



ACADEMIC CATALOG

ISSUE 6 VOLUME 1, REV.2 | 2023 - 2024

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MUST
UNIVERSITY

FLORIDA - USA



Main Campus
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Academic Catalog 2023/2024

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Disclaimers

MUST University reserves the right to change programs or courses, start dates, tuition, fees, or to cancel or withdraw programs or courses. Any changes will be made in accordance with applicable state rules and regulations. Changes in information in this catalog will be published as applicable. It is the responsibility of each student to ascertain current information that pertains to the individual programs, including but not limited to degree requirements, by accessing the latest publication of the Catalog and/or its addendum electronically via the University webpage or by contacting the appropriate university office. MUST University assumes no responsibility for catalog errors or omissions.

Notice of Non-Discrimination:

MUST University prohibits discrimination or harassment based on race, handicap, national or ethnic origin, creed, color, gender, social condition or political, religious, social or trade union beliefs; the university is required by Title IX not to discriminate in such a manner.

The Title IX (ADA) Coordinator for students, parents or guardians, employees and applicants for admissions and employment is Ricardo Marafon and can be reached at Telephone: (561) 465-3277, Email: ricardo.maragon@mustedu.com.

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A MESSAGE FROM THE PRESIDENT

Welcome to MUST University,

MUST University is a continuation of a dream of transforming lives while shaping a new educational approach toward education. Our goal is to continue the legacy of providing our students with opportunities to impact their lives through the pursuit of quality and accessible education. We are committed to welcoming our students to a learning environment that supports diversity and prepares them for the global market demands. We also value the relationships and the support that we offer our students during their academic journey. Our commitment to student success and achievement of their professional and personal goals was, is, and will continue to be steadfast. MUST University embraces the uniqueness of each of our learners and feels honored to be part of their academic preparation.

Giulianna Meneghello Carbonari
President



GENERAL INFORMATION

Vision Statement

To become an educational global leader by offering affordable programs in a student-centered and culturally inclusive environment in which all students have an equal opportunity for personal, professional, and social growth.

Mission Statement

MUST University is committed to offer affordable distance and face to face education with technological resources and content relevant to both local and global market needs. The university offers a student-centered environment that promotes diversity, while preparing future graduates to succeed professionally and personally.

University Core Values

As an educational entity of higher learning, MUST University values:

1. The student as a unique, culturally diverse, and ever-evolving individual
2. The relationships with students, faculty, staff, and stakeholders
3. The current global market and social trends that influence our community.
4. The relentless pursuit of academic excellence
5. The individual as a catalyst of change and economic development

Institutional Objectives

1. Establish a global footprint through student enrollment, business partnerships and collaborative educational initiatives.
2. Provide faculty and staff adequate resources to deliver programs and courses in different modalities.
3. Support student learning through services and experiences to ensure their academic and personal success up to job opportunities.
4. Hire qualified faculty with professional experience and credentials that strengthen the attainment of institutional learning outcomes.
5. Offer courses that address and relate to local and global market and social trends.
6. Promote student satisfaction through a personalized environment by training faculty and staff to service a culturally diverse student population.

History

MUST University started as a dream on behalf of the Carbonari family. Its founders and educators Prof. Maria Elisa E. Carbonari and Prof. Antonio Carbonari Netto discovered that access to higher education was limited and for most cases inaccessible for individuals of lower economic and middle-class levels. This family led institution, began with a great desire to open the gates to education, where everyone was provided equal opportunity for professional and personal growth, regardless of their socio-economic status. This desire became the guiding light for the Carbonari family as they began their endeavor of building the largest affordable university that served the Brazil community.

The Carbonari family is deeply rooted in education with a belief that access to knowledge should not be limited to those who can afford it, but to all individuals. Their commitment stems from the notion that regardless of where you come from, having the opportunity to

pursue an academic degree and thus a professional career should be an attainable reality and highly encouraged, while being fiercely supported by educational institutions. They believe education extends beyond gaining knowledge; it is also the development of a well-rounded human being that can contribute to society. For this reason, MUST University believes that each of its students deserve the opportunity to pursue dreams and set goals for personal, professional, and social growth. Their initiative seeks to support all areas of development of its students.

The Carbonari legacy was not intended to remain limited to one country. In 2017, a dream was born where MUST University would become a new educational entity that would contribute to the community in the U.S. This new dream was to expand their mission as educational global leaders with the creation of MUST University. Since then, the legacy has been preserved by offering its new community a student-centered and culturally diverse learning environment.

MUST University continues with its unwavering commitment to its community to steer justice for those that cannot obtain an academic degree by offering a competitive yet affordable education with a mission to help students achieve their personal and professional goals.

Statement of Licensure

MUST University is licensed by the Florida Commission for Independent Education, Florida Department of Education. Additional information regarding this institution may be obtained by contacting the Commission at: 325 West Gaines St., Suite 1414 Tallahassee, FL, 32399-0400; Telephone (850) 245-3200, Toll-Free Telephone (888) 224-6684; Fax (850) 3233, (www.fidoe.org/cie).

Memberships and Affiliations

- American Library Association
- American Association of Collegiate Registrars and Admissions Officers
- Brazilian American Chamber of Commerce of Florida
- Florida Association of Postsecondary Schools and Colleges
- Associação Brasileira de Educação a Distância
- Associação Brasileira de Mantenedoras de Ensino Superior
- Conselho Federal de Administração

Legal Control

MUST University is privately owned by Miami College; LLC registered with the Florida Department of State, Division of Corporations, as a for-profit company.

Board of Directors:

Antonio Carbonari Netto, President and Chairman
Maria Elisa Ehrhardt Carbonari, Director
Marcelo Burbano, Director
Renato Souza Netto, Board Member (ex officio)

University Governance

The university is administered by a governing board committed to excellence in academic and student services. The university administration and faculty bring their experience to designing and delivering student-centered services and programs:

Governing Board:

Renato Souza, Chairman
Armando Badillo, Board Member
Luiz Roberto Liza Curi, Board Member
Antonio Cassio Segura, Board Member
Giulianna Carbonari Meneghello, Board Member (ex officio)

University Administration

President

Giulianna Carbonari Meneghello

Assistant to the President, Institutional Quality

Ilia Y. Matos

Vice President of Academic Affairs

Ricardo Marafon

Vice President of Administrative Affairs

Fatima Yoshino

Vice President of Student Affairs

Title IX Coordinator

[To Be Appointed]

Academic Affairs

Dean, Business Programs

Alexandra Mastella

Dean, Education Programs

Maria Elisa Ehrhardt Carbonari

Program Director

Fernanda Almeida

Student Success Coordinators

Carlos Silva

Natasha Buesa

Deborah Costa
Geisse Martins
Lucianne Leal
Renata Moreira
Vinicius Pereira
Zuleika Tami
Thais Souza
Carolina Splendore
Renan Silva
Debora Ornelas
Gleibe Pretti

Student Affairs

Admissions Manager
Marcelo Coelho

CRM Specialist
Jose Neto

Registrar
Vacant

Assistant Registrar
Marco Lodis

Librarian
Lisa Acuña

Administrative Affairs

Human Resources Coordinator
Xaimar Fernandez

LMS Support Coordinator
Tauana Lima

SMS Support Coordinator
Halan Franco

Accounts Payable
Rosana Mendes

Bursar
Rogério Rodrigues de Figueiredo

Physical Facilities



MUST University is located in Boca Raton, Florida at 1960 NE 5th Avenue. Its campus facility consists of approximately 3,000 square feet. The campus facility features spacious and well-equipped classrooms, computer workstations, and a studio section for its community. The facilities also include administrative and academic offices, and student services offices, with a secure and ample parking area available for its university community.

Hours of Operation

The University administrative offices are open from Monday through Friday from 8.30 a.m. – 6:00 p.m.

ADMISSIONS POLICIES AND PROCEDURES

Undergraduate General Admissions

General Requirements for Admissions

1. Submission of a completed Application for Admissions
2. The applicant must provide evidence of a standard high school diploma or its equivalent.
 - Evidence of previous credits, courses or studies documenting graduation from secondary school
 - A General Education Diploma (GED) or other diploma or graduation document
 - Certification prepared by a secondary institution, agency recognized by the US Department of Education, or appropriate government agency, board, etc. confirming completion of secondary school or equivalent.
 - Grade report prepared by a secondary institution, agency recognized by the US Department of Education, or appropriate government agency, board confirming completion of secondary school or equivalent.
 - Copy of a foreign evaluation showing successful completion of the equivalent of a US standard high school diploma
 - Applicants who have completed previous college level coursework must provide evidence of a standard high school diploma or its equivalent and an official transcript from the transferring institution (this means a document issued by the institution which includes an official seal, generally with a stamp stating "official transcript").

Applicants should present one or more of the original documents to the authorized institutional officer. The officer shall examine the document(s) to corroborate, in his best judgment, that it is original and has no visible alterations. If the applicant cannot leave the original document for his admission record, the officer will make a copy and certify with his initials that it is a copy from the original.

Graduate General Admission

General Requirements for Admission:

1. Submission of a completed Application for Admissions
2. Submission of an unofficial transcript or copy of a foreign evaluation showing successful completion of a US equivalent bachelor's degree from an accredited college university or equivalent recognition.
3. Submission of an official transcript or original foreign evaluation showing successful completion of a US equivalent bachelor's degree from an accredited college or university or equivalent recognition.

Conditional Admissions

A student who applies for admission or readmission, submits a student copy of his or her transcript, and meets all the admissions requirements for the selected program of student may be granted conditional admission to the university.

Incoming students shall submit official documentation within 30 calendar days from the beginning of the term to complete the student records. If the student fails to provide all required forms within the deadline, the admission and enrollment will be canceled.

Applicants that do not meet one or more of the above-mentioned requirements may be interviewed by the designated school official. The designated school official will determine if the applicant can be conditionally admitted.

Undergraduate and graduate applicants may appeal admission decisions to the Vice President of Student Affairs. The university officer may request from the student any information needed to evaluate the appeal. The university officer's decision may be appealed in meritorious cases to the University President.

Deferment of Admissions

Upon request, the Admissions Office may defer admission to the following semester or part of term of the same academic year for which admission to the university was granted.

Readmission

A readmitted student is one who has interrupted his or her studies for at least one semester and wishes to return to the institution to continue his or her program of study. Once admitted to a program, it is expected that a student will register consecutively each term and maintain satisfactory academic progress. Students that wish to resume their studies after an interruption of one semester or more must apply for readmission and:

1. Meet the standards of satisfactory academic progress.
2. Have completed the period of suspension due to academic reasons, accumulated credits or for disciplinary reasons, if applicable.
3. Fulfill the current existing requirements of the program of study applied to, and all other general admissions requirements that apply.
4. Undergo an evaluation of the approved credits using the current curriculum.

Each student applying for readmission to the Institution will be subject to the current curriculum in effect for the program of study to which he or she is admitted.

Admission Validity

1. Students can only enroll in programs offered at the time of their admission or readmission.
2. Admission or readmission to the University will be valid for one semester of the academic year, beginning on the date it is granted.
3. Students must fulfill the admission requirements by the dates established in the academic calendar. Applications that are not accompanied by the required documents or that do not meet the established requirements will be considered conditional applications. If the documentation is not received within the semester for which the application is submitted, the Institution may invalidate the student's conditional admission and cancel his or her application.

International Students

1. All requirements for admission, readmission, and transfer will apply to international students.
2. College transcripts from foreign institutions must be translated and evaluated by an agency or entity recognized by the American Association of Collegiate Registrars and Admissions Officers (AACRAO), National Association of Credential Evaluation Services, Inc. (www.naces.org), or Association of International Credential Evaluators (AICE).
3. Demonstrate language proficiency. Please refer to the section in the catalog entitled Language Proficiency
4. Admission for international students will be subject to the immigration laws and regulations in effect.

Special Students

Students who wish to take credit courses for the purposes of continuing education or transfer of credits to another institution may register as a Special Student. Special students are classified as non-degree seeking students.

Students must show evidence of graduation from an accredited college or university or submit official documentation that denotes authorization to take courses, in order to become eligible to enroll at the University. Students may be required to participate in an interview with a representative of the university and/or academic department.

Language Proficiency

MUST University offers programs in English, Spanish, and Portuguese. International students who choose to receive instruction in a different language other than their native language, must demonstrate competency by submitting any of the following:

1. College-level, undergraduate, coursework in Spanish, Portuguese, or English composition courses with a grade of C or higher.
2. Transfer students who have completed college-level English, Portuguese, or Spanish Composition coursework from an institution where Portuguese, English or Spanish is the main language of instruction with a grade of C or higher.

Scores from recognized or validated standardized examinations in Portuguese, English or Spanish as follows:

1. ACT sub-scores of at least 18 in writing and at least 21 in reading taken within five calendar years.
2. SAT sub-scores of at least 480 in writing and at least 480 in critical reading taken within five calendar years.
3. TOEFL scores of 500 or higher on a paper-based examination, a score of 173 on a computer-based examination, or an internet-based score (iBT) of 61 taken within five calendar years.
4. IELTS™ score of 6.0 or higher.
5. Advanced Placement Exam (AP) in English Composition or Spanish Composition with a score of 3 point or higher.
6. NEWL (The National Examinations in World Languages) in Portuguese with a score of 3 or higher
7. International Baccalaureate in English Composition or Spanish Composition with score of 4 point or higher.
8. Cambridge English C1 score of 180 or higher.

Completing a course or program in another language other than English may reduce employability where English is required.

Language Courses

Students may present evidence of completion of English College Composition coursework or its equivalent to be considered for transfer credit. Transfer credit for language courses may be awarded if the course description and objectives are equivalent to a language course offered at the institution. For more information, please refer to section in the catalog entitled Language Proficiency.

Transfer of Credits into the University

A transfer student is defined as an active or former student entering MUST University from an accredited entity of post-secondary education. Official transcripts from all colleges attended must be received no later than forty-five (45) days after the start of the student's first term at MUST University to receive transfer credit. Transfer students must comply with the institution's residency requirements. Students must earn 25% credits in residence to receive an associate degree, bachelor's degree, or master's degree diploma.

Any such courses which are accepted for transfer will be included in the credits attempted and the credits earned in the calculation of satisfactory academic progress. Transfer credits are not included when calculating the GPA. For additional information, please refer to the sections in the catalog entitled Satisfactory Academic Progress.

Students from other fully accredited universities or internationally recognized by their ministry of education may be admitted. Transfer credits will be considered attempted credits (T grade) and will not be considered for the calculation of the retention or graduation index.

Criteria for acceptance for transfer of credit are as follows:

1. The courses for transfer are similar in objectives and content to those offered by MUST University.
2. The courses for transfer can be applied toward graduation requirements.
3. The letter grade (or equivalent) in the course for transfer is a "C" or better (provided the "C" grade is defined as average or better) for undergraduate courses. The letter grade (or equivalent) in the course for transfer is a "B" or better for graduate courses.
4. Core professional skills or technology courses may be accepted if those credits were earned no more than 5 years prior to enrollment date.
5. General Education courses may be accepted if those credits were earned no more than 10 years prior to the enrollment date.
6. Credits transferred from institutions are evaluated based on equivalency with the content of the courses and credits required by MUST University.
7. Courses with a Passing Grade (Pass) will be considered for transfer, provided they have credits and are equivalent to a "C" grade for undergraduate or "B" for graduate courses, according to the curriculum.
8. The university does not accept remedial or English as a Second Language courses in transfer.

The authorized university representative shall establish equivalencies for the courses, after consultation with the Academic Director and if necessary, with the faculty specialized in the

area. In some cases, the transferring institution's catalog and official course description provided by the student may be used to create course equivalencies. No official evaluation of transfer of credit will be completed until the student has been accepted by the university, and an official transcript from the institution awarding the credits is received. The authorized representative, as applicable to the Campus, will inform the student of the courses officially accepted for transfer within 45 business days.

If the student does not agree with the decision on the granting or placement of credit earned at another institution, the student has the right to submit an appeal. Students will be required to provide reasonable material to support the appeal. Once all the required information is received, the expectation is that we will provide the student with a written response within 15 business days. If the decision finds merit to change the course to meet a major requirement, authorized representative will update the student record and notify the student.

Transfer of Credit to Other Institutions

The University does not represent or guarantee that its credits will transfer to another institution. Students are advised to check with the receiving institution they may desire to transfer to, as the acceptance of transfer credits is at the sole discretion of the receiving institution.

Methods of Instruction

Programs are offered in semester courses that are scheduled in five (5) and fifteen (15) weeks. Online courses meet once a week for one (1) hour in a synchronous virtual learning platform. The students will be required a minimum of two (2) hours of individual or teamwork outside the classroom per week for each credit hours they are attempting to earn. Faculty and students have access and interact through the learning management system for coursework outside the classroom.

Program Modality and Language of Delivery

Programs at MUST University are offered in Spanish, English or Portuguese. Students may choose to complete their program of study online or through blended modality.

Classification of Students

Undergraduate

Full time Students– Those who have fulfilled *the admissions requirements* of the Institution and are carrying a program of 12 or more credit hours per semester in a progra leading to a degree.

Half time Students – Those who have fulfilled the admissions requirements of the University and enrolled in a program leading to a degree and are carrying between eleven (11) and six (6) credit hours of work per semester.

Less than half time– Those who have fulfilled the admission requirements of the University and enrolled in a program leading to a degree and are carrying five (5) or less credit hours of work per semester.

Graduate

Full time Students– Those who have fulfilled the admissions requirements of the Institution and are carrying a program of nine or more credit hours per semester in a program leading to a degree.

Half time Students – Those who have fulfilled the admissions requirements of the University and enrolled in a program leading to a degree and are carrying eight (8) or less credit hours of work per semester.

Complete Status

A completer is a student who is no longer enrolled at the university and who has either completed the time allowed or attempted the maximum allowable number of credits for the program of study but did not accomplish one of the following graduation requirements:

1. Achieve a GPA of at least 2.0 at the undergraduate level or 3.0 at the graduate level.
2. Attain required competencies or skills.
3. Satisfy non-academic requirements.

Registration

The Vice-President for Student Affairs determines the registration procedures and establishes the academic calendar. Candidates for admission will not be able to register until they have received an official statement of admission. Detailed information explaining the registration procedures will be distributed in advance. Students are required to register on the dates established for their respective cohorts according to the registration schedule published by the University. Each course the student registers for during regular or late registration will become part of his or her permanent academic record.

In order to officially register for courses, the student must:

1. Pay all required charges and fees to the Finance Office.
2. Complete and submit all required documents to the appropriate university department.

Course Cancellations

MUST University reserves the right to cancel any course for which there is insufficient enrollment. All tuition and fees related to the course will be returned to the student if there is a cancellation.

Program Change or Cancellation

The University also reserves the right to change or close a program of study. The Institution will ensure the availability of the courses to the students who follow the established curriculum, in an uninterrupted way (without failing or leaving a term of study in between), until they complete their academic degree.

Institutional Closure

In the event of an institutional or campus closure:

1. One semester prior to the enrollment process for the following term, the university administration shall disclose its closure plan.
2. Students will meet with the appropriate personnel to help them identify and make the necessary arrangements to ensure the completion of their studies at the institution within the identified allotted time or make arrangements to transfer to another institution.
3. The Office of Academic Affairs and Student Affairs shall establish a verifiable and reliable system to continue to provide students with information relevant to their academic work.

4. The Office of Student Affairs shall deliver to the licensing agency all academic records, in digital format, and will certify that the information is correct.

Drop/Add Period for Part of Term Courses

The drop/add period is an initial period at the start of the student's first period of obligation. The drop/add period shall be the first five (5) days of the of a course, ending on Saturday of the first week of instruction. Students withdrawing from a course, but not replacing it with another, must be aware of how this affects student status, tuition charges, and satisfactory academic progress.

Drop/Add Period for Semester Based Courses

The drop/add period is an initial period at the start of the student's first period of obligation. The drop/add period shall be the first two weeks of the course, ending on Saturday of the second week. Students withdrawing from a course, but not replacing it with another, must be aware of how this affects student status, tuition charges, and satisfactory academic progress.

Advanced Standing

A student's time to complete their program of study may be shortened through transfer of credit, credit from standardized placement assessment, prior learning, or challenge examinations. The maximum amount of advanced standing credit, regardless of source, cannot exceed 75% of the total degree program length for undergraduate programs or 50% of the total degree for graduate programs.

Academic credit that is awarded through one of these methods is not calculated in the student's cumulative grade point average but is factored into the determination of the maximum time in which a program must be completed as published in the section entitled Satisfactory Academic Progress.

Credit for Prior Learning/Life Experience

MUST University offers applicants the opportunity to obtain college credit for previous employment experience. Credit is given to students who can demonstrate that the knowledge and skills they acquired from work, non-classroom study, etc. are equivalent to the learning outcomes expected for particular courses within the institution. Students who intend to obtain credit for prior learning and life experience must be in good academic standing and the course must:

1. Be required for degree completion
2. Not have an advanced standing/credit by examination option
3. Not be a practicum or capstone course
4. Not be a general education course

Students must submit to the Academic Director an experiential portfolio for each course they wish to receive credit for, along with an Advanced Standing for Professional Life/Work Experience Request Form. The portfolio must be approved within the first six (6) months of enrollment and a student may only submit a portfolio once for each course they wish to receive credit for. No more than 25% of core program courses may be transferred through prior learning/life experience. This

25% is part of the larger 75% of transfer credit allowed for the bachelor's degree and 50% for the master's degree.

The fee for the experiential portfolio review is \$75.00. This fee is charged regardless of the outcome of the portfolio review.

Challenge Examination

Students who have successfully completed specialized and/or advanced courses, have gained certain skill competencies or have gathered significant life experiences may request advanced placement in a subject area under certain conditions. These conditions include:

1. The course is required in the program (including elective requirements). Graduate courses are not eligible for advanced placement through credit by exam.
2. The student can document established competency and/or has the approval of the Academic Director.
3. The Advanced Placement Through Credit by Examination must be taken within the first six (6) months of enrollment. Exceptions to this rule may be approved by the Academic Director but cannot be approved during the student's final term.
4. A grade of 85% or better is scored on the comprehensive examination.
5. The advanced placement fee has been paid. The fee for the examination is \$150 for EACH comprehensive examination or advanced standing credit requested. This fee is charged regardless of the outcome of the examination.

Change of Program or Major

Active students may apply for change to a program or major by submitting a written request to the Academic Director or Program Coordinator before the deadline established in the Academic Calendar. The university representative will contact the student during the next three (3) working days to schedule an appointment and discuss the academic requirements for the program. The petition will be evaluated by the Registrar and presented to the pertinent program director for approval according to program requirements and space availability. Approval of a change of major or program may be request and, if applicable, granted during the drop/add period.

Transient Registration

MUST University undergraduate students will have the opportunity to take courses at other accredited institutions of higher education if the courses are not offered at the institution and are required to continue course work in subsequent semesters. Students enrolled in an Associate degree program are not eligible for transient registration.

1. In order to take a course at another institution, the student will submit the corresponding application form to the Registrar. The Registrar will present the petition to the Academic Director and will notify the student of the approval or disapproval of his or her petition.
2. Approval shall only be granted for those courses listed within a specific term.
3. Students must be in good academic standing.
4. Courses approved with a grade of "C" or higher for bachelors at the institution will be accepted. The credits will be recorded as attempted credits and will not be considered for the retention index.

ACADEMIC AFFAIRS

Definition of Terms

Academic Year- length of time the institution offers classes within a nine-month period. An academic year includes 33 weeks of instruction.

Period of Enrollment or Period of Financial Obligation- a period of enrollment or payment obligation

Part of Term (PT)- defined length of time a course is scheduled within a semester which has its own enrollment (registration, add, drop, and withdrawal)

Grade Point Average (GPA)- weighted average of the grades for each course or overall grade upon completion of chosen degree

Cumulative Grade Point Average

Academic Load per Term

A regular student is defined as a student who has fulfilled all admissions requirements to enter the institution, has enrolled in a program of study, uninterrupted, and is achieving satisfactory academic programs. Courses are scheduled in semester terms. Each semester is divided into sixteen weeks of instruction. Each semester is comprised of part of terms.

1. The regular academic load for a full-time bachelor's student is twelve (12) credits per semester. The regular academic load for a full-time graduate student is nine (9) credits per semester.
2. For an academic load of more than twelve (12) credits or nine (9) credits per semester, an authorization from the Vice President of Student Affairs or designee is required.
3. Students who have registered with the maximum academic load permitted and need three more credits to complete the graduation requirements in the same semester will be allowed to take three additional credits with the authorization from the appropriate Vice President of Student Affairs or designee.
4. No student may exceed his or her academic load per semester credits. An academic load greater than twelve (12) or nine (9) credits will be permitted solely with the approval from Vice President of Student Affairs or designee. This academic load may not be greater than six (6) credits for undergraduate students or three (3) credits for graduate students.

Class Attendance

MUST is a non-attendance taking institution. Regular attendance and participation in class discussion and activities are expected. It will enhance and enrich the experience for the entire class. If the student expects to miss class for any reason, it is the student's responsibility to notify the professor by email or telephone prior to class. Professors may take student attendance into consideration when grading and should explain the possible impact of absences on the student's grades. Excessive absenteeism may result in course failure or withdrawal from the institution. Professors are not required to allow students to make up work. Students are responsible for all material covered during the course, regardless of whether they are present in class. Thus, attendance is strongly recommended to better facilitate student achievement of academic goals. Course attendance verification for face-to-face learning is made during the first week of

each part of term and/or semester to determine whether the student attended at least once during the period of enrollment. Attendance and participation for online delivery methods is measured by the completion of the required activities.

Definition of a Semester Credit Hour

One semester credit hour is equivalent to a minimum of fifteen (15) hours of planned learning experiences composed of hours of instruction and individual or group activities as indicated in the course outline under the guidance of a qualified instructor. Students are expected to engage in a minimum of two hours of out of class student work per each course credit hour.

Grade System

For the purpose of computing the student's average, the number value of the grades in the courses shall be:

Points	Grade	Quality Points
(100-90)	A	4
(89-80)	B	3
(79-70)	C	2
(69-60)	D	1
(59-0)	F	0

The following system of letters may be reflected in the student's academic history:

NC	Audit/No Credit Course
I	Incomplete
IP	Course in Progress
NP	No Pass
NR	Grade Not Reported
P	Pass
T	Transfer Credit
W	Withdraw
WF	Withdraw – Fail
S	Satisfactory
CX	Challenge Exam/Third Party Testing/Credit for Life Experience
U	Unsatisfactory
R	Repeat

A course with a **“W”** indicates that the student withdrew from the course. A student who stops attending a course will receive a **“W.”** A **“W”** grade is not calculated into the CGPA but is considered in the determination of SAP. Students may not withdraw from a course after the drop/add period without financial penalty.

A **“WF”** indicates that the student withdrew from the course after the midpoint of the term. A student who stops attending a course after the mid-term, and is failing such course, will receive a grade of **“WF.”** When the course is retaken, the new grade will replace the **“WF”** and the CGPA will be adjusted accordingly. Students may not withdraw from a course after the drop/add period without financial penalty.

A course with an **“I”** indicates that work is past due or outstanding. An **“I”** or incomplete grade is given when a student has not completed the work necessary for one of the above grades. To receive an incomplete grade, the student must submit a written request by completing an Incomplete Grade Request Form. This form must be signed and approved by the Academic Director or Program Coordinator. The student has up to two (2) weeks from the end of the course to complete the work unless a request for additional time is submitted in writing and approved by the appropriate academic personnel. Any work not completed within the specified timeframe converts to the grade earned in the course. The final grade/credits attempted will be included in the maximum time frame for program completion.

A course with a **“P”** indicates that the student met the minimum expectations of the course. A **“P”** grade is not calculated into the CGPA but is considered in the determination of credit hours attempted and earned.

A course with a **“NP”** indicates that the student has not met the minimum expectations of the course. A **“NP”** grade is not calculated into the CGPA but is considered in the determination of credit hours attempted and earned.

A course with an **“F”** indicates that the student did not meet the minimum expectations of the course. An **“F”** grade is not calculated into the CGPA but is considered in the determination of credit hours attempted and earned.

Auditing a course or taking a no credit course means that performance in the course is not evaluated for a grade. Upon completion of the course, the student will receive the grade of **“NC.”**

A course with a **“NR”** indicates that the final grade is not officially submitted. As a placeholder grade, a **“NR”** does not count towards the calculation of the CGPA and does not change the student’s academic standing.

Students who receive credit for life experience, challenge examination or third-party testing, receive a **“CX”** grade. This grade is not calculated into the cumulative grade point average (CGPA) and is not considered in the determination of satisfactory academic progress (SAP).

An **“S”** grade is not calculated into the CGPA but is considered in the determination of SAP.

Once assigned by the professor or respective personnel, the grades are final and validated by the Registrar’s Office in the students’ official academic record. Nevertheless, a student has the right to appeal his/her grade to the Appeals Committee.

Withdrawals

Total or partial withdrawals are allowed during a part of term or summer session as specified in the academic calendar. To apply for a partial or total withdrawal, students will provide official notification of intent to withdraw, in writing or orally, to the Registrar. The campus Registrar will record and document the reason(s) and date of the student petition.

Courses in which the student applies for partial or total withdrawal during the drop/add period of the class will be reimbursed. Partial withdrawal may affect the student status. When students request a partial or total withdrawal from a course, after the due date established by the Institution for withdrawals with reimbursement, it may affect the student's academic progress. The deadline for voluntary total withdrawals is prior to the last week of the term.

A student may be administratively withdrawn from a course or the institution, in accordance with the University's policies and procedures. The institution reserves the right to require a student to withdraw from any course or from the University for any of the following reasons:

1. Possibility of hazard to the health of the student or that of other students, if enrollment were continued
2. Refusal to obey regulations or serious misconduct on the part of the student.
3. Deficient academic work (below required are scholastic standards).
4. Students who withdraw from the Institution or finish their studies without settling their financial obligations will not receive graduation certificates, transcripts, or diplomas.

Grade Changes and Appeals

These are the specifications regarding changes, grade appeals, and additions.

1. In the event of a student grade appeal, the student is obligated to present the appeal to the Registrar within thirty (30) calendar days of the first day of class of the term following the objected grade.
2. The professor must submit to the Academic Director any request for a grade change or addition, within a period of time not to exceed three months from the date the final grade was awarded. The proper form will be provided. The Academic Director or designated school official will submit the form to the Registrar as applicable to the campus, who will be responsible for making the change or addition in student's academic record.
3. Changes made outside the established calendar must be justified in writing and approved by the Vice President of Student Affairs.
4. Special cases on grade appeals or changes will be resolved by an Appeals Committee composed of the Vice President of Student Affairs or his/her representative, who shall preside, the Program Director or Coordinator, a professor, the Registrar or his/her representative, and a student appointed by the Vice President of Student Affairs, at the beginning of each academic year. The decisions of the Committee will be final as determined by the majority of its members. The chair of the committee or his or her designee will authorize grade changes. The Committee will make its determination within 30 calendar days of the date the student's objection was submitted.

Course Repetition for Undergraduate Courses

1. A student who wishes to repeat a course will have the option to do so. When a student obtains a D, F, or W in core professional, major and / or concentration course that is

required for graduation at the undergraduate level and that must be passed with a minimum of C, it will be compulsory to repeat the course.

2. A student who wishes to repeat a course will have the option to do so. When a student obtains a D, F, or W in core professional, major and / or concentration course that is required for graduation at the graduate level and that must be passed with a minimum of B, it will be compulsory to repeat the course.
3. The Institution will allow a student who has obtained a C, D, F, or W in a course to repeat if he or she has not exceeded 150% of attempted credits.
4. Students who repeat a course will receive the highest grade obtained for purposes of calculating the cumulative grade point average.
5. If the grades obtained are the same as the previous ones, they will be counted for the GPA and only once for the graduation average.
6. In the case of Externships/Practicum/ Internship courses, the student may repeat the course twice. He or she will only be able to repeat the course the second and last time with the approval and recommendation of the Academic Director and the practice supervisor/advisor.
7. No student will repeat a specified course until he or she has received a grade for it.
8. Repeated courses will count towards the evaluation of the student's satisfactory academic progress.

Course Repetition for Graduate Courses

1. A student who wishes to repeat a course will have the option to do so. When a student obtains a C, D or F in core professional, major and /or concentration course that is required for graduation at the undergraduate level and that must be passed with a minimum of B, it will be compulsory to repeat the course.
2. A student who wishes to repeat a course will have the option to do so. When a student obtains a D, F, or W in core professional, major and / or concentration course that is required for graduation at the graduate level and that must be passed with a minimum of B, it will be compulsory to repeat the course.
3. The Institution will allow a student who has obtained a C, D, F, or W in a course to repeat if he or she has not exceeded 150% of attempted credits.
4. Students who repeat a course will receive the highest grade obtained for purposes of calculating the cumulative grade point average.
5. If the grades obtained are the same as the previous ones, they will be counted for the GPA and only once for the graduation average.
6. In the case of Externships/Practicum/ Internship courses, the student may repeat the course twice. He or she will only be able to repeat the course the second and last time with the approval and recommendation of the Academic Director and the practice supervisor/advisor.
7. In the case of Capstone courses, the student may repeat the course one time. He or she will only be able to repeat the course a second and last time with the approval and recommendation of the Program Supervisor and the Capstone Advisor.
8. No student will repeat a specified course until he or she has received a grade for it.
9. Repeated courses will count towards the evaluation of the student's satisfactory academic progress.

Independent Study

Courses in this category must comply with established requirements of weekly hours of instruction. Independent study courses will be offered as an alternative for those students who require a course that is not programmed in their graduation year be it the first or second

semester. These courses will be offered through independent study if they meet the following specific criteria:

1. The course content cannot be substituted for another.
2. The course is not being offered in the division the student is enrolled in, and the student cannot attend the section offered in another division.
3. The course is required for the student's major.

The Academic Director will consider special cases individually on their own merits.

Course Prerequisites

Courses may have prerequisites. Prerequisites may be waived by the Vice President of Academic Affairs on an individual basis.

Satisfactory Academic Progress

Students pursuing an academic degree must achieve or exceed the minimum standards of satisfactory academic progress (SAP). These standards shall apply to all students, regardless of the methods by which they fund their studies. Failure to meet SAP requirements may result in permanent dismissal from the program or the institution.

SAP is measured at the end of each academic semester through minimum qualitative and quantitative benchmarks. All students must meet the minimum standards of academic achievement and successful course completion percentage while enrolled at the University. Specific programs may mandate higher academic standards to meet SAP. It is the responsibility of the students to adhere to the academic standards for their program of study. Students who fail to maintain specific academic requirements will not be permitted to continue in their program of study.

Maximum Time Frame

The University's academic year is defined as at least 36 weeks of instructional time; within the weeks of the academic year, a full-time student must be expected to complete at least 36 quarter hours. The University defines a term as a semester. A semester is 16 weeks of instruction. A payment period is defined as a semester.

The Maximum Time Frame (MTF) is defined as 150% of the normal program length in credit/clock hours in which the educational objective must be successfully completed. Program length is defined as the number of credit/clock hours required to complete a program. To calculate the course completion percentage, divide the number of cumulative hours successfully completed by the number of cumulative hours attempted/attended. If the student has not satisfactorily completed the program at the 150% checkpoint, the student may be terminated from the program. The student must request in writing to remain enrolled to complete the program.

Reviewing Satisfactory Progress

Minimum CGPA and Rate of Course of Completion

The progress of all students will be reviewed at the end of each semester and at the end of each academic year. Students' satisfactory academic progress is reviewed using two measures, which must both be achieved to meet SAP: cumulative grade point average (CGPA) and rate of course completion percentage.

Warning

This is the status assigned to a student who fails to make SAP at the end of any given payment period. A standard payment period is 15 weeks. The student will be notified of the warning status in writing. A student placed on warning status will receive academic advisement to regain regular status prior to the end of the next term. A “regular student” is defined as one who is achieving SAP. A student who does not achieve SAP requirements by the end of the warning period will be dismissed. A student may file an appeal (see SAP Appeal Process below). Students whose appeals are granted are placed on probation status.

Dismissal

Students who have not achieved SAP during their warning status period are dismissed and notified of the dismissal in writing. To reestablish eligibility for reentry for the subsequent payment period upon dismissal, the student must file an appeal (see SAP Appeal Process below). If the appeal is approved, an academic plan will be put in place, and the student will be placed on probation status until the student is able to meet SAP standards by a specific point as outlined in the student's academic plan. Decisions on any appeal will be provided within the first week of the start of the next payment period.

SAP Appeal Process

A student who is not making SAP and who believes that there are mitigating or extenuating circumstances that led to the failure to maintain satisfactory academic progress may appeal by written request to the Appeals Committee for a review of the situation. Mitigating circumstances may include injury or illness, the death of a relative, or other extraordinary circumstances. The written appeal must be submitted to the Appeals Committee prior to the first day of the term and within one week after dismissal from the program or the institution.

The appeal must be accompanied by supporting documentation regarding why the student failed and what changed in the student's situation that will allow him or her to make SAP at the next evaluation point. When the University grants a student's appeal for unusual or mitigating circumstances, it is not eliminating or disregarding any grades or credits attempted in the calculation of a student's SAP standing. The student's credits attempted, CGPA, and SAP standing will remain the same. When an appeal is granted, the University is accepting only that, because of the circumstances identified in the appeal, the student will continue his or her enrollment and/or receive student financial assistance for which he or she is otherwise eligible even though he or she falls below the published SAP standards.

The SAP Appeals Committee will conduct the review of the appeal before it is submitted to the designated school official for final determination on approving or denying the appeal. Should the appeal be granted, the student will regain enrollment status, while meeting the requirements as specified in the student's academic plan. If the student fails to meet the terms of the academic plan at any time, the student will be dismissed. Any decision resulting from the review of an appeal is final and may not be further appealed. The result of the appeal (approved or denied) will be provided to the student in writing. A student may be granted more than one probation period.

Probation

If a student is granted an appeal, the student will be placed on probation status until he or she is able to meet SAP standards by a specific point as outlined in the student's academic plan. A student on probation status is eligible to receive student financial assistance. Failure to comply with the academic plan designed by the University will result in the student's dismissal from the institution as a regular student.

Academic Plan

Once a student is placed on probation, an Academic Plan will be put into place. The Academic Plan will serve as a road map to guide a student toward meeting his or her SAP goal within a specified time and method. The plan is designed by the Academic Director or designee and communicated to the student in writing. The plan that is implemented will be regularly evaluated and refined as internal and external developments warrant. While on an Academic Plan, the student is required to attend academic advising sessions. An Academic Plan may span multiple payment periods, so long as the Academic Plan allows for graduation from the program within the maximum time frame (MTF), and the student stays in compliance with the terms of the Academic Plan.

Extended Enrollment Status

Students not achieving the minimum standards of satisfactory academic progress or who fail to meet the minimum standards at the end of the probationary period will be terminated from the University. Students may continue their studies in an extended enrollment status to attempt to earn eligibility for reentry. Students on an extended enrollment status will be charged the appropriate tuition and fees and will not be eligible for any student finance assistance. While on this extended enrollment status, students must attempt to correct their academic deficiencies. The conditions for extended enrollment status will be agreed upon in writing by the student and the academic department. The designated school official reviews and approves requests for extended enrollment.

SAP Appeals Committee

The Appeals Committee is composed of a representative of the following offices: Academic Advisor, Registrar, Finance, and the Academic Director. It is presided by the Vice President of Student Affairs or his/her representative.

Satisfactory Academic Progress Tables

Associate Degree Programs		
Credits Attempted	% of Credits Earned	GPA
1 – 28	57%	1.70
29 – 56	62%	1.85
57 +	67%	2.00

Bachelor Degree Programs		
Credits Attempted	% of Credits Earned	GPA
1 – 30	55%	1.70
31 – 60	60%	1.85
61 – 90	64%	2.00
91 +	67%	2.00

Graduate Programs		
Credits Attempted	% of Credits Earned	GPA
1-18	60%	2.75
19-30	67%	3.00

31 and up	67%	3.00

Graduation Requirements

Eligibility to Obtain an Academic Degree

1. Students must have approved the courses required for the degree as specified by the Institution in the Catalog and comply with all academic requirements for their degrees including but not limited to tests, practicums, capstone, and internships.
2. Students must have approved the total number of credits required for the degree with the minimum programmatic CGPA.
3. Transfer students must meet residency requirements.
4. When calculating the GPA for graduation, only the courses approved and required for obtaining the degree will be considered.
5. All students admitted to the Institution will be subject to the graduation requirements in effect the year of their admission. Nevertheless, when the curricula of the programs have been modified, the student may opt to take the program in effect at the time of graduation, but never a combination of both.
6. Have applied for Graduation through the campus webpage or Registrar by the date established in the academic calendar.
7. Official documents shall not be released until the student has fulfilled all financial obligations.
8. All students applying for readmission to the institution will be subject to the graduation requirements in effect the year they are readmitted.
9. Students receiving degrees with a grade point average ranging from 3.50 to 3.74 will graduate with honors **Cum Laude**, those within the 3.75 to 3.89 range will graduate with honors **Magna Cum Laude**, and those with a grade point average ranging from 3.90 to 4.00 will graduate with honors **Summa Cum Laude**.
10. Commencement shall be held once per year, at the end of the second academic term. Students who fulfill their graduation requirements at the end of any semester or at the end of the summer session may apply and obtain a certification of completion of graduation requirements from the Registrar's Office before Commencement.

Second Degree

Students who wish to earn another degree must apply for admission to the University. Upon acceptance to the desired program of study, courses which count toward the new degree program completion requirements will be transferred. A student may only transfer courses with a final grade of "C" or higher for undergraduate programs and a grade of "B" for graduate programs. Credits attempted and grades earned in the student's new program of study will count towards determining satisfactory academic progress. The University does not offer dual majors.

Course Numbering

The course numbering system of MUST University consists of a three-letter alpha prefix followed by a three-digit course code. The alpha prefix indicates the academic discipline. The level is specified by the first digit, as follows: 1 for freshman level; 2 for sophomore level; 3 for junior level; 4 for senior level; and 5, 6, or 7 for graduate level courses. The last two digits are reserved for departmental use in indicating sequence of courses.

Transcripts

An official transcript is provided to any student who requests one in writing and is free of indebtedness to the University. The first copy is free of charge. Additional copies will be issued for a fee. Please refer to the schedule of fees for the cost.

Degrees and Diplomas

Every student who has successfully completed a program of study and fulfilled all obligations to the University will be awarded a degree and receive a diploma during annual graduation exercises. Replacement cost for these documents is \$15.00.

Leave of Absence

The University recognizes that personal situations may arise which may require an extended period of time to resolve. It would not be advantageous to the student to maintain continuous enrollment when conflicting pressures prevent regular attendance and participation. A student must submit a Request for Leave of Absence form, available through the office of the Registrar the Academic Director, or via the learning management system. The Leave of Absence must be approved by the Academic Director and other University officials as designated on the request form. The Academic Director will notify the student whether or not the Leave of Absence is approved. Only one Leave of Absence will be approved in a twelve (12) month period. The leave of absence may not exceed 180 days. A Leave of Absence, instead of a formal withdrawal, indicates that the student sincerely intends to resume his/her education at a specified time.

Criteria for Leave of Absence:

1. A student must complete the semester and have at least one passing grade.
2. Student cannot be on probation.

A student must be aware and fully responsible for the fact that the university does not guarantee that the courses needed in his/her program may not be offered in the term(s) in which s/he returns. This may result in an extension of his/her program time. If a student does not return to the institution at the end of the designated Leave of Absence, the student will be withdrawn as of their last date of attendance. The University will make every attempt to place a student into scholastically appropriate courses to keep the student on track to graduation.

Distance Education

Students who wish to complete online courses must be aware that successful completion of online courses depends heavily upon self-motivation as well as technical proficiency in computer and internet use. In addition, students must possess good language and writing skills as well as effective time management.

Online Course Requirements

1. Prior to registration for their first online course, students must complete MUST University Online orientation to ensure that they understand the technology necessary for success and the rigor of an online course of study.
2. Students must have their own computer that meets the minimum online technology requirements.

3. Students must have high speed Internet access. MUST University online courses require a broadband connection.
5. Students must have an e-mail address.

Course Cancellation

The University requires a minimum number of students in an online course. In rare circumstances, the University may cancel an online course on the first day of class due to low enrollment. The University will notify the student by email, public posting (Facebook, bulletin board) or telephone call (voice or text). Every effort will be made to move students to either another online course which meets their educational requirements or a similar class for hybrid students. Even if a student has logged into the online environment prior to course start, the student will incur no financial liability if the course is canceled.

Guidelines for Online Enrollment

Both Hybrid and online students MUST be registered for online classes prior to the start of the term. MUST University has a rigorous online course design which requires that students are motivated and self-driven to be successful within courses. There is substantial reading, research, collaborative learning, and writing activities that students must complete in a timely manner.

Online Weekly Schedule

MUST University online classes have a duration of five (5) or fifteen (15) weeks. Students are required to participate each week to maximize their learning potential and to receive both attendance and assignment points. Class starts are published in the University's academic calendar.

Conduct Policy for Online Classes

In the MUST University online classroom, students will submit assignments and post comments within threaded discussions and answer reflection questions. This is an educational platform and students are expected to behave accordingly and always use education appropriate language and standards. When commenting on other students' work or assignments, care should be taken to be respectful even when challenging or disagreeing with someone.

Verification of Identity During Examinations

Students may be asked to provide directory information (student numbers, special passwords, etc.) during a test for verification of student identity.

Usage Report

The Distance Education division monitors each student's activity within the online classroom. The University has a usage report which faculty and administrators can use to determine the dates and length of time a student spends in the online classroom.

Technology Requirements for Online Courses

Computer Operating Systems

Windows XP Service Pack 2 (Home Edition and Professional)
Windows Vista Windows 7
Mac OS X 10.5.x and above

Computer Processor Speeds

There is no specific RAM or CPU speed requirement for client machines. however, as with any Internet application, the slower the computer, the slower pages and tools will load.

Supported Web Browsers

Microsoft Windows operating system:

Google Chrome 10 +

Firefox 7.0.x +

Mac OS operating system:

Safari 4 and above

Firefox 7.0.x +

Google Chrome 10 +

Internet Connection

High Speed Internet (Cable, DSL, etc.)

Flash and Java Plug-ins

Embedded videos and document preview may require Adobe Flash Player to view. Be sure to keep your version of Flash up to date.

Adobe Reader or Apple Preview

Many courses use PDF files to deliver content, which require Adobe Reader or Apple Preview (Mac only) to view.

Additional Media Players and Plug-ins

On occasion, a course may use audio or video that requires a certain type of media player, such as QuickTime, Windows Media Player, or Real Player. Some videos or content may also require the Microsoft Silverlight plug-in, which is a freely available download.

FINANCE

Tuition and Fees

1. **Application Fee:** – This fee is assessed prior to enrollment and is non-refundable. This fee is waived for Veterans who produce a copy of their DD Form 214 at the time of enrollment.
2. **Registration Fee:** This fee is assessed upon enrollment and is non-refundable unless the student is not accepted by the College, or the student meets the conditions of cancellation as outlined in the Refund Policy.
3. **Tuition:** Tuition charges are assessed based on the number of registered credit hours on a semester basis and are before the beginning of classes.
4. **Program Fees:** Program fees cover such items as learning platform, labs, supplies, materials, student awards, workshops, and career days. Program fees are assessed each term for every program. Program fees are payable on a semester basis and are not refundable after the beginning of classes.
5. **Transcript Fee:** The first transcript requested is free. Subsequent transcript requests incur a fee. Please refer to the Tuition and Fee Schedule.

Application Fee (non-refundable)	\$50
Registration Fee (non-refundable & not to exceed \$150)	\$100
Readmission Fee	\$100
Tuition, Undergraduate	\$150 per credit hour
Tuition, Graduate	\$160 per credit hour
Capstone Course Fee	\$20 per credit hour
Official Transcript Fee	\$5
Diploma Replacement Fee	\$50
Graduation Fee	\$100
Returned Check Fee	\$50
Credit by Examination Fee	\$150
Credit by Examination Rescheduling Fee	\$25
Credit for Prior Learning and Life Experience Portfolio Review Fee	\$150

Cancellation and Refund Policy

Drop/Add Period for Part of Term Courses

The drop/add period is an initial period at the start of the student's first period of obligation. The drop/add period shall be the first five (5) days of the of a course. Students withdrawing from a course, but not replacing it with another, must be aware of how this affects student status, tuition charges, and satisfactory academic progress.

Drop/Add Period for Semester Based Courses

The drop/add period is an initial period at the start of the student's first period of obligation. The drop/add period shall be the first week of the course. Students withdrawing from a course, but not replacing it with another, must be aware of how this affects student status, tuition charges, and satisfactory academic progress.

Cancellation and Refund Policy

Should a student's enrollment be terminated or canceled for any reason, all refunds will be made according to the following refund schedule and norms:

1. Cancellation can be made in person, by Certified Mail or by termination.
2. If the student is admitted and enrolled and the student cancels within three (3) business days after signing the student enrollment agreement and making initial payment all funds will be refunded.
3. Cancellation after the third (3rd) Business Day, but before the first class, results in a refund of all funds paid except those identified in the tuition and fee schedule as non-refundable.
4. If cancellation occurs prior to completion of the drop/add period of the part of term or full semester courses, the university will refund 100% of the tuition for the semester.
5. Once the drop-add period has passed, for students that do not attend or show up for their courses, there will be a charge no greater than 25% of tuition costs of the courses.
6. Termination Date: In calculating the refund due to a student, the last date of participation in class by the student is used in the calculation unless earlier written notice is received.
7. Refunds will be made within 30 days of termination of student's enrollment or receipt of Cancellation Notice from student.

Any student who requests a total withdrawal of courses, after the drop-add period, will be reimbursed according to the following refund schedule:

Length of Term	Percentage of Tuition Returned to the Student Minus the Application and/or Registration Fee	
5 weeks	1st Week	100%
	2nd Week	60%
	3rd Week	40%
	4th Week	0%
16 weeks	1st Week	100%
	2nd Week	80%
	3rd Week	70%
	4th Week	70%
	5th Week	60%
	6th Week	60%
	7th Week	50%
	8th Week	40%
	9th Week	0%

Scholarship and Grants

Luci Clea Silva Scholarship

This scholarship honors the memory of Luci Clea Silva, former MUST University alumnus. Luci was a hard-working and dedicated nurse that provided care in hospitals serving the communities for 30 years. Our brilliant student passed away from COVID-19 in 2020. This scholarship honors her attributes of intelligence, determination, strength, and vibrant personality. Students in a degree program may be eligible to apply after completion of one term. A student will not be selected on the basis of race, color, creed or gender. The selection process is handled by the Scholarship Committee, and the recipient's name(s) will be referred to the University Governing Board for final approval. An application for this scholarship is available on our website and in the

Finance Office. The applying student must submit a brief narrative of why she/he feels qualified to become a recipient of the scholarship. The student's narrative must be accompanied by a recommendation from a MUST University faculty member.

An applying student must have:

1. A CGPA of 2.5 (at the undergraduate level) and 3.5 (at the graduate level)
2. Be involved in at least two extra-curricular activities
3. Must hold an unencumbered nursing license

The application deadline is March 1st of each year, and the scholarship will be awarded in the spring term of each year. There will be one or two \$500 awards annually, based on funding available. The award is renewable, as long as the student meets the scholarship criteria.

President's Circle Scholarship

The University awards one full tuition scholarship at the undergraduate level and one full tuition scholarship at the graduate level of first time MUST University students, based on previous academic performance, letter of recommendations from faculty and/or employers, and significant financial need.

In addition to exceptional academic credentials, Presidential scholars are intellectually and creatively adventurous and demonstrate viewpoints, experiences, or achievements beyond the usual. They are, in other words, not just top students, but extraordinarily well-rounded individuals. The President's Circle Scholarship covers full tuition plus mandatory student fees and is renewable for four years if certain criteria are met.

To be considered for the President's Circle Scholarship:

1. Complete the enrollment process and be accepted into a MUST University program
2. Submit the scholarship application 90 days prior to the beginning of the term
3. Must demonstrate an earned and weighted CGPA of 3.8 or above at the high school or undergraduate level.
4. Complete the Scholarship Essay as part of your application to the University.

The President's Circle Scholarship Essay:

Please choose from one of the two prompts below and submit one essay, in 600 words or less, as part of your application for admissions.

1. Howard Thurman, who was the dean of BU's Marsh Chapel from 1953-1965, once wrote: "Don't ask what the world needs. Ask what makes you come alive and go do it. Because what the world needs is people who have come alive." Can you describe a particular experience you have had or an activity that you participate in that makes you come alive? How would you try to integrate that experience or activity into your program of study at MUST University?
2. Describe a time when you felt out of your comfort zone or marginalized in a situation. How did you respond to that moment and how has it informed your actions moving forward?

Once the applicant has been selected for the scholarship, he or she must:

1. Meet all entrance requirements of the program

2. Be enrolled for 12 or more credits each term at the undergraduate, or 9 or more credits each term at the graduate level
3. Maintain a CGPA of 3.5 at the undergraduate level and 3.8 at the graduate level
4. Maintain continuous enrollment without interruptions

Founder's Grant

This scholarship is intended to assist MUST University students to pursue a degree in their chosen field. The scholarship is an annual award based on financial need and is paid on the third week of every term. Scholarship award amounts are based on the number of credits that a student is taking each term, regardless of the program of study. Scholarship applications can be found on the student portal. The awards are as follows:

1. \$1,000 for students taking 9 or more credit hours per term.
2. \$500 for students taking 6 – 8 credit hours per term.

Applicants must:

1. Complete the enrollment process and be accepted into a MUST University Program
2. Submit the scholarship application prior to the start of the term
3. Start classes as stated in the enrollment agreement
4. Maintain satisfactory academic progress
5. Reapply each year for additional funding
6. Submit proof of income

MUST University Alumni Grant

MUST University is offering its Associate and bachelor's degree Alumni a scholarship when they apply to and matriculate into one of our Bachelor or master's degree programs. The scholarship is available to all Alumni who enroll for the first time in a MUST University upper-level degree program. The scholarship for \$500 per semester which is disbursed as \$250 per term for the first three consecutive terms. Applicants must be a MUST University Associate or bachelor's degree alumnus who enrolls for and is accepted into a MUST University Bachelor or master's degree program.

Partners in Education Grant

This grant is for individuals who are employed at any of our partner organizations. Partner organizations are companies that have a history of hiring and mentoring MUST University graduates, provide externships for our current students, or have affiliation and/or articulation agreements with MUST University. For students taking 8-11 credits hours, the grant is in the amount of \$500.00 per term; and, for students taking 12 or more credit hours, the grant is for \$1,000.00 per term. Eligible individuals are defined as someone:

1. Who has been employed or affiliated with for at least 1 year at the partner organization; or
2. Who has not previously attended MUST University

Applicants must:

1. Complete the Partners in Education Grant application
2. Be employed or be affiliated with or at one of our partner organizations for at least one year
3. Be in good with the sponsoring or partner entity
4. Provide grant endorsement in writing from the affiliate organization

Once the applicant has been selected for the grant, he or she must:

1. Meet all entrance requirements of the program
2. Be enrolled for 8 or more credits each term
3. Maintain satisfactory academic progress
4. Maintain continuous enrollment without interruptions

Must provide proof of continued employment or affiliation with partner organization each academic year to remain eligible to receive the grant. A current paycheck, current letter from employer verifying employment status, or proof of active membership can be submitted to the bursar's office.

Veteran's Grant

New students who have been discharged from the military are eligible for this grant. MUST University awards \$500 per term to all new veteran students enrolling at MUST University in degree programs. Students must provide a DD214, Certificate of Release or Discharge from Active Duty, or an NGB 22, National Guard Report of Separation or Record of Service. The discharge characterization or disposition must not be a Dishonorable Discharge. The grant will be disbursed on or about the third week of the term.

Professional Tuition Discounts

School Teachers: A 20 percent tuition discount is available for full-time and part-time teachers enrolled in the M.S. in Emergent Technologies in Education. Students must provide proof of employment in a K-12 school.

College Professors: A 20 percent tuition discount is available for full-time and part-time college and university professors enrolled in the M.S. in Emergent Technologies in Education. Students must provide proof of employment in a university setting and a copy of a recent academic publication.

Business Administrators: A 20 percent tuition discount is available for full-time and part-time small business owners and innovators enrolled in the M.S. in Business Administration, International Business, Business Development and Innovation, and Digital Marketing. Students must provide proof of small business ownership with less than 5 employees.

Healthcare Providers: A 20 percent tuition discount is available for full-time and part-time patient care workers enrolled in the associate or bachelor's degree program in Healthcare Management. Students must provide proof of employment in a healthcare facility. The discount does not apply to registered nurses or licensed physicians.

All professional discounts do not apply if tuition is paid through a grant or other subsidy, nor does it apply to discounted tuition nor to program with special rates. The discounts are not applied retroactively.

DEGREES AWARDED

Program	Credits Required	Credential Awarded
Associate Degree		
International Business	60	Associate of Science
Healthcare Management	60	Associate of Science

Private Security Management	60	Associate of Science
Bachelor's degree		
International Business	120	Bachelor of Science
Healthcare Management	120	Bachelor of Science
Master's degree		
Healthcare Management	36	Master of Science
International Business	36	Master of Science
Emergent Technologies in Education	36	Master of Science
Business Administration	36	Master of Science
Digital Marketing	36	Master of Science
Business Development and Innovation	36	Master of Science
Legal Studies with Emphasis on International Law	36	Master of Science
Organizational Psychology	36	Master of Science

PROGRAMS OF STUDY

Associate of Science in International Business

Program Description

In the 2010-2020 period, the U.S. Bureau of Labor Statistics (BLS) projected employment for logisticians would increase by 26%. Graduates pursuing logistics careers will analyze and present performance data, as well as track the performance of people, goods, and supplies along the international supply chain.

The Associate of Science in International Business at MUST University familiarizes students with import and export laws, customs regulations, and ways to conduct international and domestic business legally. Students will get instruction in payment methods, freight operations, and the various types of documentation needed for international trade. Businesses that import and export must plan, finance, and arrange the transportation of goods while abiding by international regulations and fee structures. The import-export business is part of international trade.

Students who focus on this area of business study the global economy and cross-cultural communication. Those interested in the effect that imports and exports have on local and national economies can pursue an Associate of Science in International Business at MUST University.

Program Objectives

Upon completion of the Associate of Science in International Business graduates will:

1. Communicate effectively using a basic international business vocabulary with specific emphasis on terms associated with international trade and import-export operations.
2. Select between modes of export to fit the business needs of exporting organizations.
3. Identify factors that classify export markets with a strong potential, to define market selection models or drive market selection systems.

4. Identify major governmental and non-governmental sources of information and import-export assistance, and then apply that knowledge through development of marketing plans tied to global business activity and country-specific business conditions.
5. Identify sources of information on export restrictions and foreign shipping, to facilitate export compliance for the exporting organization.
6. Make major product decisions for export markets to facilitate product adaptation to the markets in question.

CURRICULUM			
Course Number	Course Title	Credit Hours	Pre-Requisites
General Education Requirements (15 Credits Required)			
SPC101	Speech Communications	3	
PHI263	Contemporary Ethics	3	
MAT101	College Algebra	3	
ENC101	English Composition I	3	
PSY101	General Psychology	3	
Program Major Courses (45 Credits Required)			
ACT101	Managerial Accounting	3	
BUS110	Import Customs Regulations	3	
BUS121	Principles of International Business Law	3	
BUS141	Money and Financial Markets	3	
BUS161	Principles of Exports	3	
BUS181	Quantitative & Qualitative Methods for Decision Making	3	
MGT101	Introduction to Business	3	
MGT121	Introduction to Organizational Behavior	3	
MGT 141	Principles of Management	3	
MGT161	Warehouse and Distribution Center Mgmt.	3	

MKT101	Applied Marketing	3	
TRA110	Global Logistics for Import and Export	3	
TRA112	Operations & Production Management	3	
TRA114	Procurement Management	3	
TRA116	Supply Chain Management	3	
	Total	60	

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Associate of Science in Healthcare Management

Program Description

The Associate of Science in Healthcare Management is accessible to those that have little or no Healthcare education or experience or are already Healthcare professionals looking for a change or improvement on their careers. Our program will prepare graduates to take on management roles in a variety of healthcare settings, including acute-care hospitals, long-term care facilities, physician practices, ambulatory centers, insurance, pharmaceutical companies, and consulting firms. Our students will gain the critical skills employers are looking for in the areas of healthcare leadership, Healthcare quality management, Healthcare informatics, community health, and Healthcare systems. They will be prepared for entry level positions in management in this fast-growing industry.

Program Objectives

Upon completion of the Associate of Science in International Management graduates will:

1. Demonstrate knowledge about assessment of accounting, marketing, finance, management, and informatics, legal and social environment of business and community environment of healthcare.
2. Use business tools and know how communicate effectively
3. Apply knowledge of business concepts and functions in an integrated manner.
4. Work effectively in teams and/or groups.
5. Demonstrate supervisory and management skills.
6. Demonstrate knowledge of management within Healthcare System and of issues relating to U.S. Healthcare Reform.

CURRICULUM			
Course Number	Course Title	Credit Hours	Pre-Requisites
General Education Requirements (15 Credits Required)			
SPC101	Speech Communications	3	
PHI263	Contemporary Ethics	3	
MAT101	College Algebra	3	
ENC101	English Composition I	3	
PSY101	General Psychology	3	
Program Major Courses (45 Credits Required)			
MGT101	Introduction to Business	3	

MGT121	Introduction to Organizational Behavior	3	
MGT 141	Principles of Management	3	
MKT101	Applied Marketing	3	
ACT101	Managerial Accounting	3	
BUSI181	Quantitative and Qualitative Methods for Decision Making	3	
HCM101	Community Health	3	
HCM 121	Health Information Systems	3	
HCM141	Healthcare Financial Management	3	
HCM161	Healthcare Informatics	3	
HCM181	Healthcare Management	3	
HCM201	Healthcare Outcomes & Quality Management	3	
HCM221	Legal Aspects of Healthcare Management	3	
HCM241	OSHA Standards for General Industry	3	
HCM261	Billing & Reimbursement Methodologies	3	
	Total	60	

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Associate of Science in Private Security Management

Program Description

In the United States, there is an absence of specific associate degree programs in private security management. Fulfilling this need in the market MUST University offers an Associate of Science in Private Security Management. Students in the Private Security Management Associate of Science Degree Program learn how to recognize and evaluate dangerous situations, as well as utilize surveillance equipment and other security technologies. The U.S. Bureau of Labor Statistics (BLS) has projected 12% job growth for security guards and gaming surveillance officers from 2012 through 2022 (www.bls.gov). During that period, the BLS also expects a fast 11% growth for private detective and investigator jobs, which includes loss prevention agents.

The AS in Private Security Management Program at MUST University includes topics such as business administration, policing techniques and legal issues related to the security industry. Graduates possess the skills to implement updated security measures, investigate thefts, and interview persons of interest. They learn the skills to use their knowledge of business and safety to create secure working environments. Courses cover topics like investigation procedures, criminal justice, business operations, loss prevention, security management, public safety administration, investigative techniques, information security, emergency preparedness, and criminal justice, among others.

Program Objectives

Upon completion of the Associate of Science in Private Security Management graduates will:

1. Demonstrate knowledge about the basic terms in security management and its theories.
2. Apply concepts of planning, resources, and authority to security organizations.
3. Identify and discuss the major aspects of physical security, associated threats, and application of countermeasures.
4. Demonstrate knowledge of basic procedures and rules of personnel security and the specialized terms associated with information security.
5. Draw conclusions about the role security leadership has in establishing the foundation of private security programs.
6. Test and align functional performance of their security organizations, incorporating legal issues and ensuring ethical approaches.
7. Evaluate and use a methodology of quality assurance including the merits of a performance-based standards approach towards total asset protection.
8. Create value-added contributions to protecting the world of tangible and intangible assets.

CURRICULUM			
Course Number	Course Title	Credit Hours	Pre-Requisites
General Education Requirements (15 Credits Required)			
SPC101	Speech Communications	3	

PHI263	Contemporary Ethics	3	
MAT101	College Algebra	3	
ENC101	English Composition I	3	
PSY101	General Psychology	3	
Program Major Courses (45 Credits Required)			
HMS101	Ethics in Human Service	3	
MGT121	Introduction to Organizational Behavior	3	
MGT141	Principles of Management	3	
PSM101	Advances First Aid, CPR & AED	3	
PSM121	All Hazards Safety	3	
PSM141	Conduction of Escort and Patrol	3	
PSM161	Electronics and Telecommunications	3	
PSM181	Firearms and Ammunitions Safety and Practice	3	
PSM201	Information Security	3	
PSM221	Private Security and the Investigative Process	3	
PSM241	Leadership Strengths and Skills	3	
PSM261	Premises Protection	3	
PSM281	Principles of Self Defense I	3	
PSM282	Principles of Self Defense II	3	
PSM301	Workplace Safety	3	
	Total	60	

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Bachelor of Science in International Business

Program Description

The Bachelor of Science in International Business program at MUST University is designed for students seeking to strengthen their knowledge and decision-making ability in international business. The core objectives of the program are to develop, extend, and improve the ability to plan and act strategically in an international business environment; to strengthen analytical and decision-making skills in the functional areas of marketing, finance, multinational operations, and human resource management; and to become an effective leader in international business.

Program Objectives

Upon completion of the Bachelor of Science in International Business graduates will:

1. Demonstrate a willingness to learn from other cultures
2. Have an openness to expanding traditional business ideas
3. Have a desire to develop international working relationships
4. Use analytical tools to evaluate a constantly changing business environment
5. Demonstrate Leadership qualities to make decisions when faced with international competition
6. Demonstrate Creativity to solve problems within foreign cultures, markets, and business environments

CURRICULUM			
Course Number	Course Title	Credit Hours	Pre-Requisites
Lower Level General Education Requirements (15 Credits Required)			
SPC101	Speech Communications	3	
PHI263	Contemporary Ethics	3	
MAT101	College Algebra	3	
ENC101	English Composition I	3	
PSY101	General Psychology	3	
Upper-Level General Education Requirements (15 Credits Required)			
ENC102	English Composition II	3	
POR201	Conversational Portuguese	3	
BIO201	Biology	3	

STA210	Statistics	3	
EC0202	Principles of Economics	3	
Program Major Courses (90 Credits Required)			
Lower Division Major Courses			
ACT101	Managerial Accounting	3	
BUS110	Import Customs Regulations	3	
BUS121	Principles of International Business Law	3	
BUS141	Money and Financial Markets	3	
BUS161	Principal of Exports	3	
BUS181	Quantitative and Qualitative Methods for Decision Making	3	
MGT101	Introduction to Business	3	
MGT141	Principles of Management	3	
MGT161	Warehouse & Distribution Center Management	3	
TRA110	Global Logistics for Import and Export	3	
TRA112	Operations and Productions Management	3	
TRA114	Procurement Management	3	
TRA116	Supply Chain Management	3	
MKT101	Applied Marketing	3	
STA313	Statistical Methods	3	
Upper Division Major Courses			
BUS210	Business Statistics	3	
BUS303	Principles of Macroeconomics	3	
BUS304	Principles of Microeconomics	3	
BUS340	Corporate Finance	3	

ENC320	Professional Writing	3	
HCM330	Industrial Psychology	3	
BTE423	Database Management Systems	3	
BUS421	Globalization and Corporate Social Responsibility	3	
BUS451	Global Strategic Management of Technology	3	
BUS470	International Business	3	
BUS471	Business Strategy and Policy	3	
MAN410	Leadership Development	3	
MAN412	Human Resources Management	3	
	Total	120	

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Bachelor of Science in Healthcare Management

Program Description

The Healthcare Management program is designed to prepare graduates to become managers and support professionals in the healthcare field as well as in related industries. The program helps develop versatile professionals who, using a collaborative approach, apply knowledge of information systems, policy, accounting, budgeting, and analysis in diverse healthcare provider settings. The combination of management skills and knowledge of current issues in health services and systems provides Healthcare Administration graduates with a solid educational foundation on which to begin their healthcare careers.

Program Objectives

Upon completion of the Bachelor of Science in Healthcare Management graduates will:

1. Apply practical approaches to solve and prevent business problems in healthcare settings.
2. Know a working understanding of evolving issues in the healthcare industry.
3. Use the abilities to collaborate with others to deliver professional healthcare services in diverse work environments.
4. Apply project management and business analysis principles.
5. Demonstrate an effectively communication both orally and in writing.

CURRICULUM			
Course Number	Course Title	Credit Hours	Pre-Requisites
SPC101	Speech Communications	3	
PHI263	Contemporary Ethics	3	
MAT101	College Algebra	3	
ENC101	English Composition I	3	
PSY101	General Psychology	3	
Upper-Level General Education Requirements (15 Credits Required)			
ENC102	English Composition II	3	
POR201	Conversational Portuguese	3	
BIO201	Biology	3	
STA210	Statistics	3	

ECO202	Principles of Economics	3	
Program Major Courses (90 Credits Required)			
Lower Division Major Courses			
MGT101	Introduction to Business	3	
ACT101	Managerial Accounting	3	
EHC103	Medical Ethics	3	
MKT101	Applied Marketing	3	
MGT141	Principles of Management	3	
MGT121	Introduction to Organizational Behavior	3	
HCM181	Healthcare Management	3	
HCM161	Healthcare Informatics	3	
HCM121	Health Information Systems	3	
HCM101	Community Health	3	
HCM141	Healthcare Financial Management	3	
HCM201	Healthcare Outcomes and Quality Management	3	
HCM210	Healthcare for the Elderly	3	
HCM221	Legal Aspects of Healthcare Management	3	
HCM241	OSHA Standards for General Industry	3	
HCM261	Billing and Reimbursement Methodologies	3	
Upper Division Major Courses			
STA313	Statistics Methods	3	
MGT303	Operations Management	3	
HCM320	Psychology of Aging	3	
ENC320	Professional Writing	3	

HCM330	Industrial Psychology	3	
BPH305	Issues in Health Disparities	3	
BPH310	Health and Environment	3	
HSC305	Research Methods in Healthcare	3	
HCM340	Human Resources in Healthcare	3	
MAN410	Leadership Development	3	
BTE423	Database Management Systems	3	
EHC410	Quality Improvements Methods in Healthcare	3	
EHC498	Health Planning and Policy Management I	3	
EHC499	Health Planning and Policy Management II	3	
	Total	120	

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Pre-Requisites:

1. Students must complete all Lower-Level General Education Requirements before attempting Upper-Level General Education Requirements courses, and
2. Students must complete all Lower Division Major Courses before attempting Upper Division Major Courses

Master of Science in Healthcare Management

Program Description

The Master of Science in Healthcare Management (MS-HCM) program at MUST University has been designed to provide working Healthcare professionals with the knowledge, skill sets, and abilities needed to be effective Healthcare administrators and managers.

Healthcare delivery is undergoing rapid growth and change in the United States and around the world, a change that has accelerated in the 21st century. As a result, the responsibilities of healthcare administrators and managers are continuously being redefined. In this dynamic environment, organizations must manage for continuous improvement and maintain flexibility to respond to the latest challenges. This underscores the constant need for healthcare professionals to keep pace with new knowledge and gain new skills.

The MS-HCM program at MUST University seeks to develop professionals who understand how to manage non-profit, for-profit, and voluntary Healthcare organizations in effective and innovative ways and who can help Healthcare organizations successfully meet the challenges of a rapidly changing environment. Students in the MS-HCM program acquire the analytical skills needed to explore new models of healthcare delivery and organizational design. They also develop the leadership skills needed to discover and implement creative solutions to problems in the current Healthcare system.

Online Education: MUST University offers distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous method where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives

The Healthcare Leadership Alliance (HLA), a consortium of major professional Healthcare associations, has identified five competency domains in which all Healthcare administrators and managers should have proficiency for workplace effectiveness: communication and relationship management, leadership, professionalism, knowledge of the Healthcare environment, and business skills and knowledge. The MS-HCA program has adopted these five competency domains as its program learning outcomes. Therefore, students who graduate with a Master of Science in Healthcare Management from MUST University will be able to:

- Communicate clearly and concisely with internal and external customers, to establish and maintain relationships, and to facilitate constructive interactions with individuals and groups.
- Inspire individual and organizational excellence, to create and attain a shared vision, and to successfully manage change to attain the organization's strategic ends and successful performance.
- Align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.
- Demonstrate an understanding of the Healthcare system and the environment in which Healthcare managers and providers function.
- Apply business principles to the Healthcare environment; basic business principles include financial management, human resource management, organizational dynamics

and governance, strategic planning and marketing, information management, risk management, and quality improvement.

CURRICULUM		
Course Number	Course Title	Credit Hours
REI501	Resilience and Emotional Intelligence	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
HCA532	Healthcare Management for Executives	3
HCA550	Healthcare Law Ethics	3
HCA520	Healthcare Systems	3
HCA630	Data Analysis and Health Informatics	3
HCA522	Hospital Management	3
HCA523	Health Crisis Management	3
HCA700	Healthcare Management Capstone	3
MUST CHOOSE ONE (1) CONCENTRATION BELOW		
Leadership Concentration:		
HCA640	Strategic Management of Healthcare Organizations	3
HCA624	Entrepreneurship in Healthcare Management	3
HCA670	Organizational Leadership and Governance	3
Health Service Management Concentration:		
HCA628	Healthcare Quality Assessment and Improvement	3
HCA660	Monitoring, Auditing and Reporting in Healthcare Compliance	3
HCA678	Healthcare Compliance Foundations	3
	Total	36

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Master of Science in International Business

Program Description

The Master of Science in International Business program at MUST University is designed to prepare students for management opportunities within multinational industries and organizations. Learners will build leadership skills and a comprehensive understanding of cultural business issues, international regulations, and strategic planning necessary to succeed in today's dynamic global marketplace. Additional areas of focus include the challenges of expansion, technology use, and effective decision-making on an international scale.

Online Education: MUST University offers distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous method where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives

Students who graduate with a Master of Science in International Business will be able to:

1. Develop comprehensive strategic business plans for global expansion.
2. Understand compliance and regulatory requirements for international hiring and managing of foreign and remote employees.
3. Evaluate the proper technologies needed to sustain and secure infrastructure, data, and proprietary information
4. Analyze competitive markets and the economic and political factors that affect them.
5. Evaluate currency and exchange rate fluctuations and determine how they affect investments and financial planning.

CURRICULUM		
Course Number	Course Title	Credit Hours
REI501	Resilience and Emotional Intelligence	3
BM0502	Business Modeling	3
MKT510	Marketing for Executives	3
BUS530	Business Strategies in the Global Economy	3
BUS620	Technology Management in the Global Economy	3
ASM503	Advanced Success Mindset	3
BUS510	Global Financial Management	3

BUS612	International Business Law	3
BUS631	Global Trade	3
BUS632	International Business	3
BUS540	Effective Organizations – Theory and Practice	3
MAN730	International Business Capstone	3
	Total	36

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Master of Science in Emergent Technologies in Education

Program Description

The Master of Science in Emergent Technologies in Education graduate program at MUST University provides participants with technological knowledge and skills to create effective school district technology plans, to develop training programs for classroom professors in the use of technology, to promote organizational change through technology, to manage technology resources and personnel in a school setting, and to apply their technical skills and knowledge to identify and utilize technological resources appropriately for the needs of the schools, school districts, and similar educational organizations. All the required courses address these technology needs of schools.

Online Education: MUST University offers distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous method where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives

Students graduating with a Master of Science in Emergent Technologies in Education will be able to:

- Identify, describe, and evaluate a variety of factors that influence integration of technology in education.
- Design and develop a variety of technology-based projects and utilize the projects in their courses to write a comprehensive review of e-learning topics that relate to education as well as the industry.
- Propose and complete a research project investigating a topic of professional interest as it relates to education and technology.
- Develop an in-depth understanding of current issues in technology and education in one of the following related to technology topics: e-learning, planning and change; Web development.

CURRICULUM		
Course Number	Course Title	Credit Hours
EDU500	Principles of Curriculum Design	3
EDU510	Teaching Methodology and Assessment	3
EDU609	Designing Effective Multimedia Instruction	3
EDU612	Distance Learning Technologies and Applications	3
EDU620	Learning Theories and the Design of E-Learning Environments	3

EDU621	Principles of Instructional Design	3
EDU640	Educational Technology Planning for Innovation and Change	3
EDU660	Educational Interface Design	3
EDU670	Computer-Based Technology in the Classroom	3
EDU681	Digital Media and Audiovisual in Online Teaching	3
EDU682	Theories and Practices of Active Learning	3
EDU689	Emergent Technologies in Education Capstone	3
	Total	36

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Master of Science in Business Administration

Program Description

The MUST University's Master of Science in Business Administration is designed to meet the training and skills needed for the 21st century business world. Upon completion of the program, students will be able to:

- Have a systemic and up-to-date view of all aspects of effective business management.
- Apply modern business management techniques.
- Integrate theory and practice into strategic analysis.
- Develop structured business research.
- Analyze, plan, and execute solutions to a company's problems.
- Implement leadership skills appropriate to the profile of the modern worker.
- Obtain specific skills related to their chosen concentration.

Online Education: MUST University offers distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous method where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives

This program is designed to prepare students for the competitive field of business. As part of their education, they will be exposed to a myriad of educational material which include case studies and strategic use of available resources. The program culminates in a research study that enables the conveyance and reflection of intrinsic knowledge crucial to success in the world of business. The end result is for the student to not only understand the responsibility of a business leader, but to become a strategic disruptor in the field.

CURRICULUM			
Course Number	Course Title	Credit Hours	Pre-Requisites
REI501	Resilience and Emotional Intelligence	3	
BM0502	Business Modeling	3	
BUS530	Business Strategies in the Global Economy	3	
ASM503	Advanced Success Mindset	3	
SCM570	Supply Chain Management	3	
BUS518	Quantitative & Qualitative Methods for Decision Making	3	

ACT510	Executive Managerial Accounting	3	
BTE680	Blockchain Technologies	3	
CAP599	Business Administration Capstone	3	
MUST CHOOSE ONE (1) CONCENTRATION BELOW			
Finance Concentration:			
ACF611	Advanced Corporate Finance	3	
IST656	Investment Strategies	3	
BUS510	Global Financial Management	3	
Human Resources Concentration:			
MGT512	Organizational Behavior	3	
EDU640	Educational Technology Planning for Innovation and Change	3	
LGE560	Leading Z Generation	3	
Digital Marketing Concentration:			
DAN652	Data Driven Analysis	3	
DST618	Digital Marketing Strategy	3	
MKT510	Marketing for Executives	3	
Data Protection Concentration:			
HRP551	Human Rights and Privacy	3	
CYT683	Technology and Cybersecurity	3	
BUS620	Technology Management in the Global Economy	3	
	Total	36	

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Master of Science in Digital Marketing

Program Description

The MUST University's Master of Science in Digital Marketing is designed to meet the knowledge, training and skills needed of the 21st century digital marketing world. Upon completion of the program, students will be able to:

- Understand the buying behavior of digital consumers.
- Create digital marketing strategies.
- Understand the shopping journey of digital consumers.
- Create digital structures of digital presence for companies, products, and services.
- Analyze data and make decisions.
- Integrate content marketing strategies with digital marketing campaigns.
- Develop scientific studies on topics related to digital marketing.

Online Education: MUST University offers distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous method where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives

This program is designed to prepare students to work in the field of marketing under a context of technological innovation and with a focus on results. Students will be introduced to contemporary marketing tools and techniques in addition to studying consumer behavior on a shopping and data analysis journey as a way to support the best digital marketing decisions. The program will end with the development of a research covering the content learned and the students' interest in going deeper into solving a research problem. In this way, the program's graduate will have a clear vision of the current situation of digital marketing and being able to use current tools and techniques in function of the best results in digital marketing.

CURRICULUM		
Course Number	Course Title	Credit Hours
REI501	Resilience and Emotional Intelligence	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
DST618	Digital Marketing Strategy	3
DAN652	Data Driven Analysis	3
MKT670	Customer Journey Analytics	3
MKT680	Content Marketing	3

BUS655	E-Commerce and Digital Business Models	3
MKT601	Market Demand and Sales Forecasting	3
BUS682	Business Intelligence and CRM	3
BUS674	Consumer Behavior in a Digital World	3
MKT510	Marketing for Executives	3
MKT700	Digital Marketing Capstone	3
	Total	36

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Master of Science in Business Development and Innovation

Program Description

MUST University's Master of Science in Business Development and Innovation is designed to meet the training and skills needed in the business world.

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

- Have a systemic and up-to-date view of innovative business models.
- Apply modern technologies in new business.
- Understand and analyze the entrepreneur's mindset.
- Develop structured business plans.
- Sell business projects to investors.

Online Education: MUST University offers distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous method where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives

This program is designed to prepare students to be entrepreneurs with a strong innovative perspective emphasis. As part of their education, they will be exposed to different business models, how technologies are changing business, the steps, and the right mindset they will use to create a new business in the current days and in the future. The program culminates in a research study that enables the conveyance and reflection of intrinsic knowledge crucial to succeed as an entrepreneur. The result is for the student to not only know how to create a new business, but to become a visionary in the field.

CURRICULUM		
Course Number	Course Title	Credit Hours
REI501	Resilience and Emotional Intelligence	3
BM0502	Business Modeling	3
MKT510	Marketing for Executives	3
BUS530	Business Strategies in the Global Economy	3
INV640	Applied Innovation	3
EMB550	Entrepreneur Mindset and Behavior	3
BTE680	Blockchain Technologies	3

FIN530	Financial Modeling	3
BPL570	Business Planning	3
LCD680	Low Code Development	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
BSI690	Business Development and Innovation Capstone	3
	Total	36

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Master of Science in Legal Studies Emphasis in International Law

Program Description

The Master of Science in Legal Studies program is designed to provide a solid foundation in legal doctrine and concepts while developing and refining the student's ability to identify and analyze legal issues. The program highlights the foundations of the American legal system, process and procedure, dispute resolution, legal research and writing, legal reasoning and analysis, ethical decision making, jurisprudence and legal history, and substantive law in the area of international law. The program in legal studies does not prepare graduates for the practice of law. Students completing this program are not eligible to sit for any state's bar examination.

Upon graduation, graduates could pursue career opportunities in law and law-related fields, government, or business, or may use the background knowledge gained through this degree to prepare for further graduate study.

Online Education: MUST University offers distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous method where activities and assignments are distributed weekly to achieve the objectives of the course.

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Upon graduation, graduates could pursue career opportunities in law and law-related fields, government, or business, or may use the background knowledge gained through this degree to prepare for further graduate study.

Program Objectives

The Master of Science in Legal Studies program is designed to provide a solid foundation in legal doctrine and concepts while developing and refining the student's ability to identify and analyze legal issues. The program in legal studies does not prepare graduates for the practice of law. Graduates are not eligible to sit for any state's bar examination based solely on the completion of this program. Upon graduation, graduated could pursue career opportunities in law and law-related fields, government, or business or may use the background knowledge gained through this degree to prepare for further graduate study.

CURRICULUM		
Course Number	Course Title	Credit Hours
LAW500	Legal Methods and Process	3

LAW510	Legal Research and Writing	3
LAW520	Community Law and Organizations	3
LAW530	Conflict Resolution	3
LAW540	Business Law and Compliance	3
Specialization Courses		
LAW650	International Treaties	3
LAW560	Diplomatic Relations and International Ethics	3
LAW640	Data Protection and Legislation Contracts	3
LAW580	International Criminal Law	3
LAW590	International Labor Law	3
LAW700	International Law Capstone	6
	Total	36

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Master of Science in Organizational Psychology

Program Description

This program is intended to prepare students from different areas for actions on current and emerging themes which interface with Psychology, Business, and Economic Sciences. It focuses on topics of interest to organizations and their employees to ensure and reconcile the importance of business with the people's needs. Topics related to work and how they affect the life of the individual, his or her family and the environment are addressed. Experimentation with everyday assessment and intervention techniques are part of the requirements for completing the course. In addition to experimentation, students will have the opportunity to produce research and/or reports on the topics covered.

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Program Objectives

The Master's Program at MUST University in Organizational Psychology is intended to enable students to act on current and definitive themes for the success of organizations. By the end of the course students should be able to:

1. Integrate theory and practices related to organizational and work phenomena and processes.
2. Identify, assess, and develop essential skills for good performance in the various job functions.
3. Identify and intervene in the identification and retention of talents.
4. Acquire repertoire to plan and implement development and training programs for the workforce.
5. Acting on topics that have repercussions for the individual, family, and social environment, such as health and well-being at work.

CURRICULUM		
Course Number	Course Title	Credit Hours
MGT512	Organizational Behavior	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
PSY520	Work Competencies	3
PSY530	Behavioral Assessment in Work	3

PSY540	Achieving Well-being in Work	3
PSY550	The Changing Nature of Work	3
PSY560	Talent Retention and Workforce Management	3
PSY570	Leadership and Development for Organizational Success	3
PSY580	Learning, Qualifying and Development	3
PSY590	Engagement and Motivation	3
PSY600	Organizational Psychology Capstone	6
	Total	36

Course sequence can be changed at the discretion of MUST University depending on course offerings.

STUDENT AFFAIRS

Student Responsibilities

Code of Conduct

Students are expected to maintain the highest standard of personal, ethical, and professional conduct. Each student is expected to display behaviors that are indicative of the program they represent and are expected to carry themselves in a manner that represents the values and beliefs of MUST University. The institution reserves the right to place on probation or dismiss a student due to unprofessional or disorderly conduct that reflects negatively on MUST University, affects other students, or is a potential safety issue.

Students are expected to bring their corresponding books, educational equipment, and all necessary materials to the school daily. All students must be punctual to class. In case of absence, the student will be responsible to obtain the covered material from a classmate or instructor, to maintain his/her daily progress. The institution will make reasonable arrangements for the recovery of hours and work missed. It is encouraged that students take advantage of this option. A medical certificate is required in case of absence due to a medical condition. The institution provides a comfortable atmosphere, free of discrimination, intimidations hostilities or other offenses. Conduct such as sexual harassment, or any type of physical or verbal threat that interferes with educational development of the student will not be tolerated. Students must pay all financial obligations in due time. Visits from children and/or relatives and friends are not allowed on campus. The student who is caught destroying or damaging School Property will be expelled and/or legally processed. The Institution does not allow sales, promotions, or any other forms of commercial activities within the premises. Students that participate in these practices may be suspended or dismissed from the institution.

Academic Integrity

MUST University students are required to submit work that represents their original words or ideas. Students must make it clear the extent to which external sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source.

The university's Director of Education may expel a student for cheating or plagiarism. Plagiarism is defined as the use, without proper acknowledgment, of the ideas, phrases, sentences, or larger units of discourse from another writer or speaker. No credit will be given for assignments or work that is not the original product of the submitting student. Students will receive credit only for their own original work. Plagiarism is grounds for dismissal from the institution.

Harassment Policy

MUST University prohibit discrimination or harassment based on race, ethnic or national origin, religion, age, sex, color, physical or mental condition, marital status, or veteran status under any program or activity under its purview. Sexual harassment includes harassment based on gender, pregnancy, childbirth or related medical condition, and inappropriate conduct of a sexual nature. It is MUST University's policy that all persons should enjoy freedom from unlawful discrimination of any kind as well as from sexual harassment or retaliation for reporting a complaint.

Anti-Hazing

In compliance with Florida law, MUST University defines hazing as any act whether physical, mental, emotional, or psychological, which subjects another person, voluntarily or involuntarily, to anything that may abuse, mistreat, degrade, humiliate, harass, or intimidate him or her, or which may in any fashion compromise his/her inherent dignity as a person. Hazing is inherently in conflict with the purpose and goals of MUST University. Therefore, such conduct will not be tolerated. MUST University will make every effort to guarantee that hazing will not victimize students.

Student Rights

Equal Opportunity

MUST University supports equal opportunity for all individuals associated with the institution. For this reason, the university does not discriminate based on race, ethnic or national origin, sex, age, disability, religious beliefs, or social origins and does not exclude any applicants for any of these reasons.

Confidentiality of Student Records

Official academic records are maintained by the Registration Department of the institution. Included are admission applications and associated documentation, the records of grades and credits received in courses at this institution or accepted from other institutions; and other documents directly relating to the student's academic progress and status. Student records are maintained permanently and in confidentiality. For this reason, student's personal information will not be disclosed to individuals without written authorization of the student.

Discrimination and Harassment Policy

MUST University prohibits discrimination or harassment based on race, ethnic or national origin, religion, age, sex, color, physical or mental condition, marital status, or veteran status under any program or activity under its purview. Sexual harassment includes harassment based on gender, pregnancy, childbirth or related medical condition, and inappropriate conduct of a sexual nature

Student's Right to Know- Student Privacy Records (Act of 1974)

MUST University have policies that ensure that students have access to records as provided under federal and state law. MUST University follows the Student Right to Know Act (PL 101-542). The following policies describe student rights in this regard. Please contact the Registration Department for further questions regarding a student's rights to access his/her records.

Family educational Rights and Privacy Act (FERPA)

MUST University adheres to the requirements of FERPA regarding students' rights and privacy of information. In accordance with public law 93- 380, Family Educational Rights and Privacy Act, Florida Statute 5.229.782, the school allows students to access their educational records; challenge records they believe are inaccurate, incomplete, or misleading; and limit the release of such information. Records will not be released without the written consent of the student. A student will be notified whenever a court subpoenas the records in which case, written consent is not required. The parent (s) of a dependent student has the right to inspect records that are maintained by the school on behalf of the student.

Student Services

Student Orientation

The orientation program, held prior to the first day of each term, is designed to facilitate the students' transition to MUST University and to help familiarize new students with the organization and operation of the university. During orientation, students review the mission, vision, rules, and regulations of the University. Additionally, study techniques, academic standards, and counseling resources are discussed. All new and transfer students are required to attend orientation. During orientation students also learn study, work ethic, further details related to the professional field of interest, and are offered the opportunity to forge connections with other students, as well as faculty.

Academic and Career Counseling

MUST University students are provided with academic and career counseling services to support their academic planning, encourage inquiry regarding additional online course offerings, registration for courses, completion of administrative forms and the purchase of textbooks. Student services also include financial advisement and personal academic issues.

Career Services

MUST University is highly committed to its mission of providing a student-centered environment that prepares future graduates to succeed professionally and personally. This is exemplified through the university's career support services which offers student activities, organizations, leadership programs, as well as career development activities and resources. MUST University's academic department helps students learn the skills required

for their career, such as resume development, mock interviewing, career fairs, and professional networking required for an effective preparation of future graduates.

Transcript Request

Student transcripts are permanently maintained at the institution and are available from the Registration Department. One copy of the official academic transcript is provided to each student upon program completion and satisfaction of all financial obligations to the school. Students may request, in writing, additional copies of official transcripts from the Registrar for a fee.

Provided a hold does not exist, a student may request a transcript from the Registration Department by completing and delivering a transcript request form. MUST University will release the transcript to the student. Transcript requests may be made in person or by the Platform. MUST University will charge \$25 for official transcripts. Official and non-official transcript requests may take approximately five (5) to ten (10) business days to process.

Employment Assistance

The school does not make any guarantees of employment or salary upon graduation. However, MUST University will provide the student with employment assistance. This is achieved with the assistance of the Student Services Department. Their charge is to advise the student on career development skills and provide technology support for identifying employment opportunities in their chosen career field. During the first semester after graduation, MUST University will invite all the graduate students to respond a survey with information about their employment status and career progress.

FACULTY LISTING

First Name	Last Name	Title	Discipline	Educational Background
Adriana	Martinati	Assistant Professor	Education	Ed.D., Education, Federal University of Sao Carlos; M.Ed., Education, Pontifical Catholic University of Minas Gerais; B.S., Physical Education, Methodist University of Piracicaba; B.Ed., Pedagogy, Anhanguera University
Alexandra	Mastella	Dean	Business Administration	Ph.D., Business Administration, University of Sao Paulo; M.S., Production Engineering, Federal University of Santa Catarina; B.B.A., Business Administration, University of the State of Santa Catarina
Claudia	Caravantes	Assistant Professor	Education	Ph.D., Production Engineering, Federal University of Santa Catarina; M.B.A, Business Administration, Federal University of Rio Grande do Sul; B.A., Public Relations, Pontifical Catholic University of Rio Grande do Sul
Debora	Ornellas	Assistant Professor	Business Administration	M.B.A., Business Administration/Organization and Business Management, Methodist University of Piracicaba; B.B.A., International Business, Pontifical Catholic University of Campinas
Edson	dos Reis	Adjunct	Organizational Psychology	Ph.D., Tourism Management, University of Vale do Itajai; M.S., Organizational Management, Regional University of Blumenau; B.S., Mechanical Engineering, Federal University of Santa Maria
Eliete	Cardoso de Carvalho	Associate Professor	Education	Ed.D., Education Public Policy and Educational Administration, Julio de Mesquita Filho Paulista State University; M.Ed.,

				Teaching in Brazilian Education System., Julio de Mesquita Filho Paulista State University
Fernanda	de Almeida	Program Director	Healthcare Management	M.D., Medical Sciences (Gynecology and Obstetrics), Julio de Mesquita Filho Paulista State University; M.S., Pharmacology, ibid; B.S., Biological Sciences, ibid
Graciella	Martignago	Associate Professor	Business Administration	D.B.A., Management, Federal University of Santa Catarina; M.S., Quality Management, ibid; B.A., Economics, ibid
Manuel	Christiansen	Adjunct	Business Administration, Education	D.B.A., Business Administration, Walden University; M.B.A., Business Administration, Institute of Higher Administration Studies; B.S., Mechanical Engineering, Universidad Simon Bolivar
Marcio	da Graça	Associate Professor	Education, Information Technology	Ph.D., Semiotics and Communications, Pontifical Catholic University of Sao Paulo; M.Ed., Education, Anhembí Morumbi University; B.Ed., Elementary Education, Integrated Faculties of Osasco
Maria	Fidalgo	Adjunct	Education, Management	Ph.D., Sustainability Management, University of Amazonia; M.Ed., Educational Administration, ibid; B.Ed., Elementary Education, Civil Society Modern College Integrated Faculties
Maria	Carbonari	Dean	Education	B.S. in Teaching Portuguese and English as Second Language, Pontifical Catholic University of Campinas; Ph.D., Education, State University of Campinas
Maria	Fontana	Associate Professor	Education	Ed.D., Education, Tuiuti University of Parana; M.Ed., Education, Pontifical Catholic University of Parana; B.Ed., Education, Federal University of Parana

Mariane	Nardy	Adjunct	Biology	U.S. degree of Master of Science in Biology with concentration in Genetics earned at a regionally accredited institution of higher education in the United States
Monica	Coimbra	Adjunct	Law	M.Law, Law/Juridical Sciences, University of Vale do Itajai; B.B.A., International Business, ibid; B.Law, Labor Law, ibid
Regina	Monteiro	Associate Professor	Education	EdD., Education- Teaching Methodology, State University of Campinas; M.Ed., Education- Teaching Methodology, ibid; B.Ed., Secondary Education, Pontifical Catholic University of Campinas
Renato	Matthiensen	Adjunct	Computer Science	M.S., Computer Science, Methodist University of Piracicaba; B.S., Computer Science, Municipal Teaching Foundation of Piracicaba
Roberta	de Freitas	Adjunct	Education	M.Ed., Education, State University of Campinas; B.Ed., Education, ibid
Solange	Tomiyama	Adjunct	Law	J.D., Juridical Sciences, Pontifical Catholic University of Sao Paulo; M.Law, Brazilian Civil Law, ibid; B.A., Legal Sciences, "Braz Cubas" University
Tatiana	Santos	Associate Professor	Education	Ed.D., Education, University of Vale do Itajai; M.Ed., Regional University of Blumenau; B.Ed., Childhood Education, Santa Catarina State University
Thamara	e Silva	Adjunct	Biology, Environmental Science	Ph.D., Environmental Science, State University of Goias; M.S., Cellular and Molecular Biology, ibid; B.S., Pharmacy, ibid
Vadson	do Carmo	Adjunct	Management Information Systems	Ph.D., Chemical Engineering, State University of Campinas; M.S., Manufacturing Engineering, Methodist University of

				Piracicaba; M.S., Management Information Systems, Pontifical Catholic University of Campinas; B.Ed., Education, UniBF
Viviane	Gezu	Adjunct	Political Science	M.A., Political Science, Cruzeiro University of Sul; B.B.A., Business Administration, ibid

COURSE DESCRIPTIONS

ASSOCIATE AND UNDERGRADUATE PROGRAMS

ACT101 Managerial Accounting	An introduction to accounting emphasizing how a general-purpose financial statement communicates information about the business corporation's performance and position for users external to management. The course accentuates how the accountant processes and presents the information and includes exposure to recording transactions, adjusting balances, and preparing financial statements for service and merchandise firms per established rules and procedures. In addition, the course examines major elements of the statements such as cash, receivables, inventory, long-lived assets, depreciation, payroll, bonds, and other liabilities and stocks.
BUS110 Import Customs Regulations	This course explains the US Customs Import Regulations to include the duties and responsibilities of the licensed customs broker or customs house broker. Topics include processes for customs clearance including customs organization, consumptions, and the three keys to successful liquidation (valuation, classification, and entry), the Automated Broker Interface to the Automated Commercial System, types of entries, surety bonds, quotas, penalties, appraisement, bonded warehouse entry, examination of goods, harmonized tariffs, fees, quotas, immediate delivery, laws, and regulations.
BUS121 Principles of International Business Law	This course is an introduction to international business law, featuring global trade, licensing agreements for the transfer and protection of patents, copyrights, trademarks, and intellectual property (including franchising), and active foreign investment through mergers, acquisitions, and joint ventures.

BIO201 Biology (General Education)	This course includes the areas of cell biology, genetics, development, vertebrate physiology, ecology, and evolution. It is intended for students in all areas. Emphasis will be placed on learning, understanding and being able to use key biological concepts and the scientific method. The study of modern biology is not only a matter of assimilating information. Learning how to use that information for problem solving, posing hypotheses, and interpreting experimental results is also critical to understanding biology as a science.
BPH305 Issues in Health Disparities	This course draws on insights from a range of social science disciplines to examine the multifaceted issue of health disparities in the U.S. Healthcare system. Traditionally marginalized racial, ethnic and immigrant communities and emerging groups with disparities based upon gender, sexual preference and identity, disability, physical and mental health, geography, and environment will be examined at the individual, systemic and institutional levels. The role of culture, socioeconomic status, health literacy, and social and community networks will be explored; cultural competency, advocacy, and social justice will be discussed as solutions for promotion of health equity.
BPH310 Health and Environment	This course discusses how both the natural and built environment affect human health by looking at the impact of physical, chemical, and biological factors external to humans. It also covers how those working in Environmental health fields are concerned with preventing diseases or other illnesses by assessing and controlling environmental factors that pose a threat to human health whether it involves air quality, natural disasters, radiation, water quality, UV exposure, indoor air pollutants, climate change, healthy communities and work environments, or the effects of toxic substances.
BTE423 Database Management Systems	This course will develop skills and understanding in The student should develop skills and understanding in the design methodology for databases and verifying their structural correctness, implementing databases and applications software primarily in the relational model, using querying languages, primarily SQL, and other database supporting software, applying the theory behind various database models and query languages, implementing security and integrity policies relating to databases, and working in group settings to design and implement database projects.

BUS141 Money and Financial Markets	This course is designed to provide a thorough understanding of the importance of money, banking, and financial markets of a developed economy. It will provide the opportunity to examine the instruments and strategies assisting production, distribution, and consumption. Also, this course will develop an appreciation for important concepts in economics, from interest rates and central banking to stocks, bonds, and foreign exchange.
BUS161 Principles of Exports	This course explains export management processes and procedures. Topics include governmental controls, licensing of products, documentation, commercial invoices, and traffic procedures. Application to human and public relations, management of personnel, finance, and accounting procedures.
BUS181 Quantitative and Qualitative Methods for Decision Making	This course introduces the learner to utilizing and applying both quantitative and qualitative methods for individual, organizational, and societal decision-making. A variety of tools and techniques will be examined as the foundation for the development and interpretation of attributes and variables in addition to the use of data sources for improving processes and organizational environments.
EC0202 Principles of Economics	This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course, we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics.
BUS210 Business Statistics	This is a course in the basic statistical concepts and methods common in business applications. The emphasis is on parametric techniques used to describe and compare samples and populations. In addition, this course introduces students to a new way of thinking about data, and to help them gain an understanding of how to use, communicate, and interpret statistics.
BUS303 Principles of Macroeconomics	This course is an introduction to the behavioral science of economics, which focuses on the aggregate behavior of households, firms, and the government. Topics covered include gross domestic product, national income, economic growth, unemployment, inflation, the business cycle, fiscal policy and monetary policy, and international trade.

BUS304 Principles of Microeconomics	This course provides a thorough introduction to economic theory. Starting from the basic ideas of tradeoffs, opportunity cost, and the benefits of trade, this course will describe how the market forces of supply and demand cause prices to be what they are. It will see the sense in which market economies are efficient, and the way governments can make our economy less or more efficient. It will delve behind the supply curve to see how firms choose their production levels to maximize profits, culminating in the model of perfect competition.
BUS340 Corporate Finance	This course serves as an introduction to business finance (corporate financial management and investments) for both non-majors and majors preparing for upper-level course work. The primary objective is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; options; and market efficiency. The course will also analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues.
BUS421 Globalization & Corp. Social Responsibility	Responsibility introduces students to the concept of corporate social responsibility, which involves an examination of whether organizations should expand their focus from serving stockholders to also considering the impact of the firm's activities on diverse stakeholders. Practicing corporate social responsibility requires that a corporation meld business goals with societal expectations. To do so means addressing complex questions such as: What obligations do businesses have to the societies in which they operate? Can the interests of corporations and outside stakeholders be aligned, or are they in inherent conflict? This course examines these and other questions without prescribing simple solutions.
BUS451 Global Strategic Management of Technology	Introduces the basic concepts of information technology and innovation from a strategic management perspective. Covers strategic management of high technology companies, emerging technologies in a global marketplace, and aligning product development and system design. Identifies the creation of new products and services, and how new ventures are exploited.
BUS470 International Business	This course provides an overview of the international organizations and the effects of the foreign environment on international business. The course will focus on cultural differences; theories of international trade and economic development; international finance; marketing internationally and practical applications of starting and maintaining international business relationships.
BUS471 Business Strategy and Policy	This course gives an overview of all essential aspects of business policy and strategic management. The intention is to provide students with strategy insights; reflect on strategic dilemmas; and practice strategy tools to enable students to become strategic thinkers. The course will cover strategy analysis, formulation of strategies at different levels of the organization, and strategy implementation. We will also reflect on the purpose of organizations, their governance, and their role towards shareholders, stakeholders, and society in general.

BUS472 International Trade	The main theories of international trade in goods and services, and of international movements of capital and labor. Partial equilibrium and general equilibrium analysis of the major instruments of trade policy, their economic effects, and the issues created by their use in practice. The economics of preferential trading arrangements, such as free trade areas, customs unions, common markets, and "mega-agreements".
EHC103 Medical Ethics	This course will explore the major ethical issues confronting the practices of medicine and biomedical science. Students will become familiar with legal and institutional positions, consider and debate opposing arguments on the various topics, and examine relevant case studies.
EHC410 Quality Improvement Methods in Healthcare	Studies in depth the quality improvement philosophy, methodologies, tools, and issues related to HEALTHCARE. Emphasizes quality standard setting, system design, reporting mechanisms, and effectiveness assessment. Closely examines the relationship between quality improvement programs, risk management, and use review.
EHC498 Health Planning and Policy Management I	This course covers the management processes/roles of public health professionals. In addition, it discusses health service organizations, policy issues and resource utilization/control.
EHC499 Health Planning and Policy Management II	This course is a continuation of EHC498 with emphasis on human resources management and public health trends.
ENC101 English Composition I	In this course, students acquire the writing competence necessary on the conventions of academic writing and critical thinking. A variety of assignments, beginning with personal reflections, build upon one another, as students develop ideas that respond to, critique, and synthesize the positions of others. The course also emphasizes the elements of good writing style, appropriate grammar and mechanics, clarity of language, and logical and cohesive development.
ENC102 English Composition II	This course is a continuation of ENC101 with emphasis on analysis of readings in prose fiction. Students will use literary elements to interpret short fiction.
ENC320 Professional Writing	This course offers an introduction to the techniques and types of professional writing, including correspondence and reports. It is designed to help strengthen skills of effective business and professional communication in both oral and written modes. After successful completion of this course, students will have the skills necessary to communicate effectively in a variety of professional situations.
HCM101 Community Health	This course emphasizes the role Healthcare organizations play in community health and disease prevention. It focuses on specific strategies Healthcare managers can use to benefit the health of communities. Topics include the role of healthcare stakeholders in promoting community health, connecting with the community, and community benefit standards.

HCM121 Health Information Systems	This course examines Healthcare organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and Healthcare delivery processes and how they relate to information systems is a main focus.
HCM141 Healthcare Financial Management	Healthcare Financial Management offers an introduction to healthcare finance and a description of the current financial environment in which Healthcare organizations function. It also explores the basics of financial and managerial accounting, presenting concepts that are critical to making sound financial decisions to better the cost-effectiveness of the organization.
HCM161 Healthcare Informatics	As an introductory course for non-information management students, this course will cover the history of Healthcare informatics, current issues, basic informatics concepts, and health information management applications. Topics include HIPPA and other legislation, application of electronic health records, and other clinical and administrative applications of health information systems.
HCM181 Healthcare Management	Healthcare Management provides the student with an overview of how Healthcare institutions are organized and governed, the role of the management staff, physicians, nurses and other clinical and support staff in these organizations, and the management systems designed for their efficient and effective operation.
HCM201 Healthcare Outcomes and Quality Management	This course will explore the essential principles and techniques of quality improvement applied to patient care and the management of services in healthcare organizations. The importance of quality management in leadership of organizations will be emphasized. Topics include fundamentals of quality management, system thinking and goal setting, improvement theories, data collection, statistical tools, medical errors and reporting, public perceptions, and organizational accountability.
HCM210 Healthcare for the Elderly	Problems in planning, financing, delivering, and evaluating health services for the. Administrative structures and public and private delivery systems are compared and critiqued.
HCM221 Legal Aspects of Healthcare Management	This course will provide the student with the skills necessary to mitigate liability through risk management principles, develop relationship management skills, apply an ethical decision-making framework, incorporate employment law procedures, and manage communication.
HCM241 OSHA Standards for General Industry	This course covers Federal OSHA policies, procedures, and standards, as well as general industry safety and health principles. Topics include scope and application of the OSHA General Industry Standards.
HCM261 Billing and Reimbursement Methodologies	This course will show students the reimbursement side of healthcare and the importance of correct coding and billing practices to both the facility and the patient.
HCM320 Psychology of Aging	During this course, we will discuss theory, research, and intervention/policy pertaining to the aging process and older adults. Among the changes emphasized are normal age-related changes in social

	cognition (stereotypes and processing of emotional information), personality, information processing and memory, intelligence, and health.
HCM330 Industrial Psychology	Industrial and Organizational Psychology is designed to introduce students to major areas relevant to the behavior of people at work from the time they enter the labor force until retirement. This course focuses both on understanding the psychological bases of work behavior and on the organizational practices used to create a good fit between people's characteristics and work's demands.
HCM340 Human Resources in Healthcare	This course is designed to study the essential role of human resources management within healthcare organizations. To meet the challenges of the marketplace, organizations will need to improve the quality of the services they provide; streamline their clinical delivery and support systems and transform their human resources management accordingly.
HMS101 Ethics In Human Service	This course presents a discussion on potential conflicts between ethical standards and legal guidelines and a section defining statutory law, regulatory law, case law, and constitutional law. In addition, this course covers boundary issues and dual relationships and explores the complexities of practitioner self-disclosure and the challenges of investigation into the ethics of practitioner engagement with social justice and advocacy.
HSC305 Research Methods in Healthcare	In this course students formulate a research problem statement, identify a hypothesis, propose a research design, and suggest possible interventions and analysis. Provides students with the opportunity to conduct a professional presentation on their own research topics.
MAN410 Leadership Development	This course is designed to provide a structured format for the development of a dynamic personal leadership development plan. Using readings, lectures, and experiential activities, the course will offer theoretical foundations, practical application and an opportunity for self-assessment that will permit students to continue the development of their leadership talent.
MAN412 Human Resources Management	Human Resource Management is a specialization within the field of Management that encompasses several functions including the recruitment, selection, and maintenance of a qualified, motivated, and productive workforce. The effective performance of these functions requires understanding and skill in employment law, planning, job analysis, recruitment, selection, orientation, training, employee development, performance appraisal, compensation, benefits, safety, and labor relations. Even if you do not enter a career in Human Resources, you should understand the topics covered in this course since the job of the general manager is to supervise people as well as financial and material resources.
MAT101 College Algebra (General Education)	This course is designed to prepare students for Applied Calculus and Discrete Mathematics and to provide the mathematical background needed for the analytic reasoning used in other courses. Topics include functions and their graphs, including exponential and logarithmic functions; complex numbers; systems of equations and inequalities; matrices; basic principles of counting and probability; and other selected topics.

MGT101 Introduction to Business	This course is an introduction to the many facets of the private enterprise system and of the businesses that operate within its framework. The course will focus on business systems, workforce demographics, social responsibility, business ethics, forms of business organizations, entrepreneurship, small business and franchise systems, management processes, human resource management, marketing management, business finance, business decision making, and quantitative tools used in business, international business, and the future dimensions of business opportunities in a global economy.
MGT121 Introduction to Organizational Behavior	This course focuses on the organizational processes and theoretical constructs related to organizational behavior. The roles of leaders, followers, and teams and their influence on the culture and performance of an organization are addressed through the analysis of key organizational behavior concepts and related cases. Topics will include values, perception, attitudes, assumptions, learning, motivation, conflict, diversity, and change.
MGT141 Principles of Management	This course explores the basic concepts and processes of management. Students will explore the functional roles and processes of planning, leading, organizing, and controlling comprising the manager role. Students develop skills related to the manager function and required in today's competitive environment.
MGT161 Warehouse and Distribution Center Management	This course explains a systems approach to managing activities associated with traffic, transportation, inventory management and control, warehousing, packaging, order processing, and materials handling.
MGT303 Operations Management	This course approaches Operations Management from the inside out. It develops the student's personal understanding of processes, process capabilities and results and then transfers those into the business environment. The course builds on an understanding of applied statistics to develop an understanding of the planning and the processes involved in the creation of value both through provision of services and manufacture of goods. Topics include process flow and capability, operations strategy, total quality management (TQM), supply chain and capacity management, process improvement, project management.
MKT101 Applied Marketing	This course focuses on how to create value and growth through innovation in new and existing markets. Students will learn the skills of innovation and how to apply those skills within the context of a marketing strategy framework. Students will apply innovation methods across the entire marketing management continuum including strategy, segmentation, targeting, positioning, and the 4P's.
PHI263 Contemporary Ethics	This course examines classical and modern western philosophical thought and its application to contemporary ethical issues and problems. Classical and contemporary moral and ethical traditions and theories and their application to modern ideals of the good, in today's society, will be investigated and discussed.
POR201	This course is an introduction to Portuguese for students with little or no previous knowledge of the

Conversational Portuguese	language. All the basic grammar is covered. Basic vocabulary is also presented. Our main goal is communication in Portuguese, with special emphasis on speaking, but all the other skills are also practiced. Students will also be introduced to the cultures of the Portuguese-speaking world through readings of authentic materials, including brief dialogues, music, and video. The class is conducted in Portuguese, with occasional resort to English for clarity purposes.
PSM101 Advanced First Aid, CPR and AED	This course will teach the student how to recognize an emergency and how to respond. The student will be prepared to make appropriate decisions regarding first aid care and how to provide care for injuries or sudden illness until professional medical help arrives. Upon completion of this course, the student will be eligible for National Safety Council Certification in Advanced First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillators (AED).
PSM121 All Hazards Safety	This course is designed to provide students with a robust understanding of the duties, responsibilities, and capabilities of an effective safety officer (SOFR) on an All-Hazards Incident Management Team. These responsibilities fall into two categories: 1) responding to the incident and the safety needs of the incident, and 2) effectively fulfilling the position responsibilities of a Safety Officer on an All- Hazards IMT.
PSM141 Conduction of Escort and Patrol	This course is an introduction to the role and responsibility of security officers conducting patrols and escorts. The course also includes laws and liabilities, mediation and conflict resolution, and disasters and emergencies.
PSM161 Electronics and Telecommunication	This course presents the most significant technologies, standards, and architectures in electronics and telecommunications. It introduces students to the industry- leading providers worldwide, explains where they fit in a fast-changing marketplace, and presents their key strategies.
PSM181 Firearms and Ammunitions Safety and Practice	This course includes topics such as Firearms Safety, Handgun Familiarization, Firearms Care and Cleaning, Shooting Principles and Range Qualification. This course is designed to provide the student with firearms safety factors and precautions, firearms shooting principles, including range firing of both handguns and shotguns.
PSM201 Information Security	This course allows students to examine a broad range of computer security issues and provides the student with technical knowledge not normally addressed in traditional training. It explores the protection of proprietary information and security planning with an emphasis on networked computer vulnerabilities. It also focuses on detection (e.g., viruses, hackers, types of computer crime, computer forensic examination, etc.), as well as disaster recovery and technology law.
PSM221 Private Security and The Investigative Process	This course will cover identification, evaluation and management of traditional and emerging investigations methodologies and technologies used in the business environment. Course also includes the study of general characteristics of a competent investigator, initial interview and case evaluation, witnesses, collection of information, collection of evidence and preservation of the scene, surveillance techniques, report writing, investigative method and technique—theft/property offenses, investigative method, and technique—insurance cases, investigative method, and

	technique—background investigations, and the security office— administrative issues.
PSM241 Leadership Strengths and Skills	This course is focused on a strengths-based approach to leadership and leadership development as well as the skills necessary for good leadership. Opportunities to understand and practice essential skills such as continual learning, powerful communication, problem solving, managing process, goal achievement, conflict resolution, win-win negotiating, and empowering stewardship are merged throughout the course.
PSM261 Premises Protection	This course covers physical security measures, closed-circuit television, intruder alarm systems, alarm components and methods of detection, legal implications of security measures, preventing and dealing with burglary and theft, building security, introduction to security surveying, perimeter security, building security, managing access to the building, dealing with visitors, static guarding, preventing loss and theft, essential precautions against fire, firefighting and extinguishers, protection against bombs and explosive devices, and assessment.
PSM281 Principles Of Self Defense I	This course provides the student with the means to identify, assess, engage, and escape threats by protect themselves mentally, spiritually, and physically from external threats.
PSM282 Principles of Self Defense II	The objectives of the course are to provide the student with the means to protect themselves mentally, spiritually, and physically from external threats. The class will be divided into two parts. The first part of the class will consist of lecture and discussion, the second part of the class will be instruction of physical techniques of escape and defense.
PSM301 Workplace Safety	Students will learn what workplace safety is, why it is important and how it affects a business. Additionally, students will learn preventative measures to help create a safer work environment. They will also learn the ins and outs of conducting a routine inspection, filing reports, and the importance of creating a workplace safety committee.
PSY101 General Psychology (General Education)	The course consists of a survey of the various fields of study comprising modern scientific psychology. The course examines the theories, research findings, and applications in each of the major areas of psychology, with the goal of providing students with practice information they can apply to their personal and professional lives. The topic areas covered in the course include learning and memory, motivation and emotion, human development, theories of personality, psychopathology, and social behavior.
SPC101 Speech Communication (General Education)	This course is a survey course in the basic principles of oral communication. Includes the study of the use of the body and voice, the speaker-listener relationship, and preparation and delivery of platform speeches.
STA210 Statistics (General Education)	This is a fundamental course in the application of statistics. In this course, students will learn to apply statistical techniques to a variety of applications in business and the social sciences. Students will learn how to solve statistical problems by hand and using computer software. Topics include probability distribution functions, sampling distributions, estimation, hypothesis testing and linear

	regression.
STA313 Statistical Methods	This introductory statistics course provides a basic understanding of statistical principles and their application to research underpinning evidence-based practice in businesses. The course places an emphasis on practical application of data management, probability testing, statistics and statistical terminology as used to answer research questions and test hypotheses. A variety of case studies are used to allow introductory application of statistics to simplify salient and researchable business problems.
TRA110 Global Logistics for Import and Export	This course covers management of international coordination operations, including foreign sourcing and production, global transportation and inter-modalism, global facility network design, import/export, security, intermediaries, and trade documentation.
TRA112 Operations And Production Management	This course is an introduction to the concepts, principles, problems, and practices of operations and production management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization.
TRA114 Procurement Management	This course presents fundamental concepts and techniques for procurement management. Students are introduced to the changing role of procurement and supply management with coverage of regulations such as the Sarbanes-Oxley Act (SOX) and other compliance issues within the current trend in globalization.
TRA116 Supply Chain Management	This course covers the fundamental role supply chain management plays in the American and Global economies, while stimulating critical thinking on the topics of economic reasoning, business negotiation, and opportunities for growth. In addition to supporting an understanding of the Supply Chain Management concept, this course will strive to evaluate current trends, growth opportunities, global patterns, and niche markets, within the area of Logistics.

GRADUATE PROGRAMS

BUS510 Global Financial Management	This course addresses the process of corporate financial management and its integration into the international market in Asia, South and Central America, Europe, the Middle East, and North America including the United States. This class will review financial exchange and investment risks and opportunities for limiting loss and enhancing returns.
BUS612 International Business Law	This course is an introduction to international business law, featuring global trade, licensing agreements for the transfer and protection of patents, copyrights, trademarks, and intellectual property (including franchising), and active foreign investment through mergers, acquisitions, and joint ventures.
BUS518	This course introduces the learner to utilizing and applying both quantitative and qualitative methods for individual, organizational, and societal decision-making. A variety of tools and techniques will be examined as the foundation for the development and interpretation of attributes

Quantitative and Qualitative Methods for Decision Making	and variables in addition to the use of data sources for improving processes and organizational environments.
BUS620 Technology Management in the Global Economy	This course addresses the process of managing technology in the global business environment. Students will learn about voice, video, and data applications and their management to assist with the financial and competitive use of technology for market expansion.
BUS530 Business Strategies in the Global Economy	This course addresses the role of international political and economic issues and the challenges facing trade and foreign business policies in developing nations who seek to attract business investments. The role of labor and access to natural resources and the utilization of IMF funding and foreign investment will be discussed to evaluate the potential business opportunities and the risks associated with global expansion projects. Economic and societal differences within cultures engaging in international commerce shall be analyzed to provide an understanding with respect to the implementation of specific strategic decisions.
BUS631 Global Trade	This course addresses the theory of international trade and the role it plays in economic integration and development through trade policy. This class will review the issues of protectionism and sanctions as part of political agendas. A multinational approach to trade regulations will be presented to students that shall cover regional and country specific issues within Asia, South and Central America, Europe, the Middle East, and North America including the United States.
BUS632 International Business	This class addresses the factors that affect international business and business expansion. Discussion topics include demographic, economic, political, natural resource, technology, and cultural characteristics and the role they play in the advancement of multinational enterprises. Challenging business and legal issues in Asia, South and Central America, Europe, the Middle East, and North America including the United States shall be covered in the content presented to students.
BUS540 Effective Organizations — Theory and Practice	In this course, students gain an understanding of managing operational and strategic issues in public and private organizations facing accelerated social, economic, and technological changes. Students will examine organizational theory, strategic thinking and management, and theories guiding decision making, leadership, organizational culture, and change management.
EDU609 Designing Effective Multimedia Instruction	Effective design and development of multimedia material to promote optional interactivity, performance, and motivation. Evaluation of educational multimedia products, design and development of original software, and examination of research on electronic learning.
EDU612 Distance Learning Technologies and Applications	Rationale for the use of and critical analysis of various types of distance learning technologies. Current transmission options for distance learning. Instructional strategies for teaching using distance technologies.

EDU620 Learning Theories and the Design of E- Learning Environments	Identification of developmental theories in social and cognitive psychology, focusing on the characteristics of development, the nature of learning, the social influence on development and learning, and the foundation provided by these theories for the design of instructional multimedia programs.
EDU621 Principles of Instructional Design	Instructional design theories and models in technology; application of design principles in the evaluation and creation of instructional materials including text; professor-mediated instruction in multimedia.
EDU640 Educational Technology Planning for Innovation AND Change	History of creative innovation and its effects on educational culture and thought. Critical examination of current innovative technologies for instruction at all levels, pre-school through professional. Strategies for instructional technology planning.
EDU660 Educational Interface Design	Current developments in cognitive science related to instructional technology. Human brain organization, the influence of environment upon memory and problem solving, how these issues can provide a foundation for progressive educational technology leaders.
EDU670 Computer-Based Technology in the Classroom	General and specific knowledge and skills appropriate for beginning professors. Hardware and software terminology, operation, troubleshooting, record management, e-mail, collaborative tools, copyright, privacy, security, and safety issues. Relevance for K-12 student learning.
EDU689 Emergent Technologies in Education Capstone	Development of a product (teaching project, implementation plan, program evaluation proposal), which is identified in the research course and summarized in a written abstract. Both the project and the abstract are submitted to the Capstone faculty Committee, which specify their formats.
HCA520 Healthcare Systems	This course aims to discuss the challenges and perspectives of the health systems worldwide. An update on the changes to Medicare coverage, including adding means testing on optional coverage for beneficiaries. A new discussion of the legislation the current administration would like to implement for universal healthcare coverage. A new focus on the quality-of-care debate and pay-for-performance incentives. New requirements for not-for-profit hospitals to report services provided to validate their tax status and an update on managed care and how universal coverage could change payment and delivery.
HCA523 Health Crisis Management	The successful management of emergencies and public health crises depends on adequate measures being implemented at all levels of the emergency chain of action, from policy makers to the general population. It starts with appropriate risk assessment, prevention, and mitigation and continues to prehospital and hospital care, recovery, and evaluation. All levels of action require well-thought-out emergency management plans and routines based on established command and control, identified safety issues, functional communication, well-documented triage and treatment policies, and available logistics. This course aims to discuss the commitment to all parts of emergency and public health crisis management from a multiagency perspective. It aims to discuss

	lessons learned and emerging risks, introduce new ideas about flexible surge capacity, and show the way it can practice multiagency collaboration.
HCA524 Entrepreneurship in Healthcare Management	Entrepreneurship in the Healthcare sector has received increased attention over the last two decades, both in terms of scholarly research and number of innovative enterprises. Entrepreneurial activities and innovations have emerged from and will continue to be driven by several actors along the healthcare value chain but especially from non-traditional healthcare players. In this course, is presented to the learners several critical issues in healthcare entrepreneurship and innovation, covering a comprehensive set of research topics, bringing together the latest academic research and management practice, with contributions by authors from entrepreneurship, medical sciences, and management, who provide in depth and practical insights into designing and managing entrepreneurship in healthcare.
HCA628 Healthcare Quality Assessment and Improvement	This course prepares students to be advanced beginners in QI: Methods for identifying and closing the quality gap and improving patient safety. Instruction on how find, evaluate, and apply scientific evidence for improving care.
HCA630 Data Analysis and Health Informatics	The healthcare environment is constantly evolving and increasingly complex. Time for decision making is shrinking, while the global nature of decisions is expanding, requiring the development and use of computerized decision support systems. The focus of this course is the theoretical and conceptual foundations of decision support and the tools and techniques available. The fundamentals of the techniques and how such systems are built and used for this are presented.
HCA660 Monitoring, Auditing and Reporting in Healthcare Compliance	Control and planning in the health areas have been increasingly rigid, which makes the demand for audit professionals growing. With this in mind, this course proposes a reflection on the good use of information, the development of clinical protocols and the standardization of procedures that are tools to support the work of professionals in this area, who are dedicated to ensuring the quality of patient care. It also emphasizes the execution of processes that seek valuable information to promote quality health care, proposes ways and techniques for carrying out the audit and presents several fields that are still little explored in the area.
HCA670 Organizational Leadership and Governance	Transformational leadership, ethics, information, and governance in health provides the development of a multidimensional and expanded view of the leader in the health area, with the continuous exercise of multiple competencies necessary in such a competitive scenario, presenting concepts of governance and management, with approaches in different models. of leadership, in order to achieve the best performance of the multi-professional team. Among the topics covered are leadership, corporate governance, information management, ethics, and compliance in healthcare organizations.
HCA678	The course presents the topic of Compliance in a systematic way, covering all the important aspects of the analysis of Compliance applied to the healthcare market. The most fundamental aspects, such

Healthcare Compliance Foundations	as the initial reflection on the importance of Compliance in all segments of the Sector, the fundamentals of Compliance in the health area and the central elements of the Health Compliance Management System are covered in the course.
HCA550 Healthcare Law Ethics	The purpose of this course is to work towards the importance of the field of awareness and awareness of leaders and efforts for health management, leaders of the initiative for health management and leaders of the importance of health management on the role of critical health. The role of social responsibility, ethics, and human values, as well as the concept of corporate governance in health are some of the fundamental points of responsibility in this course.
HCA640 Strategic Management of Healthcare Organizations	Explores the application of strategic management principles to healthcare organizations. Topics include analyzing the external and internal environments, responding to change, developing mission and goal statements, strategy formulation, evaluation of strategic alternatives, and implementation.
HCA532 Healthcare Management for Executives	This course provides comprehensive and practical coverage of all aspects of operations management specific to the HEALTHCARE industry. It covers everything from hospital finances to project management, patient flows, performance management, process improvement, and supply chain management.
HCA700 Healthcare Management Capstone	Development of a product (teaching project, implementation plan, program evaluation proposal) which is identified in the research course and summarized in a written abstract. Both the project and the abstract are submitted to the Capstone Faculty Committee, which specify their formats.
MAN730 International Business Capstone	Development of a product (teaching project, implementation plan, program evaluation proposal) which is identified in the research course and summarized in a written abstract. Both the project and the abstract are submitted to the Capstone Faculty Committee, which specify their formats.
HRP551 Human Rights and Privacy	In a digitally connected world, the question of how to respect, protect and fulfill human rights has become inevitable. Bringing together real-world academic and technical research, this course provides a fresh look at current debates on digital technologies, framing them in terms of human rights. We explore issues related to the management of key Internet resources, the governance of its architecture, the role of different stakeholders, the legitimacy of rules making and enforcement, the exercise of international public authority over users. Highly interdisciplinary, this course draws on law, political science, and international relations, as well as computer science and technology studies, to engage them all with human rights aspects of the present digitally connected world. This course presents in-depth topics on human rights and security, internet access, surveillance, automation, trade, and freedom of expression.
MGT512 Organizational Behavior	This course deals with human behavior in a variety of organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.

MKT510 Marketing for Executives	The primary objective of this course is to help students develop skills and gain experience in analyzing a business's situation and then formulating, implementing, and monitoring marketing strategy in a competitive environment. The course will focus specifically on issues such as selecting segments in which to compete, developing meaningful points of differentiation and positioning statements, allocating resources, designing products, setting and managing prices, developing and managing distribution strategies and developing and managing promotion strategies.
REI501 Resilience and Emotional Intelligence	Lead authentically to inspire and motivate others. Support employee's needs and nurture development. Communicate with purpose, meaning, and vision. Foster ingenuity, imagination, and autonomous thinking. Commitment, collaboration, nurturing talent, developing skills, fostering relationships.
BM0502 Business Modeling	Determine if and when an organization needs a new business model. Identify powerful new opportunities to serve their existing customers in existing markets. Reach entirely new customers and create new markets through disruptive business models and products. Seize opportunities for growth opened up by tectonic shifts in market demand, government policy, and technologies. Make business model innovation a more predictable discipline inside an organization.
IST656 Investment Strategies	Understand How Compound Growth Works. How Investments Work in General. Investment strategies. Asset Classes. Stock Market Investing. Investing in Real Estate. Investing in Bonds. Investing in Business Partnerships. Investing in Private Corporations. Investing in Precious Metals. Investment Vehicles. Investing Plans. Investment Analysis & Strategy. Investment Portfolio Management.
LGE560 Leading Z Generation	Every aspect of the lives of the Generation Z, including a focus on their career aspirations, religious beliefs and practices, entertainment and hobbies, social concerns, relationships with friends and family, health and wellness, money management, civic engagement, communication styles, political ideologies, technology use, and educational preferences.
SCM570 Supply Chain Management	Manufacturing planning and control, Enterprise resource planning, Demand management, Forecasting, Advanced sales and operations planning, Master production scheduling, Material requirements planning, Advanced MRP, Capacity planning and management, Production activity control, Just-in-time, Distribution requirements planning, Management of supply chain logistics, Order point inventory control methods, Strategy and MPC system design.
ASM503 Advanced Success Mindset	An advanced look at case studies that provide emotional responses to fear, and stress induced by workplace events. In this course, the student is challenged to identify roadblocks created by previous failures or successes and map positive professional outcomes.
BTE680 Blockchain Technologies	The financial revolution with completely new currency and money mechanisms will have drastic effects on the entire society of the future—banking and finance are only partial areas. Therefore, the thread running through this course is far more a heavy, braided rope: namely, what these changes have for social, economic, and political consequences. What happens when suddenly

	everything, really everything, is organized in block- Introductory remarks – for example through “global, decentralized and self-determined management systems” and open applications? All this and the possible driving forces and actors of the coming financial revolution will be presented in this course, which an explicitly understand as a positive outlook.
CAP599 Business Administration – Capstone	Development of a product (teaching project, implementation plan, program evaluation proposal) which is identified in the research course and summarized in a written abstract. Both the project and the abstract are submitted to the Capstone Faculty Committee, which specify their formats.
ACT510 Executive Managerial Accounting	Executive Managerial Accounting focuses on how accounting and financial information is created and used inside an organization to assist an enterprise in implementing its business strategies to achieve its mission. This course also focusses on annual reports, 10-K filings and similar other financial reports that are used primarily outside an enterprise by shareholders and the financial community when making decisions about investing in a company.
ACF611 Advanced Corporate Finance	The course presents to a wide community of Academics and Practitioners a selection of theoretical and applied contributions on topics related to commodities and financial markets. Within a structure based on the three parts, it presents recent state-of-the-art and original works related to the adoption of multi-criteria and dynamic optimization approaches in financial and insurance markets in presence of market stress and growing systemic risk; Decision paradigms, based on behavioral finance or factor-based, or more classical stochastic optimization techniques, applied to portfolio selection problems including new asset classes such as alternative investments; Risk measurement methodologies, including model risk assessment, recently applied to energy spot and future markets.
Dan652 Data Driven Analysis	Target and delight customers with unprecedented accuracy and success, Bring customers closer to the brand and inspire them to engage, purchase, and remain loyal, Capture, organize, and analyze data from every source and activate it across every channel, Create a data-powered marketing strategy that can be customized for any audience, Serve individual consumers with highly personalized interactions, Deliver better customer service for the best customer experience, Improve products and optimize operating systems, Use AI and IoT to predict the future direction of markets.
DST618 Digital Marketing Strategy	Ranging from social media, SEO, content marketing and user experience, to customer loyalty, automation and personalization, this course features cutting edge updates on marketing automation, messaging, and email, online and offline integration, the power of technologies such as AI, plus new data protection and privacy strategies.
CYT683 Technology and Cybersecurity	Understand legal, ethical, and privacy issues, Ensure operational, organizational, and physical security, use of cryptography and public key infrastructures (PKIs), Secure remote access, wireless networks, and virtual private networks (VPNs), Authenticate users and lock down mobile devices, Harden network devices, operating systems, and applications, Prevent network attacks, such as

	denial of service, spoofing, hijacking, and password guessing, Combat viruses, worms, Trojan horses, and rootkits, Manage e-mail, instant messaging, and web security.
FIN530 Financial Modeling	This course introduces students to theories, ways of measuring data and software to develop business financial modeling in today's world. The course is a practical guide to modeling, interpreting, and forecasting financial data.
INV640 Applied Innovation	This course introduces an innovative method to design products with the potential to become market and profitable leaders. During the course, students will learn how to design products and how to gain competitive advantages.
EMB550 Entrepreneur Mindset and Behavior	This course introduces students to the four fundamental practices of the world's greatest entrepreneurs: Sense of Mission, Customer / Product Vision, High-Speed Innovation and Self-Inspired Behavior. In addition, examples of the entrepreneur's mindset will be discussed and presented, showing real examples from the greatest entrepreneurs in the world.
BPL570 Business Planning	This course is a practical guide for students to learn how to launch or expand a business. The course presents in detail the phases of a business plan with examples, tips for winning investors, methods for winning the competition, among other matters relevant to the topic.
LCD680 Low Code Development	This course introduces students to digital Low Code platforms. With these content and other learning elements, students are expected to be autonomous for the creation of their business internet pages as well as for the creation of their companies' digital strategy.
BSI690 Business Development and Innovation Capstone	Writing for the Behavioral and Social Sciences, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.
BUS674 Consumer Behavior in a Digital World	The course addresses the changes in consumer behavior with technological innovation, developing fundamental concepts to understand these changes. It portrays issues about social relationships on the internet, millennium consumers and cyberculture. The course also discusses novelties in the purchasing process, the importance of green marketing and sustainability, as well as the most effective paths for marketing in the digital world, with the production of content for future trends.
MKT670 Customer Journey Analytics	This course provides the tools and techniques needed to understand customers, develop solutions, design experiences, rethink processes, and thrive. The course addresses the customer experience and their shopping journey in an integrated manner with business processes.
MKT680 Content Marketing	This course demonstrates the steps to building successful content. Topics are covered such as: direct response, persuasive headlines, how to prepare sales letters and winning models, sales videos.
BUS655 E-Commerce and Digital Business Models	This course presents the scheme or creating business models considering the value chain and understanding customer needs. The course examines different business models, each with its own functionalities.

MKT601 Market Demand and Sales Forecasting	This course discusses the need and advantages of forecasting demand in any type of company, as well as presenting the main methods used for this purpose. Among the topics covered are qualitative methods of demand forecasting, statistical tools and causal methods used in this type of forecasting. The course also deals with the use of time series of sales data and the application of demand forecast to the service and commerce sectors.
BUS682 Business Intelligence and CRM	This course addresses the modern way of relating to customers, evaluating the database and a new thinking in marketing, making it possible to understand market needs and deliver, through targeted actions and technology, the added value necessary for the relationship become long-term.
MKT700 Digital Marketing Capstone	Writing for the Behavioral and Social Sciences, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.
HCA522 Hospital Management	This course provides a broad overview of what is needed to run hospitals and other health care facilities effectively and efficiently. All of the skills and tools required to achieve this aim are elucidated in this course, including business engineering and change management, strategic planning and the Balanced Scorecard, project management, integrative innovation management, social and ethical aspects of human resource management, communication and conflict management, staff development and leadership.
EDU500 Principles of Curriculum Design	This course introduces the dynamic curriculum leadership and a curriculum development process that leads to highly successful school programs. It shows how administrators can develop curriculum to meet their school's changing needs, incorporate emerging technologies, and reflect new and creative ways of thinking about education.
EDU510 Teaching Methodology and Assessment	The new teaching methodologies value the effective participation of students in the construction of knowledge and in the development of competences, enabling them to learn at their own pace, time, and style, through different forms of experimentation and sharing, inside and outside the classroom., with the mediation of inspiring teachers and incorporation of all the possibilities of the digital world. This course presents pedagogical practices, in basic and higher education, that value the role of students and that are related to the theories that support them.
EDU681 Digital Media and Audiovisual in Online Teaching	This course aims to demonstrate how educators who engage with today's students appreciate the impact digital media has on the lives of our younger generations. Learners of today consume, create, and publish multimedia content continuously, using a variety of devices such as cell phones, tablets, and computers. Today's educators must learn to harness the enthusiasm students have for digital media (content that uses a combination of text, images, audio, animation, and video) into daily lessons to enhance student interest, engagement, motivation, and achievement in classroom environments. This course addresses these vital considerations, thereby empowering teachers, and students to benefit from the application of digital media in their classrooms, both as a compelling assessment tool and as an engaging teaching strategy.

EDU682 Theories and Practices of Active Learning	While Active Learning Classrooms, or ALCs, offer rich new environments for learning, they present many new challenges to faculty because, among other things, they eliminate the room's central focal point and disrupt the conventional seating plan to which faculty and students have become accustomed. This course addresses how can instructors mitigate the apparent lack of a central focal point in the space, what types of learning activities work well in the ALCs and take advantage of the affordances of the room, how can teachers address familiar classroom-management challenges in these unfamiliar spaces, how they balance group learning with the needs of the larger class and how can instructors evaluate the effectiveness of their teaching in these spaces.
LAW500 Legal Methods and Process	The objective of the course is to develop a study and research that understand how the establishment of contemporary society led to the emergence of new mechanisms of legal decision beyond the centrality of the State and how they are imposed and applied, specifically, as the focus of this process, the construction of doctrinal concepts and classifications.
LAW510 Legal Research and Writing	The course will allow students to learn and practice how to perform legal research, writing, and analysis by using legal resources and tools. Students will learn how to identify, locate, and analyze primary and secondary case law. Students will solve legal problems and how to structure and draft legal memoranda and briefs. This course presents the student with skills for efficient writing in the legal environment.
LAW520 Community Law and Organizations	The approach methods to be used will be historical-deductive, inductive, and dialectical, the latter mainly due to the multidisciplinary of research involving the most varied aspects of Internal Law and the transformations in international society of a political and sociological nature, in addition, the work has the challenge of working with different themes, but centered on the same systemic logic, which will require reflection. The legal methods to be applied mix dogmatic and empirical methodology, considering, as has been said, the interdisciplinary approach, in addition to the application of the systematic interpretive method due to the jurisprudential analysis applied to the reality of contemporary international society in legal decisions arising from international courts. Expected results: the set of objectives mentioned above will demand, for their achievement, dedication in research for the effective production of the results that are sought to be achieved and, therefore, it is expected: to define and solidify concepts that will be used by law operators based on the understanding of the mechanisms that make up contemporary international law; identify and classify concepts derived from the expansion of International Law; broaden the understanding of the use of new mechanisms in the doctrinal context of contemporary International Law; to understand how international decisions are produced in a systemic normative framework and their practical application.
LAW530 Conflict Resolution	The development of International Environmental Law, although recent, is remarkable, as is the role of international organizations in this area. However, parallel to the emergence of dozens of agreements aimed at environmental protection - global, regional, and local - its objectives are often

	frustrated by political attitudes (governments) and administrative (authorities in charge of its execution), neglect and other threats that represent a challenge to its implementation and to obtain a healthier environment that guarantees an adequate quality of life. General objective: survey of agreements signed under the sponsorship of international organizations in areas subject to environmental protection.
LAW540 Business Law and Compliance	Compliance is an important strategy for the competitiveness and attractiveness of the business, as global society is increasingly becoming aware of sustainable and ethical consumption, demanding from the Organizations postures and behaviors that reflect these values. The course identifies and discusses the themes that make up the contemporary International Law and its normative systemic logic from the articulation of themes and concepts, specifically aiming to: establish open doctrinal concepts that resulted from the implementation of contemporary international society ; from the offer of postgraduate courses, to discuss in-depth and analytically alternative forms of dispute resolution, in international courts and in Internal Law, based on new mechanisms that are concretely operating in International Law; identify existing gaps due to the emergence of new paradigms resulting from the construction of contemporary international society; observe and interpret new trends in International Law from the emergence of new themes and their normative expansion; establish a taxonomic classification of the various themes of International Law in a systemic context; place the conceptual mechanisms and legal production in the framework of contemporary International Law; promote debates that allow the opening of discussion and the production of academic reflections on contemporary International Law; analyze the consolidation of concepts and those that demand readjustment of interpretation within the framework of contemporary International Law; examine the application of international rules in the context of the Brazilian legal system. Research methodology: methodologically, it is important to initially emphasize the use of abundant bibliographic material given the interdisciplinary nature of the research.
LAW650 International Treaties	Transitional Justice after exceptional regimes in South America and its relationship with International Human Rights Law and International Criminal Law. Analyze the implementation of Transitional Justice in the post-military dictatorships of the 60s/90s of the 20th century, from the perspective of International Law. To specifically analyze the incidence and influence of international regulations on trials relating to serious human rights violations and international crimes committed during exceptional regimes. Analysis of the doctrine regarding the concepts and methods of Transitional Justice and its relationship with International Law. Empirical research of the measures taken, and the jurisprudence related to the countries studied during the Transitional Justice processes, with the objective of verifying the incidence and impact of International Law. Comparative and contextualized study of Transitional Justice processes in the countries studied,

	with special emphasis on the analysis of the contribution of International Law in domestic criminal trials for human rights violations and international crimes.
LAW560 Diplomatic Relations and International Ethics	In the second half of the 20th century, the world witnessed the extraordinary proliferation of national and international mechanisms for the protection of Human Rights. Constitutions in each country and international treaties to protect human rights were signed. All this was only possible thanks to the inaugural event represented by the Universal Declaration of Human Rights of 1948. In 1966 the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights came to light. Conventions on the ban on genocide, on the prohibition of racial discrimination and discrimination against women, on torture, the Rights of the Children, and the protection of persons with disabilities were important milestones in this direction. Each treaty has specific mechanisms to protect human rights. In general, reports, interstate complaints and the creation of oversight bodies mark ways to safeguard human rights worldwide. In parallel, regional courts on the protection of Human Rights in Europe, Africa and on the European continent played and are playing an important role to guarantee Human Rights that are complementary with protection at the universal and regional level. They are still indivisible, interdependent, and universal as the 1993 Vienna Declaration pointed out.
LAW640 Data Protection and Legislation Contracts	To verify the implementation of such agreements and eventual results – positive or negative – already obtained in relation to – a) multilateral and regional agreements aimed at protecting the spheres that make up the planet; b) agreements by species or object. Methodology: use of the procedures and theoretical methods necessary to assess the status of the environmental assets that are the object of such agreements. Expected results: identification of effectiveness in the performance and implementation of international standards in relation to the state of those areas and goods whose regulation will be studied. Adherent production of 2021: presentation of lectures and works in the project's object field.
LAW580 International Criminal Law	Main characteristics of crimes against humanity, having as a fundamental distinction the dogmatic concept of crime, as studied in the areas of influence of German penal dogmatics, in which Brazilian Criminal Law is found.
LAW590 International Labor Law	Main foundations and objectives of the International Labor Organization. In this task, it elucidates the basic notions regarding the concept, object, performance, and purpose of International Labor Law, from its foundation to its application. In this sense, this article demonstrates that International Labor Law is committed to ensuring the promotion and expansion of social achievements already achieved by workers, through legal instruments that legitimize social human rights provided for in general and specific sources of International Labor Law. Work. Fact, we have recently started to value a legal interpretation that considers international labor standards and, from what can be observed, this practice tends to increase in the daily lives of legal practitioners. Therefore, the analyzes that are given to the public on the impact of international norms on Brazilian domestic

	law, notably on Labor Law, are all relevant. Complementary reading for the Labor Law, International Law, International Relations disciplines, and their respective specializations in the undergraduate and postgraduate courses in Law.
LAW700 International Law Capstone	Writing for International Law, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.
MGT512 Organizational Behavior	This course deals with human behavior in a variety of organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.
PSY520 Work Competencies	This course addresses the model of skills and those specifically required for the world of work. Highlights among the skills: professional, cognitive, socioemotional, and digital. Promotes the categorization of skills required for work in transformation. The competency models. Skills required at work: professional, cognitive, socioemotional, and digital. Need for skilled labor in jobs in today's world. Future of work and transformation of jobs.
PSY530 Behavioral Assessment in Work	The main objective of this course is to enable people to identify and evaluate key job attributes. Rating scales and questionnaires are covered. Validity and accuracy of assessment instruments are also discussed. Purpose and characteristics of measures in the selection and development of people. Identification and definition of attributes. Qualification and quantification of attributes. Rating scales. Validity and accuracy of assessment instruments.
PSY540 Achieving Well-Being in Work	The use of strategies that promote health and well-being of workers is key for companies in developing harmonious and safe environments. In this sense, this course intends to prepare people that know and learn how to act on the main factors that can interfere with the health and well-being of organization's employees. Furthermore, it focuses on productivity and factors such as aging and consequences of the evolution of work transformations. Physical and mental health at work. Main factors for safety and well-being at work. Stress and its impact on work and productivity. Aging, productivity, and work.
PSY550 The Changing Nature of Work	Work is an activity influenced by all dimensions of the human being. Its functioning in the work environment is multi-determined and the subject of multi-professional reflections. This course offers a contribution to the construction of responses to the challenges of the dynamic context of work and organizations. Efficient, ethical, and reflective professional performance can and should contribute to improving the quality of life in organizations. Innovation and Globalization in organizations. Organizational values and beliefs. Inclusive organizations. Organizational Performance. Work and opportunities in a changing world. Culture and organizational climate.

PSY560 Talent Retention and Workforce Management	The retention of talent in organizations constitutes one of the most important current challenges. Fundamental to the prosperity of any business, good professionals must be maintained and valued through the implementation of good policies. Actions that retain people beyond salary policies are directly linked to the degree of satisfaction in the work environment. Talent management in organizations. Professional mobility. Satisfaction and quality of life as retention factors.
PSY570 Leadership and Development for Organizational Success	This discipline focuses on leadership, its development and the new practices needed to face today's challenges. In addition, it focuses on processes that allow synchronizing people, resources, and competencies, to build successful teams. Behavioral negotiation and conflict resolution techniques for effective leadership are discussed. Behavioral traits of leadership. Organizational and strategic leadership. Leadership and team management. Leadership and motivation. Power, politics, and negotiation.
PSY580 Learning, Qualifying and Development	Short-term and long-term process approaches are seen as their essential for lifelong learning. Developing skills is key in understanding how people can developed according to their individual styles. Empower employees is a competitive and strategic edge for organizations. Learning in the workplace. Learning for a lifetime. Learning and performance.
PSY590 Engagement And Motivation	Engaging and motivating people at work is a great challenge for organizations. An organization's success is directly related to the way its employees feel in the exercise of their functions and in the relationship, they develop with the environment they operate. High levels of productivity are also the result of the employees feeling of belonging and how motivated they are in achieving their goals. Emotions and motivation. Behavior, attitudes, and ethics at work. Satisfaction with life and work. Personality and types of intelligence. Engagement and alienation at work. The role of feedback. Incentive policies.
PSY600 Organizational Psychology Capstone	Writing for the Behavioral and Social Sciences, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.

ACADEMIC CALENDAR

Fall 2022		
	Start of Semester	End of Semester
2022 Fall Semester	8/28/2022	10/10/2022
Fall 2022 Term A	8/28/2022	10/1/2022
Fall 2022 Term B	10/2/2022	11/05/2022
Fall 2022 Term C	11/6/2022	12/10/22
Winter Break: December 11, 2022 – January 7, 2022		
Spring 2023		
2023 Spring Semester	1/08/2023	04/22/2023
Spring 2023 Term A	1/08/2023	2/11/2023
Spring 2023 Term B	2/12/2023	3/18/2023
Spring 2023 Term C	3/19/2023	4/22/2023
Spring Break: April 23, 2023 – April 29, 2023		
Summer 2023		
2023 Summer Semester	4/30/2023	8/12//2023
Summer 2022 Term A	4/30/2023	6/3//2023
Summer 2022 Term B	6/4/2023	7/8//2023
Summer 2022 Term C	7/9/2023	8/12/2023
Summer Break: August 13 – 26, 2023		
Holidays 2022- 2023		
Labor Day	September 5, 2022	No Classes
Columbus Day	October 10, 2022	No Classes
Veterans Day	November 11, 2022	No Classes
Thanksgiving Day	November 24-25, 2-2022	No Classes
Memorial Day	May 29, 2023	No Classes
Independence Day	July 4, 2023	No Classes