

***Cross-listed as EDBA 804: Doctoral Research V: Discussion and Conclusion (3 Credits)***

*This course is the fifth in a six-part series that supports the development of a research proposal and dissertation. Course activities focus on discovering, interpreting, and communicating new knowledge through original research of publishable quality and which satisfies peer review.*

*Prerequisite: DBA 803 (or EDBA 803)*

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

***Cross-listed as EDBA810: Doctoral Research VI: Dissertation Defense and Publication (3 Credits)***

This course is the culmination of a six-part series that results in the development of the research proposal and dissertation. Course activities focus on the delivery of a formal presentation of the entirety of the doctoral research. Students will defend the methodology of their research design and articulate the data-driven findings. *Prerequisite: DBA 804 (or EDBA 804)*

## Governance

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

### Statement of Legal Control

UBIS is owned by UBIS Education Group, 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 President/CEO appointed and employed by the Board of Directors has the overall responsibility for the administration of all aspects of the institution. The President/CEO reports directly to the Board of Directors. The President/CEO and a team of executive administrators are jointly responsible for the overall operations and programs. A location manager at each location provides day-to-day support of operations.

### Board of Directors

Board of Directors		
Dr. Mark Defusco	Independent Board Member; Board Chairman	PhD in Education, University of Southern California; MS in

		Counseling Psychology; BA from Villanova University
Christian Daujat	Independent Board Member	MEd in Organizational Training and Management, Endicott College
Mary Keane	Independent Board Member; Board Secretary	MBA in Finance, Pace University; BSBA, LeMoyne College
Dr. Oksana Malysheva	Board Member; UBIS Owner	PhD in Physics, University of Pennsylvania; MS, Moscow Institute of Physics and Technology
Vinod Panikers	Independent Board Member	BS in Industrial Engineering, University of Mumbai; Certificate in Product Strategy, Kellogg Executive Education
C. Cathleen Raffaelli, Ex-Officio (Voting)	Board Member; UBIS Owner; UBIS President/CEO	MBA, New York University; BS in Finance from University of Maryland

<b>Executive Team</b>	
<b>Role/Title</b>	<b>Name</b>
President/Chief Executive Officer	C. Cathleen Raffaelli
Vice President of Academic Affairs/ Chief Academic Officer	Dr. Kerri J. Holloway
Chief Marketing Officer and Vice President of Institutional Operations	Brent Passey
Vice President of Admissions	To be determined
Chief Financial Officer	Mary Keane
Chair, Bachelor's and Master's Programs	Dr. Svetlana Mitereva
Chair, Doctoral Program	Dr. Kenneth Goldsmith (Interim)
Dean of Faculty	J. Omari Martin

## Faculty Listing

**AEBI, Carol**, EDDBA, SKEMA Business School, Lille, FR  
**AN, Nguyen Thi Ngoc**, EMBA, University of Applied Sciences & Arts Northwestern, CH  
**BEREKENOVA, Raikhan**, MPP, Nazarbayev University, Astana, KZ  
**BEZVINER, Lawrence**, PhD, Biophysics, Florida State University, Tallahassee, FL, MBA, New York Institute of Technology, Old Westbury, NY  
**BORLOVAN, Manuela**, MA, Communication and Public Relations, National School for Political Studies and Administration, Bucharest, Romania  
**BURUKINA, Olga**, PhD, Philology, Moscow State Linguistic University, Russia, MBA International Business Management, LAB University of Applied Sciences, Lahti, Finland, MSc Management in Tourism and Recreation, Sosnowiec University, Katowice, Poland, LLM, Financial Law, State University Higher School of Economics, Moscow, Russia, Specialist Degree in Economics, All-Russian University of Economics and Finance, Moscow, Russia.  
**CALCADOR, Carlos**, DBA, Walden University, Minneapolis, MN, MBA, Ana G. Méndez Universito, San Juan, PR  
**CHU, Phuc Hoang**, MA, Science of Finance, Geneva Business School, Geneva, CH  
**COOPER, Alisa**, EdD, Instructional Technology & Distance Education, Nova Southeastern University, Fort Lauderdale, FL; MA, English Education, Northern Arizona University, Flagstaff, AZ  
**DADASHOV, Kamal**, MBA, Emlyon Business School, Lyon, FR, MS, Finance, NEOMA Business School, Rouen, FR  
**DUONG, Doan**, MBA, University of Houston, Clear Lake, TX  
**DUC, Ha Ming**, MS, UBIS, Washington, DC  
**DYER, Charles**, MSMIS, Colorado Technical University, Colorado Springs, CO  
**GIANNINI, Roberta**, MA, Media Studies, Pontific Catholic University of Rio de Janeiro, BR  
**GILBERT, Douglas**, DBA, University of Phoenix, Phoenix, AZ, J.D., University of Iowa Law School, Iowa City, IA, MBA, University of Geneva, CH  
**GOLDSMITH, Kenneth**, DBA, University of Phoenix, Phoenix, AZ, J.D., University of Florida Law School, Gainesville, FL, MPA, Florida Atlantic University, FL  
**GUTIERREZ, Oscar**, Oscar Gutierrez, PhD. Information Systems, London School of Economics and Political Science, London; MSc, Analysis and Design of Information Systems, London School of Economics and Political Science, London; BSc Information Management, Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico.

**HTWE, Sandar**, PhD, Yangon University of Economics, Yangon, Myanmar, M.Com., Monywa University of Economics, Monywa, Myanmar  
**KEWLEY, Stuart**, DPhil, University of Cambridge, Corpus Christi College, UK, Mphil, International Relations, University of Cambridge, UK  
**KING, Jody**, PhD, Ferkauf Graduate School of Psychology, Yeshiva University, Bronx, NY, MA, Psychology, Ferkauf Graduate School of Psychology, Yeshiva University, Bronx, NY  
**KRISHNAN, Rakesh**, DIR, International Relations, Geneva School of Diplomacy and International Relations, Geneva, Switzerland  
**LEDGISTER, Neville**, DN, Management, Organizational Leadership, University of Phoenix, AZ  
**MARTINEZ, Alvero**, MSc, Political Communications, University of Amsterdam, The Netherlands  
**MAUNG MAUNG, Cho Me**, Master of Urban Analysis Management, Florence University, Florence, Italy, M.Com., Yangon University of Economics, Myanmar  
**MCEUEN, Kevin**, MBA, Accounting/Finance, Utah Valley University, Utah  
**MITEREVA, Svetlana**, PhD., Economics, Moscow State University of Economics, Statistics and Informatics, Moscow, Russia, MBA, Washington State University, Pullman, WA  
**MOUHAMADOU, Lamine Ndiaye**, Master of Mathematics, Probabilities and Statistics, University Paul Verlaine, Metz, FR  
**PHAM, TANG, MA**, Marketing, Swinburne University, Melbourne, Australia  
**PHONG, Le Son**, MA, Law, Baku State University, Baku, Azerbaijan  
**ROBERTS, Leon Lee**, MBA, University of the West Indies, Kingston, Jamaica, MS, Barry University, Miami Shores, FL  
**RODRIGUEZ PENA, Naiara**, MSc, Sociology, University of Amsterdam, Amsterdam, The Netherlands, MSc, Political Science, University of Amsterdam, The Netherlands  
**RICE, Kalani**, MBA, Everest University, Pompano Beach, FL, MA, Education, University of Phoenix, Phoenix, AZ  
**SANTALOVA, Antonina**, D.Phil., Social Policy, University of Oxford, Oxford, UK, MSc, Comparative Social Policy, University of Oxford, UK, MA, Economics, State National University, Kyrgyzstan  
**SCHLEUGER, Olga**, PhD, Biology, National University of Ireland, Galway Ireland, M.Sc, Chemistry, Southern Federal University of Russia, Rostov-on-Don, Russia

**SHARMA, Sanjay**, PhD, Public Administration, Seoul International University, Seoul, South Korea, LL.B., Jiwaji University, Gwalior, India, MBA, Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands, M.Phil., East Asian/Korean Studies, Jawaharlal Nehru University, New Delhi, India, MA, International Relations, Jiwaji University, Gwalior, India

**SIMONE**, Heather Brown, DBA, Leadership and Strategy, Capella University, Augusta, GA

**SOARIES**, Craig, DBA, Case Western Reserve University, Cleveland, OH

**SON, Trung Dien**, MBA, University of Business & International Studies, Geneva, CH

**SORO, Tomar Omar**, PhD, Economics, University of Southern California, Los Angeles, CA, MS, Computer Science, University of Massachusetts, Boston, MA

**THANH, Le Chi**, MBA, University of Business & International Studies, Geneva, Switzerland

**THANH, Tran Thi Phuong**, MBA, University of Business & International Studies, Geneva, Switzerland

**THANT, Kyi Cin**, M.Econ, Yangon University of Economics, Yangon, Myanmar, MA, International University of Japan, Niigata Prefecture, Japan

**THET, Ye Thura**, MIS, Nanyang Technological University, Singapore

**THU, Hlaing May Pwint**, MBA, The University of Northampton, Northampton, UK

**TOAN**, Nguyen Anh, MBA, University of Business & International Studies, Geneva, Switzerland

**VIHN**, Pham Quang, DBA, Apollos University, Huntington Beach, CA, MBA, Delta International University, Delta International University of New Orleans, Baton Rouge, LA

**WHITFIELD**, Harold, EdD, Texas Southern University, Houston, TX, MEd, Lamar University, Beaumont, TX

**ZIVANOVIC, Marija LAZAREV**, DBA, Toulouse Business School, Paris, FR

## ACADEMIC CALENDARS

### 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. 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*		
24-Nov/25-Nov	Thanksgiving Day/Day After Thanksgiving	x		
6-Dec	Constitution Day			x
8-Dec	Immaculate Conception			x
25-Dec	Christmas Day	x	x	x

## 2022 - 2023 Official Academic Calendar

Semester	Term	Term Start Date (mm/dd/yyyy)	Last Date to Add/Drop (mm/dd/yyyy)	Term End Date (mm/dd/yyyy)
Semester 1	Term A	01/02/2023	01/15/2023	02/26/2023
	Term A2	01/30/2023	02/12/2023	03/26/2023
	Term B	02/27/2023	03/12/2023	04/23/2023
	Term B2	03/27/2023	04/09/2023	05/21/2023
Semester 2	Term C	04/24/2023	05/07/2023	06/18/2023
	Term C2	05/22/2023	06/04/2023	07/16/2023
	Term D	06/19/2023	07/02/2023	08/13/2023
	Term D2	07/17/2023	07/30/2023	09/10/2023
Summer Break		08/14/2023		08/27/2023
Semester 3	Term E	08/28/2023	09/10/2023	10/22/2023
	Term E2	09/25/2023	10/08/2023	11/19/2023
	Term F	10/23/2023	11/05/2023	12/17/2023
	Term F2	11/20/2023	12/03/2023	01/14/2024
Winter Break		12/18/2023		12/31/2023

## 2023 - 2024 Official Academic Calendar

2024	Term	Term Start Date (mm/dd/yyyy)	Last Date to Add/Drop (mm/dd/yyyy)	Term End Date (mm/dd/yyyy)
Semester 1	Term A	1/2/2024	1/14/2024	2/25/2024
	Term A2	1/29/2024	2/11/2024	3/24/2024
	Term B	2/26/2024	3/10/2024	4/21/2024
	Term B2	3/25/2024	4/7/2024	5/19/2024
Semester 2	Term C	4/22/2024	5/5/2024	6/16/2024
	Term C2	5/20/2024	6/2/2024	7/14/2024
	Term D	6/17/2024	6/30/2024	8/11/2024
	Term D2	7/15/2024	7/28/2024	9/8/2024
Summer Break		8/12/2024		8/25/2024
Semester 3	Term E	8/26/2024	9/8/2024	10/20/2024
	Term E2	9/23/2024	10/6/2024	11/17/2024
	Term F	10/21/2024	11/3/2024	12/15/2024
	Term F2	11/18/2024	12/1/2024	1/12/2025
Winter Break		12/16/2024		1/5/2025

(\*) 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.*

## Visa to Permit Process

### Swiss Student Visas

#### *Application via the Nearest Swiss Embassy or Consulate*

**Step 1** Student contacts nearest Swiss Embassy/Consulate to confirm what papers are needed. Embassies are free to require anything they wish. *The below list is a bare minimum.* (Embassies frequently require MUCH more, which is why we suggest students contact *the embassy first*, before submitting anything or arranging the interview, since UBIS does not control any of the Embassy requests, which are going directly to the student.

#### *Standard Requirements by Consulates/Embassies to Apply for a Visa:*

- a) Three official visa and permit application forms from the Geneva Canton (Form "D"), which are fully completed and signed by the applicant. Applications which are not duly completed, dated, and signed will not be accepted.
- b) Students **must** indicate their e-mail address and a contact phone number in case additional information is required.
- c) Four recent passport photos per applicant (very strict requirements please consult the details on the embassy webpage).
- d) Three copies of the applicant's valid passport.
- e) If applicable, proof of residency in the country of demand.
- f) Three copies of the admission letter, provisional acceptance letter, confirmation of enrollment, and course catalog issued by the University.
- g) A motivation letter clearly explaining why you choose the University, Geneva, and Switzerland for your studies.
- h) Return statement that you will leave Switzerland to return to your country of origin after completion of intended studies.
- i) Three copies of confirmation of payment of school tuition fees.
- j) Proof of financial resources, i.e., recent bank statements (3 copies each).
- k) Three copies of previous diplomas and school certificates.
- l) Three copies of a resume (biographical data, schools attended, etc.).
- m) The price of postage if the student is permitted to submit his/her passport by mail.

**Step 2** Student completes the application form and presents it with all supporting documentation at the Embassy.

#### *Manner of submission varies from Embassy to Embassy.*

- In the USA, it can be mailed to the Embassy.
- In China, there are only 2 Embassies, a meeting must be set up (the waiting list can be up to a month or more) and the student must travel from home to Beijing for the interview (there are only 2 Embassies, and Shanghai only handles Shanghai and the 2 closest provinces) and again to get the visa if it is granted.
- In Vietnam, the Consulate in Ho Chi Minh, as well as the Embassy in Hanoi handle visa applications, for which an appointment is given.
- The Swiss Embassy in Abuja, Nigeria, handles visa applications for several Central African countries. An appointment needs to be considered.

The following nationalities will be considered in a two-step procedure for any Schengen (European visa). In Switzerland, this procedure is handled by the SEM (State Secretariat for Migration).

Afghanistan	Guinea	Soudan
Alegria	Hati	South Sudan
Bangladesh	Iraq	Sri Lanka
Burundi	Iran	Syria
Cameron	Libya	Tunisia
Congo RDC	Morocco	Vietnam
Congo (Rep.)	Pakistan	
North Korea	Rwanda	

**Step 3** Embassy accepts or refuses to accept the student's papers.

**Step 4.a** There are two reasons the Embassy refuses to accept student's papers:

- a) Student application is missing something and needs to present it. The visa process will continue later.
- b) Student has failed the interview (usually for language reasons) and the visa process stops here.

**Step 4.b** If the Embassy accepts the student's papers, they will mark their opinion (favorable or unfavorable) depending on the impression of the person who made the interview with the student on the paper.

#### *Procedure Inside Switzerland*

##### *National*

**Step 5** Papers transferred to Bern by diplomatic courier.

**Step 6** Dossier checked in Bern on Interpol to make sure the applicant is not on the wanted list, before being passed to the canton. A national reference number is given to each application.

##### *Cantonal*

**Step 7** Dossier reviewed by the Cantonal authorities. In Geneva, this office is called *Office Cantonal de la Population et des Migrations* (OCPM). A cantonal reference number is given to each applicant.

**Step 8.a** If the student's country of origin is on the restricted list (ex. Libya, China, Afghanistan, etc.) it is returned to Bern for a national decision on the visa.

**Step 8.b** If a student's country of origin is unrestricted, the application will be treated by the canton in order of arrival.

**Step 9.a** Upon evaluation the visa will be:

- a) Granted.
- b) Complementary information will be requested from either the school or the student.
- c) Refused.

**Step 9.b** If complementary information is requested, the dossier will remain pending until the necessary information has been received.

**Step 9.c** Upon receipt, the dossier will be reevaluated. Visa will be:

- a) Accorded.
- a) Refused.

#### *Informing of Student by Nearest Swiss Embassy or Consulate*

**Step 10** The Embassy will be notified of the decision on the file by both electronic and diplomatic mail, via the national number allocated to the application

**Step 11** The Embassy will notify the student:

- a) *If a visa is refused or canceled, the Federal Office for Migration issues a decision, which is motivated. If the candidate wishes to see the full dossier, this is possible upon payment of a fee. Requests will be processed only after payment has been made in advance.*

Most common reasons for refusal:

- Age
  - Country of origin
  - Finances
  - Suspicion of intent to work rather than study
  - Suspicion of intent to remain in Switzerland
- b) *If a visa is granted, this will be recorded on the internal computer program and can be checked by the Embassies to confirm authorization to grant a visa.*
- Some countries' embassies (USA) will allow the student to mail in the passport and return it to the student by mail.
  - Some countries' embassies (India, China) will not stamp the visa until the original receipt proving payment of fees has been received and the student must reappear in person to receive the passport with the visa stamped in it.

### *Student Entry into Switzerland & Permit Procedure*

**Step 12** Student entry visas are generally valid for 30 days, and give the earliest entry date possible, according to the date studies are scheduled to commence. Students need to plan to arrive within that time frame.

**Step 13** Students are allowed 14 days from the date of actual entry into Switzerland to submit their paperwork to the Office of cantonal de la population et des migration (OCPM) or be announced by the school as arrived. Once the 14 days have passed, they are considered illegally in the country if still unannounced.

**Step 14** Once a student's papers have been submitted to the OCPM, the student may remain in the country legally until a decision has been made as to whether a living permit will be granted. It almost always is.

The student should NOT leave the country until the permit has been received, since the student can only enter one time on that visa and will not be able to reenter if he/she leaves. In case of a real emergency, a special visa can be requested and granted *in advance of departure* to allow a student, for example, to return home for a death in the family.

**Step 15** Once a living permit has been granted, the student is permitted to remain in the country legally until the permit expires.

All living permits are limited in length of time, generally according to the end of the time that the school indicates the student has paid for. Students will be granted a Swiss B permit.

Students who are studying at UBIS and who are from the European Union may work part-time with a student permit. However, the main purpose of the permit is to study, not to work. Therefore, Switzerland limits the amount of time a student may work during his/her studies. Students from the European Union who are working more than 15 hours per week can switch to a work permit (permis B avec activité lucrative). Students who are from a country which is not part of the European Union are not permitted to work, unless they are enrolled in a program which requires them to complete an internship as part of their studies. Further information can be provided by the school's administration and in the Student's Handbook.

**Step 16** All students will need to get Swiss health insurance. This insurance needs to be contracted within 3 months of their arrival. The authorities will send a letter (in French) informing the students of their obligations. Lack of response on the side of the student will lead to automatic affiliation to health insurance. If the student already has health insurance, this will result in doubled insurance, at the cost of the student. It is therefore important for students to be advised that they must respond to any letter from the health insurance authorities. The process will need to be reconfirmed whenever a permit is to be renewed.

**Step 17** Permits will need to be renewed each time they run out, until the end of the student's studies. The Swiss Authorities can and do require presentation of proof of continued enrollment and payment to the school where studies are being undertaken. They can also request copies of the students' transcripts and school attendance sheets, showing their progression in their studies. If a student does not seem to be completing their studies according to the predetermined schedule, the school and the student may need to provide the reasons why (ex. Language difficulties) and what is being done to correct it (ex. EFL courses alongside university courses).

**Step 18** At the end of a student's studies, the school is required to inform OCPM about the student's departure and indicate where we think he/she has gone (home, another school, etc.)

## **Acceptance or Denial**

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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.

## **Spanish Student Visas**

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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), or 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 with 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.

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