



Academic Catalog, Volume 11

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Contents

GENERAL INFORMATION	7
ABOUT UBIS	7
MISSION	7
VISION AND CORE VALUES	7
VALUE PROVIDED TO OUR CONSTITUENCY	8
INSTITUTIONAL GOALS AND OUTCOMES	8
UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	9
HISTORY	10
ACCREDITATION, LICENSURE, AND APPROVALS	10
LOCATIONS	11
SECURITY AND COVID-19 POLICY	11
RESEARCH INSTITUTE	11
ACADEMIC PROGRAMS	11
GENERAL EDUCATION REQUIREMENTS	12
ACADEMIC RESOURCES	12
<i>University Library and Course Materials</i>	<i>12</i>
<i>Other Libraries and Resources Available to UBIS Students</i>	<i>12</i>
<i>Advising</i>	<i>12</i>
<i>Student Orientation</i>	<i>13</i>
<i>Career Services</i>	<i>13</i>
INSTRUCTIONAL MODALITIES	13
Hybrid	<i>Error! Bookmark not defined.</i>
Online	13
UNIVERSITY POLICIES	14
ADMISSIONS REQUIREMENTS	14
<i>Admissions Procedures</i>	<i>14</i>
<i>Acceptance or Denial</i>	<i>16</i>
<i>Enrollment Agreement</i>	<i>16</i>
<i>Transfer of Credit</i>	<i>17</i>
<i>Master's Degree-Seeking Student</i>	<i>17</i>
<i>Doctoral Degree-Seeking Student</i>	<i>17</i>
<i>Transfer Acceptance to Other Institutions</i>	<i>17</i>
CREDIT FOR WORK EXPERIENCE	18
CREDIT BY EXAMINATION	18
DEGREE MAPS AND REGISTRATION	19
DEFINITION OF FULL TIME	19
COURSE OVERLOAD REQUESTS	19
<i>Undergraduate</i>	<i>19</i>
<i>Graduate</i>	<i>19</i>
<i>Doctoral</i>	<i>19</i>
<i>Cancellation Policy</i>	<i>19</i>
WITHDRAWAL POLICY	20
<i>Withdrawal from a Course</i>	<i>20</i>
<i>Administrative Course Withdrawals</i>	<i>20</i>
<i>Grade Assigned for Withdrawal from a Course</i>	<i>20</i>
CONTINUOUS ENROLLMENT	20
READMISSION / RE-ENTRY	21
COMPUTER REQUIREMENTS FOR ALL UBIS COURSES	21

Online Computer Requirements	21
TECHNICAL EXPERTISE.....	22
FINANCIAL POLICIES	23
Tuition and Fees	23
Types of Aid	24
Payment Policies	25
Refund Policy.....	25
ACADEMIC POLICIES	25
Academic Credit	25
Credit Hour Definition	25
Carnegie Unit.....	25
Student Identification Verification.....	26
Grading Procedures.....	26
Grade Tables	27
Undergraduate.....	27
Graduate	27
Special Grades	28
The following grades are not issued quality points and do not calculate into the GPA:	28
Academic Standing.....	28
Dean's List.....	29
Course Repeats.....	29
Change of Program	29
Add/Drop.....	29
Administrative Course Drops – No Participation	30
Student Notification	30
Transfer Credits.....	30
Program Changes.....	30
Repeated Courses.....	30
Incompletes	30
Grade Appeal	30
Graduation Requirements	30
Undergraduate.....	31
Graduate	31
Doctorate	31
Micro-Credentials.....	31
Academic Distinction at Graduation	32
Reprint of Final Documents.....	32
Subsequent Degrees	32
Satisfactory Academic Progress	Error! Bookmark not defined.
Academic Counseling for At-Risk Students	32
Academic Disqualification	33
Grade Point Average	33
Qualitative Exclusions	33
Maximum Timeframe.....	33
Pace of Completion	33
Evaluation	Error! Bookmark not defined.
Appeals Process and Mitigating Circumstances	34
Appeal Process for All Students.....	34
Academic Reinstatement Policy	35
Course Participation Policy	35
Terms Off.....	35
Leave of Absence (LOA).....	36

Scheduled Term Off (STO)	37
Non-Scheduled Term Off (NSTO)	37
STUDENT GRIEVANCE PROCEDURES	37
STUDENT RIGHTS AND RESPONSIBILITIES	39
ACADEMIC INTEGRITY AND ETHICS	39
ACADEMIC FREEDOM	40
Guidelines.....	40
Exceptions	40
THE AMERICAN WITH DISABILITIES ACT (ADA).....	40
STUDENT GOVERNANCE	41
STUDENT RESPONSIBILITIES.....	41
STUDENT CODE OF CONDUCT.....	41
ANTI-HAZING	42
DISCIPLINARY SUSPENSION OR DISMISSAL.....	42
STUDENT RECORDS	42
PRIVACY OF STUDENT RECORDS.....	42
CHANGE OF CONTACT DETAILS.....	42
DEGREE REQUIREMENTS	43
ACADEMIC PROGRESS AND GRADE REQUIREMENTS	43
Undergraduate Students.....	43
Graduate Students	43
Capstone Bachelor Project or Master Thesis.....	43
Completion Status.....	43
PROGRAMS OF STUDY	45
PROFESSIONAL CERTIFICATE IN MULTI-DISCIPLINARY BUSINESS STUDIES	45
Program Description	45
BACHELOR OF BUSINESS ADMINISTRATION (TRADITIONAL)	45
Program Description	45
Program Outline.....	45
BACHELOR OF BUSINESS ADMINISTRATION (EUROPEAN)	47
Program Description	47
Program Outline.....	47
BACHELOR OF ARTS IN INTERNATIONAL RELATIONS.....	49
Program Description	49
Program Outline.....	50
ADVANCED PROFESSIONAL CERTIFICATE IN MULTI-DISCIPLINARY BUSINESS STUDIES	51
MASTER OF BUSINESS ADMINISTRATION	51
Program Description	51
Program Outline.....	52
Required Core (30 US / 60 ECTS credits).....	52
ACCELERATED MASTER OF BUSINESS ADMINISTRATION	54
Program Description	54
*ACCELERATED MBA NEW YORK INTERNSHIP	ERROR! BOOKMARK NOT DEFINED.
MASTER OF ARTS IN INTERNATIONAL RELATIONS	55
MASTER OF SCIENCE IN INFORMATION TECHNOLOGY	ERROR! BOOKMARK NOT DEFINED.
EXECUTIVE MASTER OF SCIENCE IN INFORMATION TECHNOLOGY	ERROR! BOOKMARK NOT DEFINED.
Required Core Courses (21 US/ 42 ECTS credits)	Error! Bookmark not defined.
Concentration Courses (Choose 15 US /30 ECTS credits).....	Error! Bookmark not defined.
DOCTOR OF BUSINESS ADMINISTRATION	56
DOCTOR OF BUSINESS ADMINISTRATION ALL BUT DISSERTATION (ABD) OPTION	57
EXECUTIVE DOCTOR OF BUSINESS ADMINISTRATION	57

<i>Program Objectives</i>	58
<i>Program Outline</i>	58
DOCTOR OF BUSINESS ADMINISTRATION GRADUATION REQUIREMENTS	59
<i>Advancement to Candidacy</i>	59
<i>Dissertation Requirements</i>	59
<i>Institutional Review Board (IRB)</i>	60
<i>Research Advisor/Supervisor</i>	60
<i>Dissertation Advisory and Defense Committee</i>	60
<i>Dissertation Defense</i>	60
COURSE DESCRIPTIONS	62
UNDERGRADUATE COURSES.....	62
GRADUATE COURSES	69
DOCTORAL COURSES	75
EDBA 701: SEMINAR 1: BUSINESS AND MANAGEMENT RESEARCH	77
GOVERNANCE	ERROR! BOOKMARK NOT DEFINED.
STATEMENT OF LEGAL CONTROL.....	ERROR! BOOKMARK NOT DEFINED.
BOARD OF DIRECTORS	ERROR! BOOKMARK NOT DEFINED.
FACULTY LISTING	ERROR! BOOKMARK NOT DEFINED.
ACADEMIC CALENDARS	ERROR! BOOKMARK NOT DEFINED.
HOLIDAY CALENDAR.....	ERROR! BOOKMARK NOT DEFINED.
2023-2024 OFFICIAL ACADEMIC CALENDAR.....	ERROR! BOOKMARK NOT DEFINED.
UBIS STUDENT VISA POLICY	ERROR! BOOKMARK NOT DEFINED.
VISA TO PERMIT PROCESS	ERROR! BOOKMARK NOT DEFINED.
SWISS STUDENT VISA	ERROR! BOOKMARK NOT DEFINED.
ACCEPTANCE OR DENIAL	ERROR! BOOKMARK NOT DEFINED.
APPLICANT VISA-HOLDING STUDENTS TAKING TIME OFF	ERROR! BOOKMARK NOT DEFINED.

GENERAL INFORMATION

About UBIS

The University of Business, Innovation, and Sustainability (“UBIS” or the “University”) is a private, for-profit institution operating online. The University has a main campus in Washington, DC, and an instructional site in Geneva, Switzerland.

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	
● Integrity ● Accountability ● Academic Excellence ● Student-Centered	● Professionalism ● Innovation ● Diversity ● Social Responsibility

Value Provided to our Constituency

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:

- An instructional site in Geneva, Switzerland
- 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

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 21st century workplace.

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

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.

History¹

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 LLC¹) 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 on 2 January 2023.

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

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), Doctor of Business Administration (DBA), and Executive Doctor of Business Administration (EDBA). 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

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

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>.

5. World Higher Education Database (“WHED”) is globally recognized as a reliable source of information and provides information on around 21,000 higher education institutions (HEIs) in 196 countries and territories. Since 1950 and in collaboration with UNESCO, the WHED is recognized as an official source of information on HEIs by national higher education authorities, governmental agencies and/or national academic bodies at global level. UBIS is a recognized HEI. Additional information regarding the organization may be obtained by contacting IAU/UNESCO Information Centre on Higher Education, UNESCO House, 1 rue Miollis, 75732 Paris Cedex 15, France, Fax: +33 1 47 34 76 05, <https://www.iau-aiu.net>.

Locations

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

Washington, DC location is at 1100 15th Street NW, Suite 04-106, Washington DC. 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.

Security and COVID-19 Policy

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

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

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

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

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 an online library, Aquinas Network which provides comprehensive online research featuring complete articles with full-text and graphics available 24 hours a day. The online library 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.

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.

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 Canvas 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 Canvas LMS system during the student's entire tenure at UBIS for review.

Career Services

UBIS offers a fulsome career center through third party entities. 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.

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

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.

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
Bachelor's Degree Admission Requirements: ● Must submit the Application Form with the following documents: ○ Online Application and Fee ○ Identification: scanned version of the 1st page of the applicant's passport or Government ID ● High School diploma, BTEC Diploma (level 3 or higher), National BTEC (RQF) (Level 3 or higher), 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

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, BTEC Diploma (level 6 or higher), 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
- Resume describing professional and academic experiences
- Letter of intent and motivation for program acceptance (250-word letter indicating intentions and interest)

Doctorate Degree Admission Requirements:

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

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
- For bachelor degree-level micro-credentials, University transcripts indicating earned High School diploma, BTEC Diploma (level 3 or higher), National BTEC (RQF) (Level 3 or higher), or University transcripts
- For master degree-level micro-credentials, University transcripts indicating earned bachelor's degree, BTEC Diploma (level 6 or higher), or equivalent
- English Proficiency, if the applicant's previous schooling has not been in English or if they are Non-Native English speakers (IELTS: 6.0, TOEFL: 75, or equivalent)

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 Academic Official, 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 Doctoral Academic Leader or a UBIS designee is conducted to determine the student's English language capability.

Acceptance or Denial

Applicants are notified of their acceptance 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.

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.

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.

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

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

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 an Academic Official. Students may not take the examination more than once for the same course.

Students may contact a Academic Official 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 Academics Office 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

- Four 3 US credit courses per 16-week semester are considered full time for undergraduate programs.
- Four 3 US credit course per 16-week semester are considered full time in graduate programs.
- One 5 US credit course **OR** one 3 US credit dissertation course per academic term is considered full time in doctoral programs.

Course Overload Requests

Undergraduate

Undergraduate students desiring to register for more than two (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 academic official. No undergraduate student may exceed 9 US credits per eight-week term.

Graduate

Graduate students desiring to register for more than two (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 Academic official. No graduate student may exceed 9 US credits per eight-week term.

Doctoral

Doctoral students desiring to register for more than one (1) course in a given term must have successfully completed a minimum of 6 US credits at UBIS and possess a cumulative grade point average of 3.5 or better. A Course Overload Request must be presented to the Dean for approval. No graduate student may exceed 12 US credits per term.

Cancellation Policy

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.

If an enrollment is cancelled by student request or by UBIS expulsion within the Add/Drop period of the first enrollment academic term, all funds remitted to UBIS other than the application fee are eligible for refund.

In the case of enrollment cancellation by student request or UBIS expulsion following the Add/Drop period of the first enrollment academic term, only remitted funds exceeding the cost per credit of billable courses are eligible for refund.

Withdrawal Policy

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 Academic Official. 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.

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 Academic Official. 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 Academic progress. Both "R" and "W" grades will be calculated as courses attempted for the purposes of determining Academic Progress and will not have any point value.

Continuous Enrollment

A student must maintain continuous enrollment or request to be in a non-matriculating status. After three consecutive terms of no earned coursework, the student will be administratively withdrawn from the University. A student may return to the institution following the re-admission (i.e., within one year of withdrawal) / Re-entry Policy (i.e., after one year of withdrawal).

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.

Date of Withdrawal

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.

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.

Readmission / Re-entry

Academically or voluntarily withdrawn students can be reentered to UBIS. They must not have registered, however, for a minimum period of one complete academic semester (2 terms). Reentry 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.

Former students seeking reentry must demonstrate resolution of previous barriers to program completion and likelihood of future success. Reentry applications are subject to a limit of two attempts, with exceptions for extenuating circumstances such as military deployment. A former student interested in a different program should contact the Admissions office.

For reentry into the same program, a Reentry Interview must be completed in order to discuss prior withdrawal circumstances and preventative measures. Academic Official (or designee) will decide on course credit transfers and repeats. Financial obligations must be resolved prior to approval, determined by the Bursar (or designee).

Students who are successfully reentered and did not meet matriculation requirements in their previous studies are placed on Academic Probation status at the start of the reentry. For undergraduate, graduate, and pre-dissertation candidacy Doctoral reentries, the Academic Probation status duration will be one academic semester (2 terms). For Doctoral reentries at the dissertation candidacy level, the Academic Probation status will be in effect for the first 16- or 24-week advising course. Failure to meet academic requirements will result in dismissal. Scholarship eligibility is contingent on resolving academic deficiencies.

Reentry students must sign a new enrollment agreement, settle prior balances, and receive a revised graduation date. 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 reentry. Students seeking to reenter must wait until the next available term to start.

Computer Requirements for all UBIS Courses

Students taking courses at UBIS, online, 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 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

Technical Expertise

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

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

- Knowledge of computer terminology, such as browser, operating system, application, software, files, documents, icon, etc.
- Understanding of basic computer hardware and software with the ability to perform computer operations, such as:
 - Using keyboard and mouse
 - Managing files and folders: save, name, copy, move, backup, rename, delete, check properties
 - Software installation, security, and virus protection
 - Using software applications, such as Word, PowerPoint, Excel, email
 - Knowledge of copying and pasting, spell-checking, saving files in different formats
 - Uploading and downloading attachments
 - Internet skills (connecting, accessing sites, using browsers, 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 and fees 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)
Bachelor's Degree Programs		
Online	\$325.00	\$39,000.00
Master's Degree Programs		
Online (45 Credits)	\$467.00	\$21,000.00
Online Accelerated or Executive (36 Credits)	\$467.00	\$16,800.00
Doctorate Programs		
Doctorate of Business Administration Online (60 Credits)	\$637.50	\$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
Study Abroad Excursion Options (All Programs)		
Per Study Abroad Excursion* (*Study Abroad Pricing is an Estimate)	N/A	\$2,000.00 - \$6,000

Fee	Cost/Description (Shown in US Dollars)
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)	\$550.00
Doctorate – Tutoring Fee	\$60.00 per session
Graduation Fee	\$250.00
Graduation – Regalia/Cap and Gown Purchase or Rental	Contingent on the graduate's preference on style and make of regalia.
Fee for Apostille (includes shipping)	\$200.00
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
Official Transcript Per Copy	\$20.00
Unofficial Transcript	Students can pull their own unofficial transcript for free from the Student Portal.
Reprint Shipping Fee - Transcripts, Diplomas and Certificates	Contingent on shipping location, freight, and carrier fees.
Technology Fee Per Course	\$20.00

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 or cash.

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.

Refund Policy

If an online student withdraws from UBIS and/or a course during a term, they must notify the University in writing by the end of Add/Drop and the billing for the active term will be removed from the student ledger if applicable. If you withdraw from UBIS after the Add/Drop period, all courses will be billed.

Following the processing of a student's request to withdraw from UBIS, fund remitted to UBIS that exceed the total cost per credit of billable courses will be eligible for refund.

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
Academic Engagement (Contact Hours) 45 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 • 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).

Preparation (Outside Hours) 90 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 • 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
Overall Total	Should comprise a minimum of 135 contact hours for a 3-credit course per term

**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

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 Tables

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.
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 3.0 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

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 one 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.

Dean's List

A matriculating 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 matriculating 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.

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.

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.

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.

Repeated Courses

Undergraduate students can repeat any previously completed course or courses for which the grade received was C, D or F. 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.

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.

Incompletes

A grade of "I" is granted only when, due to extreme extenuating circumstances, a student is unable to complete the work outlined in the course by the class end date. It is the responsibility of the student to request an incomplete from the course instructor in writing by submitting to the professor an Academic Incomplete Request Form. A student is only eligible for an "I" if they have completed 75% of required assignments and received passing grades up to the point at which an incomplete is requested. Course work must be completed within fourteen (14) days 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, an Academic Official may make an exception to this policy. Students may appeal the grade with necessary documentation.

Grade Appeal

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

Graduation Requirements

University diplomas and certificates are issued to students who have completed all program requirements, are in good academic 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. Diploma packets will be sent to students within 6 – 8 weeks following program completion.

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.
- 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; 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 within 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; and
- 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 minimum of 30 US credits must be completed within a program of study at UBIS, and
- assurance that all other obligations to the University have been met; (i.e., returning books and other materials, if applicable).

Micro-credentials

Credentials are awarded to non-matriculating 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;
- payment of a graduation fee; and
- assurance that all other obligations to the University have been met; (i.e., returning books and other materials).

Note: these credentials are not recognized by International Accreditation Council for Business Education (IACBE) or Higher Education Licensing Commission (HELC) at the current time.

Academic Distinction at Graduation

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

- 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 (e.g., Bachelors to Masters). All graduation requirements must be met for the subsequent degree.

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 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 a Academic Official 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). Undergraduate 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. Graduate students must maintain a 3.0 GPA to retain their matriculated status.

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)

Appeals Process and Mitigating Circumstances

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@ubisglobal.com
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 a Academic Official review the process and outcomes of the grievance.
4. After a decision has been rendered by a 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

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 designee. Approval by an Academic Official 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

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 Academic leadership. Late submission of student work could result in a lower grade. Policies regarding late submission are detailed in the syllabi for each course.

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 start of the term. A student may opt for three types of term-off requests, based on the various situations a student may have.

Leave of Absence (LOA)

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's approved leave from active continuous program registration. This leave would fall outside of the standard eight-week STO policy that is allotted to students (see below). The LOA may be a maximum of three academic terms and shall not exceed 180 days.

Guidelines for LOAs:

- UBIS will only approve an LOA if the student is in good financial standing with the University/Institute.
- A student must be in attendance for at least one term to be eligible to request an initial LOA.
- The student must provide supporting documentation for the request that confirms the need by the student.
- A student on LOA will be scheduled to return at the beginning of the next term and must return and post attendance by the end of the add/drop period for that term.
- If a student takes a LOA 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 LOA, the student is considered to have withdrawn from UBIS and their last date of attendance (LDA) will be their actual last date of recorded attendance.
- Under no circumstances will an LOA be permitted to exceed 180 days during an academic year. The academic year begins in August and is counted using calendar days, which includes weekends and holidays.

Process to Request an LOA:

- Students must appeal for an LOA via the student services form, which you can request from Student Services
- The student must formally request an LOA by submitting a request form and providing the following as documentation for the request:
 - Reason for request, which may include:
 - 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)
 - Natural disasters, inclement weather, or emergency situations which require the University to cancel classes.
 - Other extenuating circumstances approved by the University
 - 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.
 - Length of request (not to exceed 180 days).
- The Academic Officer and/or designated person or committee reviews the form and documentation and either approves or denies the request.
- The academic team will contact the student with approval or denial notification via email.
- IF the LOA is approved – the student notification will include a mandated term of return.

Completion of Coursework upon Return from an LOA

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 an LOA

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.

Scheduled Term Off (STO)

Each UBIS student is allowed to take one term off per year, in which the student and UBIS have communicated and agreed upon BEFORE the term off.

Guidelines for STOs:

- This term off shall not exceed one term.
- The student must request an STO before the beginning of the term in which they are requesting off
- UBIS will only approve an STO if the student is in good financial standing with the University/Institute.
- A student must be in attendance for at least one term to be eligible to request an initial LOA.
- Students must return to their academic program in the next consecutive term after the STO has ended.

Process to Request an STO:

- Students must actively communicate their intent to take their term off by submitting the Term Off Request form that is available from the Student Services department.
- The Academic Officer and/or designated person or committee reviews the form and documentation and either approves or denies the request.
- Student Services will then inform the student of their decision via email
- If approved, the student notification will include a mandated term of return, which be the beginning of the term directly after the STO term.

Non-Scheduled Term Off (NSTO)

Non-scheduled Term Off is a status used to identify any students who failed to register for the active term, did not have an approved STO or LOA, and is not in a non-matriculating status.

If a student fails to register for a course, does not request an STO, or is not approved for an LOA, the Registrar will automatically move the student to NSTO status. Student Services will notify the student that they are in an NSTO status and that if they do not register by the next consecutive term, UBIS may withdraw them from the institution.

Student Grievance Procedures

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

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

Step 1: Discuss with course instructor (if appropriate)

Step 2: Discuss with Student Services Representative, who will neutrally and impartially assist students in

solving problems and resolving complaints

Step 3: If necessary, submit a written appeal to a Academic Official or designee

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

When a final decision has been reached, the 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.

STUDENT RIGHTS AND RESPONSIBILITIES

Academic Integrity and Ethics

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 Academic Official, or designee, as appropriate. If there is any sound reason for believing that there has been an act of academic dishonesty, the Academic Official or designee consults with the student involved. The Academic Official or designee imposes the appropriate penalty and notifies the student in writing. The student, in writing, will acknowledge the penalty. At a minimum, a grade of "F" is assigned to any assignment, paper, or test on which a violation of the Academic Integrity Policy has occurred. Repeated violations may result in the student being dismissed from the institution.

Academic Freedom

UBIS 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.

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.

The American with Disabilities Act (ADA)

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 a reasonable accommodation, or a modification of policies or procedures contact the Chief Academic Officer as soon as possible, preferably one 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

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

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

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

Disciplinary Suspension or Dismissal

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

Student Records

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

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

Privacy of Student Records

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

Change of Contact Details

Students must inform the administration office without delay of any change in their home or business address and other contact details such as phone number or e-mail address.

Degree Requirements

Academic Progress and Grade Requirements

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

Undergraduate Students

All undergraduate students are required to maintain at least a 2.0 grade point average (GPA). This requirement applies to all courses taken and to those courses designated for the student'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 3.0 GPA. This requirement applies to all University courses taken, including graduate foundation courses.

Students with a GPA below the required 3.0 will be put on academic probation, which lasts for one term. At the end of the probationary period, students must have achieved the required 3.0 GPA. Under no circumstances will they continue taking classes if they do not achieve a 3.0 GPA at the end of their probation unless they are given special permission by a Academic official to continue classes. Graduates not achieving the minimum GPA after two successive terms will be suspended or dismissed according to the recommendations of a Academic Official.

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.

Completion Status

If a student does not meet the Cumulative Grade Point Average (CGPA) required for graduation and needs to be placed in an academic status of "completion" rather than granted graduate status, the policy and procedure will involve the following steps:

1. **Review of Academic Record:** The student's academic record is evaluated to confirm their CGPA and identify any deficiencies.
2. **Notification:** The student is informed about their current academic status and the specific CGPA shortfall.
3. **Meeting with Student Services:** The student may be required to meet with student services or a faculty mentor to discuss the implications of not meeting graduation CGPA requirements.
4. **Status of Completion:** The institution may place a student in an academic status of "Completion", which indicates that while the student has completed all course requirements for the degree, they have not met the CGPA requirement for graduation.
5. **Options for Improving CGPA:** The student is provided with options to improve their CGPA. This could include retaking certain courses, enrolling in additional coursework, or other academic opportunities aimed at grade improvement.
6. **Timeframe and Guidelines:** The student is given a specific time frame and set of guidelines to achieve the required CGPA. This may vary depending on each student's situation.
7. **Reassessment:** Once the student has undertaken the steps to improve their CGPA, their academic record is reassessed to determine if they now meet the graduation criteria.
8. **Graduation Status Review:** If the student raises their CGPA to the required level within the specified time frame, their status may be changed from "completion" to "graduate," and they would then be eligible for the conferral of the degree.

9. **Documentation and Transcripts:** Throughout this process, all changes in the student's academic status are documented, and transcripts are updated accordingly.

PROGRAMS OF STUDY

Professional Certificate in Multi-disciplinary Business Studies

Program Description

UBIS offers non-matriculating 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.

Bachelor of Business Administration (Traditional)

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
	SOCI233	Cross-Cultural Communications	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
	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
General Management	MGMT417	Human Resource Management	3
	MRKT319	Principles of Marketing and Advertising	3
	MCAP303	Organizational and Technology of Information Management	3
Service Management			
	MGMT417	Human Resource Management	3
	CUST410	Service Innovation	3
	CUST414	Customer Service Excellence	3
	MRKT304	Global Marketing	3

International Business	BFIN309	Global Financial Management	3
	MGMT318	Economics of Environmental Management	3
Marketing Management			
	MRKT302	Marketing Innovations	3
	MRKT303	Marketing Research Management	3
	MRKT304	Global Marketing	3
Banking and Financial Management			
	BFIN302	Financial Markets	3
	BFIN303	Managing Financial Risk	3
	BFIN309	Global Financial Management	3
Managing Sustainability and Ethics			
	MGMT342	Business Ethics and Social Responsibility	3
	MGMT301	Leadership	3
	MGMT318	Economics of Environmental Management	3
International Relations (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
	Total to Graduate		120

**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 Business Administration (European)

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 European BBA, students must earn 90 US / 180 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 (12 US / 24 ECTS credits) *

The program includes 12 US / 24 ECTS credits in general education as follows:

Required	Course Number	Course Title	Credits
	ENGL101	English Comp 1	3
	GNED112	Student Success Strategies	3
	MATH110	College Math: Algebra	3
	ECON205	Microeconomics	3

**Any 3 US / 6 ECTS-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 US/ 72 ECTS 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
	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
	MGMT417	Human Resource Management	3
	MRKT319	Principles of Marketing and Advertising	3

General Management	MCAP303	Organizational and Technology of Information Management	3
Service Management	MGMT417	Human Resource Management	3
	CUST410	Service Innovation	3
	CUST414	Customer Service Excellence	3
International Business	MRKT304	Global Marketing	3
	BFIN309	Global Financial Management	3
	MGMT318	Economics of Environmental Management	3
Marketing Management	MRKT302	Marketing Innovations	3
	MRKT303	Marketing Research Management	3
	MRKT304	Global Marketing	3
Banking and Financial Management	BFIN302	Financial Markets	3
	BFIN303	Managing Financial Risk	3
	BFIN309	Global Financial Management	3
Managing Sustainability and Ethics	MGMT342	Business Ethics and Social Responsibility	3
	MGMT301	Leadership	3
	MGMT318	Economics of Environmental Management	3
International Relations (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
Total to Graduate			120

**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

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
	SOCI233	Cross-Cultural Communications	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:

Electives	Course Number	Course Title	Credits
	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
	Total to Graduate		120

Advanced Professional Certificate in Multi-disciplinary Business Studies

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 Business Administration

Program Description

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

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 from one of the eight concentrations. All courses are worth 3 US / 6 ECTS credits.

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 Accounting and Reporting	3
	MCO608	Technology and Operations Management	3
	MGT621	Introduction to Global Business	3
	MGT616	Integrative and Strategic Thinking	3
	MGT607	Statistics and Data Analysis	3
	MGT609	Supply Chain Management	3
	MGT620	Ethical Issues for Managers	3
	MKT606	Marketing Strategy	3
	MGT642	Business Leadership and Strategy	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. Information Technology Management (15 US / 30 ECTS Credits)
8. Research Track (15 US / 30 ECTS Credits)

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

Concentrations	Course Number	Course Title	Credits
Management	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	3
Marketing			
	MKT602	Strategic Marketing	3
	MKT603	Marketing Research	3
	MKT605	Digital Marketing	3
	MKT604	Multinational Marketing	3
	CAP601	Capstone	3
Finance & Banking			
	FIN601	Corporate Finance	3
	FIN602	Financial Markets and Institutions	3
	FIN603	Financial Risk Management	3
	FIN609	International Financial Management	3
	CAP601	Capstone	3
Digital Entrepreneurship & Growth			
	MGT 611	Strategic Entrepreneurship	3
	MGT 612	Small Business Management	3
	MGT 610	Electronic Commerce	3
	MKT 605	Digital Marketing	3
International Business			
	MGT 613	Multinational Management	3
	MKT 604	Multinational Marketing	3
	FIN 609	International Financial Management	3
	LAW 603	International Business Law	3
	CAP 601	Capstone	3
Business Sustainability and Ethics			
	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
	CAP 601	Capstone	3

Information Technology Management			
	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
Research Track			
	THE 601	Research Methodology	5

	THE 602	Thesis Supervision	5
	THE 603	Thesis Defense	5
	Total to Graduate		45

Accelerated Master of Business Administration

Program Description

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.

Program Outline

MBA students complete the ten courses in the core and five courses for a research or concentration track, for a total of 36 US / 72 ECTS. Each track consists of 5 courses equaling 15 US / 30 ECTS credits. Select from one of the six concentrations. All courses are worth 3 US / 6 ECTS credits.

Required Core (27 US / 54 ECTS credits)

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

Core Accelerated Courses	Course Number	Course Title	Credits
	FIN 608	Financial Accounting and Reporting	3
	MCO 608	Technology and Operations Management	3
	MGT 621	Introduction to Global Business	3
	MGT 616	Integrative and Strategic Thinking	3
	MGT 607	Statistics and Data Analysis	3
	MGT 609	Supply Chain Management	3
	MGT 620	Ethical Issues for Managers	3
	MKT 606	Marketing Strategy	3
	MGT 642	Business Leadership and Strategy	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)

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

Concentrations	Course Number	Course Title	Credits
Management	MNG 601	Executive Leadership	3

	MNG 607	Future Decision making and Management Science	3
	MNG 603	Managing Organizational Diversity	3
Finance & Banking	FIN 601	Corporate Finance	3
	FIN 602	Financial Markets and Institutions	3
	FIN 609	International Financial Management	3
Research Track	RES 601	Research Methodology	3
	RES 602	Thesis Defense	3
	RES 603	Thesis Supervision	3
Innovation and Entrepreneurship with Business Project Planning	MNG 601	Executive Leadership	3
	MNG 651	Business Project Plan 1	3
	MNG 655	Business Project Plan 2	3
	Total to Graduate		36

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.

Master of Arts in International Relations

Program Description

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

Doctor of Business Administration

Program Description

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

Program Objectives

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

Graduates of the Doctor of Business Administration can:

1. Demonstrate 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	US Credits
DBA 701	Business & Management Research	Year 1	5
DBA 702	Literature review methods and legitimate resources	Year 1	5
DBA 703	Trends in Strategic Management	Year 1	5
DBA 705	Trends in Leadership	Year 1	5
DBA 706	Trends in Sustainability and Corporate Social Responsibility	Year 1	5
DBA 707	Case Study Research Methodology	Year 1	5
DBA 708	Advanced Qualitative Techniques	Year 2	5
DBA 709	Advanced Quantitative Techniques	Year 2	5
DBA 710	Doctoral Candidacy Seminar	Year 2	2
DBA 800	Doctoral Research I: Proposal Development	Year 2	3
DBA 801	Doctoral Research II: Introduction & Literature Review	Year 2	3
DBA 802	Doctoral Research III: Methodology	Year 2	3
DBA 803	Doctoral Research IV: Results and Findings	Year 3	3
DBA 804	Doctoral Research V: Discussion and Conclusion/Writing up	Year 3	3
DBA 810	Dissertation Defense and Publication	Year 3	3
	Total Credits		60
	Total Period	3 years	

Doctor of Business Administration All but Dissertation (ABD) Option

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

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 Executive 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.

The Executive DBA Program Structure			
Foundational Seminars			
Course Code	Course Name	Year	Grade
EDBA 701	Seminar 1: Business & Management Research	Year 1	Pass/fail
EDBA 702	Seminar 2: Research Methodologies for Business and Management	Year 1	Pass/fail
EDBA 703	Seminar 3: Advanced Quantitative Techniques	Year 2	Pass/fail
EDBA 704	Seminar 4: Advanced Qualitative Techniques	Year 2	Pass/fail
Research Series Modules			
Course Code	Course Name	Year	Grade
EDBA 800	Doctoral Research I: Proposal Development	Year 1	N/A
EDBA 801	Doctoral Research II: Introduction & Literature Review	Year 1	N/A
EDBA 802	Doctoral Research III: Methodology	Year 2	N/A
EDBA 803	Doctoral Research IV: Results and Findings	Year 2	N/A
EDBA 804	Doctoral Research V: Discussion and Conclusion/Writing up	Year 3	N/A
Dissertation Defense			

Course Code	Course Name	Year	Grade
EDBA 810	Dissertation Defense and Publication	Year 3	Pass/fail
	Total Credits:	60	
	Total Period:	3 years	

** Students who do not complete their dissertation within 36 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 Requirements

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 Academic Leader. 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 Academic official.

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.

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 before completion of DBA803. Exempt reviews will be conducted by at least one reviewer, and the review process may take up to four weeks.

Research Advisor/Supervisor

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 or supervisor. For a traditional DBA pathway, after completing the 700 series, an advisor will be assigned to each cohort for the DBA 800s courses. For an executive DBA, a supervisor will be appointed after a successful completion of Seminar 1 (EDBA 701) for the remainder of the student's program. Students on the ABD-DBA pathway will be matched with a supervisor for the duration of the student's program. Students who have been advanced to candidacy will be provided with monthly group consultation each term.

The research advisor/supervisor 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/supervisor 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 Academic Official. 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/supervisor 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 Defense 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.

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

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.

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 Resource 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.

SOCIOLOGY

SOCI 233 Cross-Cultural Communications

3 Credits

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

Graduate Courses

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 Strategic Economics

3 Credits

This course, "Strategic Economics," provides students with an in-depth understanding of how economic principles and models apply to strategic decision-making within firms and organizations. The course focuses on the intersection of economics and strategy, equipping students with the analytical tools needed to evaluate competitive environments, market dynamics, and the strategic interactions among firms.

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 Accounting and Reporting

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.

MANAGEMENT COMMUNICATION

MCO 608 Technology and Operations Management

3 Credits

This course enables students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Students will understand the complex processes underlying product development and the creation and delivery of services, with a focus on utilizing technology to drive competitive advantage. Topics include process analysis, cross-functional and cross-firm integration, product development, information technology, and operations strategy. The course will also cover the phased approach to technology adoption, supply chain management, and the application of technology to enhance organizational strategy.

MANAGEMENT

MGT 607 Statistics and Data Analysis

3 Credits

This course provides an in-depth understanding of statistical analysis techniques with applications in business decision-making. Students will explore both descriptive and inferential statistics, including hypothesis testing, probability, and regression models. By the end of the course, students will be able to apply these techniques to solve real-world business problems while considering ethical implications. The course emphasizes practical applications using business data sets, critical evaluation of statistical methods, and the integration of statistical analysis into decision-making processes.

MGT 609 Supply Chain Management

3 Credits

This course provides an in-depth understanding of statistical analysis techniques with applications in business decision-making. Students will explore both descriptive and inferential statistics, including hypothesis testing, probability, and regression models. By the end of the course, students will be able to apply these techniques to solve real-world business problems while considering ethical implications. The course emphasizes practical applications using business data sets, critical evaluation of statistical methods, and the integration of statistical analysis into decision-making processes.

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 Integrative and Strategic Thinking

3 Credits

This course provides an in-depth understanding of statistical analysis techniques with applications in business decision-making. Students will explore both descriptive and inferential statistics, including hypothesis testing, probability, and regression models. By the end of the course, students will be able to apply these techniques to solve real-world business problems while considering ethical implications. The course emphasizes practical applications using business data sets, critical evaluation of statistical methods, and the integration of statistical analysis into decision-making processes.

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 Ethical Issues for managers

3 Credits

This course provides an in-depth understanding of statistical analysis techniques with applications in business decision-making. Students will explore both descriptive and inferential statistics, including hypothesis testing, probability, and regression models. By the end of the course, students will be able to apply these techniques to solve real-world business problems while considering ethical implications. The course emphasizes practical applications using business data sets, critical evaluation of statistical methods, and the integration of statistical analysis into decision-making processes.

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 Leadership and Strategy

3 Credits

This course examines the current and future role of business in society, with a focus on Corporate Social Responsibility (CSR), sustainability, business ethics, and corporate governance. Students will explore the complex interactions among business, government, and the public, and discuss the responsibilities businesses have regarding the environment, stakeholders, and ethical practices.

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.

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.

Prerequisite: RES601

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.

Prerequisite: RES602

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.

Prerequisite: THE601

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.

Prerequisite: THE602

Doctoral Courses

DOCTORAL PROGRAMS

DBA 701 Business & Management Research at the Doctoral Level

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

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

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

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

DBA 709 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

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.

Prerequisites: DBA 701, DBA 702, DBA 703, DBA 705, DBA 706, DBA 707, DBA 708, and DBA 709

DBA 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

DBA 801 Doctoral Research II: Introduction & 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 and admission to doctoral candidacy

DBA 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

DBA 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

DBA 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

DBA 810 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

EDBA 701: Seminar 1: Business and Management Research

Seminars are held for six days, for 3 ½ hours per day during the first two weeks of the term. Each day there will be a mix of lectures, and individual and group assignment assignments. Peer-to-peer and faculty-to-student feedback is also built into the seminar units. A few case studies may also be used to demonstrate the application of some techniques. This seminar will have a practical approach so that the students can understand the intricacies of carrying out research and become discerning consumers of business research while staying focused on the end goal in this course, the preparation of an EDBA project proposal.

Pre-requisite: Admission to the program

EDBA 702: Seminar 2: Literature Review and Legitimate Sources

This seminar explores the importance of literature review in research. Through a literature review, students gain a thorough understanding of the knowledge and ideas established on a topic, such as the current state of research in the field, identify potential research gaps from which a new research question can address, and identify potential hypotheses and research methods for future research. Students will also learn the importance of accurate, current, and ethical sources. Initially, students will be instructed on the development of the Introduction chapter to their dissertation. The Introduction chapter is heavily dependent upon the literature review because the literature supports several sections in the Introduction chapter including overview of topic, research gap, research questions and methodology.

Pre-requisite: EDBA 701

EDBA 703: Seminar 3: Quantitative and Qualitative Research I

This seminar is designed to train graduate students in qualitative/quantitative research methodology, from conceptualization, through design and data collection processes for use in their graduate studies and as an applied research methodology for problem investigation, problem solving and evaluation in business administration and other related fields. It includes a thorough discussion of research design and the role of theory in guiding and informing research design.

For qualitative research methods the seminar begins with research problems, research questions, and design considerations. Students will learn four data collection methods commonly used in qualitative research-- observation, interview, focus group and documents and archival data.

For quantitative research design methods this seminar explores the leading theories and approaches used by

quantitative researchers. Emphasis is placed on identifying the relationship between variables and conducting descriptive and experimental research. Seminar 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.

Pre-requisite: EDBA702

EDBA 704: Seminar 4: Qualitative and Mixed Research Methods

This seminar prepares the student to manipulate data collected through statistical and other analysis to produce results and findings. Seminar activities focus on discovering, interpreting, and communicating new knowledge through academic research of publishable quality and which satisfies peer review.

Pre-requisite: EDBA 703

EDBA 800: Doctoral Research I: Proposal Development

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.

EDBA 801: Doctoral Research II: Introduction and Literature Review

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.

EDBA 802: Doctoral Research III: Methodology

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 modelling, 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.

EDBA 803: Doctoral Research IV: Results and Findings

This course is the fourth in a six-part series that supports the development of a research proposal and dissertation. Course activities focus on articulating the data-driven findings of the research study and relating findings to the research question and hypothesis(es).

EDBA 804: Doctoral Research V: Discussion and Conclusion

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.

EDBA 810: Doctoral Research VI: Dissertation Defense and Publication

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: EDBA 701, EDBA 702, EDBA 703, EDBA 704, Completion of EDBA Doctoral Research Series, and approval of Faculty Advisor.

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