UNIVERSITY OF MANAGEMENT AND TECHNOLOGY

UNIVERSITY CATALOG
2025-2026
Effective Oct 1, 2025 through September 30, 2026

UMT

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Calendar

2025-2026 Academic Calendar

2025 Fall Semester

6 October	Fall Semester Begins
25 October	UMT Commencement
27 November	Thanksgiving Day†
15 - 21 December	Final Exam Dates
24 December	Christmas Eve†
25 December	Christmas Day†
31 December	New Year's Eve†

2026 Winter Semester

1 January	New Year†
5 January	Winter Semester Begins
16 - 22 March	Final Exam Dates

2026 Spring Semester

6 April	Spring Semester Begins
25 May	Memorial Day†
15 - 21 June	Final Exam Dates

2026 Summer Semester

3 July	Independence Day Observed†
6 July	Summer Semester Begins
7 September	Labor Day†
17 September	Constitution Day
14 - 20 September	Final Exam Dates

UMT Administration Operating Hours: M-F 9:00am-5:00pm EST, excluding holidays.

- Course enrollment is open to self-paced students at all times.
- Term-based students using Federal Student Aid (FSA) and international students holding F-1 visas can only enroll on the first day of the Fall, Winter, Spring and Summer semesters. Other term-based students, such as students using the GI Bill®, can enroll on any Monday.
- Refer to the *UMT FSA Handbook* (https://www.umtweb.edu/pdfdocs/FSAHandbook.pdf) for the FSA processing calendar.

† University closed.

Contents

CALENDAR **2**

CONTENTS **3**

OVERVIEW **5**

PRESIDENT'S MESSAGE 5
MISSION STATEMENT AND GOALS 6
HISTORY 7

UNDERGRADUATE DEGREE AND CERTIFICATE PROGRAMS **8**

UNDERGRADUATE DEGREES 8
BUSINESS ADMINISTRATION 10
COMPUTER SCIENCE 12
CRIMINAL JUSTICE 14
ENGINEERING MANAGEMENT 16
GENERAL STUDIES 17
HEALTH ADMINISTRATION 18
HOMELAND SECURITY 19
INFORMATION TECHNOLOGY 21
UNDERGRADUATE LEVEL CERTIFICATE PROGRAMS 23

GRADUATE DEGREE AND CERTIFICATE PROGRAMS **24**

MASTER OF BUSINESS ADMINISTRATION 24
MASTER OF HEALTH ADMINISTRATION 25
MASTER OF PUBLIC ADMINISTRATION 26
MASTER OF SCIENCE IN COMPUTER SCIENCE 27
MASTER OF SCIENCE IN CRIMINAL JUSTICE 28
MASTER OF SCIENCE IN ENGINEERING MANAGEMENT 29
MASTER OF SCIENCE IN HOMELAND SECURITY 30
MASTER OF SCIENCE IN INFORMATION TECHNOLOGY 31
MASTER OF SCIENCE IN MANAGEMENT 33
DOCTOR OF BUSINESS ADMINISTRATION 35
GRADUATE CERTIFICATE IN PROJECT MANAGEMENT 38
EXECUTIVE CERTIFICATE PROGRAMS 39

POLICIES AND ADMINISTRATION **40**

UMT POLICIES 40
Academic Advising *40*
Academic and Calendar Years *40*
Academic Ethics *40*
Academic Integrity and Student Conduct *40*
Academic Semesters *40*
Admission *41*
Assessment *41*
Continuous Enrollment *42*
Course Waiver *42*

Credit Transfer *42*
Disability Services *43*
Enrollment Statuses *43*
Faculty Accessibility *43*
Grade Replacement *43*
Grading Policy *44*
Graduation and Commencement *44*
Incomplete Coursework *44*
Intellectual Property *45*
International Students *45*
Leave of Absence *45*
Nondiscrimination *45*
Principles of Excellence for Military Students *45*
Proctored Examination *46*
Resolution of Complaints *46*
Satisfactory Academic Progress *47*
Semester Credit Hours *49*
Student Identity Verification *49*
Student Records *50*
Telephone Student Data Security *51*
Time Limits *51*
Withdrawal *52*
Workforce Advancement/Career Advising *52*
UMT Accreditation *52*
ONLINE EDUCATION 53
General Requirements *53*
FINANCIAL ASSISTANCE 54
UMT ADMINISTRATION AND FACULTY 56

COURSE DESCRIPTIONS 61

UNDERGRADUATE PROGRAM COURSE DESCRIPTIONS 61
GRADUATE PROGRAM COURSE DESCRIPTIONS 77

APPLICATION INSTRUCTIONS 92

UNDERGRADUATE APPLICATION INSTRUCTIONS 92
GRADUATE APPLICATION INSTRUCTIONS 94

TUITION, FEES & REFUND POLICY 96

TUITION 96
FEES 96
TUITION REFUND POLICY 97
TUITION REFUND EXAMPLES 97

Overview

President's Message

Yanping Chen, Ph.D.
President

Welcome to UMT!

Thank you for your interest in our university. I would like to take a few moments to outline how we can help you meet your educational goals.

Since 1998, UMT has built a strong global higher learning community through its online and distance education. Geographical boundaries do not limit UMT and its students, who reside in 50 states, the District of Columbia, 4 US territories, and 78 countries worldwide. As of September 2025, UMT has provided various levels of education programs to 27,272 students. Of these, 16,727 have earned their degrees. In 2024-2025, UMT ranks among "Forbes Top 500 Colleges".

UMT's innovative programs are designed for working professionals who desire to obtain up-to-date management and technology knowledge, skills, and insights. With global competition in skilled workforce and rapidly changing technology, lifelong learning is a necessity. Successful professionals need to continually update their skills and knowledge to remain competitive.

UMT offers a broad range of programs, including undergraduate degrees, master's degrees, a doctoral degree, and various credit-bearing certificate and executive certificate programs, as well as professional development and credentialing programs. These programs focus on contemporary management and technology issues and achieving a balance between theory and practical applications. UMT also provides training and consulting services to companies and government agencies, and carries out research efforts to serve industry, government, and non-profits.

Besides their academic qualifications, UMT faculty members have extensive management and technology education experience working for and with major companies, nonprofit organizations, and government agencies.

With UMT's convenient online courses, students can obtain an education in their own time from the comfort of their home, office, or anywhere else in the world where they can access the Internet.

UMT tuition is competitively priced. Students are not paying for a large campus and a lot of overhead to receive a high-quality education without breaking the bank.

Thank you for your interest in UMT. After you have looked through this catalog, contact us to find out how you can begin your UMT education. I look forward to welcoming you to join UMT learning community.

Yanping Chen, PhD
President

Mission Statement and Goals

Primary Goals • Philosophy

UMT's primary goal is to provide high quality education programs to our students and to promote academic excellence in higher learning by:

- teaching and developing knowledge, skills, competencies, excellence, professionalism, and responsibilities to enhance our students' careers
- selecting and promoting excellent faculty and scholars who focus on knowledge, theory and practice from a global perspective
- adopting and updating curricula and instructional materials continually to reflect state-of-art knowledge and best practices
- employing technology, advanced teaching methods and tools to deliver high quality distance education programs
- benefitting the community and society by supplying well-educated and well-prepared professionals.

UMT Commencement

History

Founding • History

The University of Management and Technology (UMT) was established in Arlington, Virginia in January 1998. UMT is authorized to operate as an institution of higher education, to enroll students, and to award associate's, bachelor's, master's and doctoral degrees by the State Council of Higher Education for Virginia (SCHEV) and exempt from the certification in accordance with §23.1-219 of the Code of Virginia since 2008.

UMT is accredited by the Distance Education Accrediting Commission. The Distance Education Accrediting Commission is listed by the US Department of Education as a recognized accrediting agency. The Distance Education Accrediting Commission is recognized by the Council for Higher Education Accreditation.

UMT is an institutional member of the Council for Higher Education Accreditation (CHEA). CHEA is a US association of degree-granting colleges and universities and recognizes institutional and programmatic accrediting organizations.

UMT is an institution member of the National Council for State Authorization Reciprocity Agreements (NC-SARA) that provides education offerings to the students residing in 49 states except California.

UMT's degree programs in project management are programmatically accredited by the Global Accreditation Center (GAC) of the Project Management Institute (PMI), and UMT is an Authorized Training Partner of PMI (PMI ATP).

UMT is authorized by the US Department of Education to provide Federal Student Aid (FSA) to eligible students enrolled in eligible programs, and by the US Citizenship and Immigration Services of the US Department of Homeland Security to accept F-1 visa students. UMT is approved to offer GI Bill® educational benefits to US veterans by the Virginia State Approving Agency.

More than two decades students throughout the United States and in 78 countries are enrolled at UMT. With its global outreach, UMT is committed to bringing the best knowledge, practice, and professional skills to students everywhere to build a long-lasting global learning community.

UMT headquarters on seventh floor

UMT is located in Rosslyn, Arlington, Virginia, just minutes from downtown Washington, DC. Rosslyn is a busy commercial and federal government agency district. Rosslyn is easily accessible throughout the greater Washington metropolitan area by Metro and is convenient to air transportation via Dulles International Airport and Ronald Reagan Washington National Airport.

Undergraduate Degree and Certificate Programs

Undergraduate Degrees

UMT's undergraduate degrees are designed to provide students with specialized knowledge in key management and technology areas, as well as to expose them to broad areas of knowledge that will make them well-rounded citizens. UMT offers the following Associate's and Bachelor's degrees:

- Associate/Bachelor of Business Administration (ABA/BBA)
- Associate/Bachelor of Science in Computer Science (ASCS/BSCS)
- Associate/Bachelor of Science in Criminal Justice (ASCJ/BSCJ)
- Associate/Bachelor of Science in Engineering Management (ASEM/BSEM)
- Associate/Bachelor of Science in General Studies (ASGS/BSGS)
- Bachelor of Science in Health Administration (BHA)
- Associate/Bachelor of Science in Homeland Security (ASHS/BSHS)
- Associate/Bachelor of Science in Information Technology (ASIT/BSIT)

All undergraduate degrees include core courses, general education courses, and electives. Some bachelor's degrees offer majors that allow students to focus on specialized topics.

Core courses cover the core knowledge requirements of a degree.

General education courses expose students to a broad range of knowledge and experiences outside of the degree's focus, e.g., English, History, Mathematics, Science, and Humanities.

Electives are flexible courses that students may choose freely from UMT's catalog to explore personal interests, broaden their education, or deepen knowledge in a particular area.

Major courses provide students with specialized expertise within their degree area.

Core courses and major courses are listed in the program descriptions for each degree, and each student's Individual Learning Plan (ILP) lists the specific courses required for graduation.

The required allocation of courses among core courses, general education courses, elective courses, and major courses is described in each program description.

An undergraduate student may choose to progress through a bachelor's degree by completing a two-year, associate's degree and then a two-year, bachelor's degree, or directly enroll into a four-year bachelor's degree.

UMT graduates lining up for Procession of Graduates at the UMT Commencement

General Education Courses

All undergraduate degrees require students to complete General Education courses that address the following outcomes:

- Written and oral communication
- Quantitative reasoning
- Information literacy
- Critical thinking
- Natural and physical sciences
- Social and behavioral sciences
- Humanities

General education courses are listed below. These courses are not always available; for a list of available courses, look in the General Information section of the UMT website.

CHEM 100	Chemistry I
CJ 216	Criminology
CJ 241	Introduction to Criminal Justice Ethics

COMM 110	Public Speaking
COMM 200	Business Communication
COMM 205	Technical Writing
COMM 330	Organizational Communication
ECON 210	Economics for Managers
ECON 260	International Economics
ENGL 100	English Grammar
ENGL 101	English Composition
GOV 200	U.S. Government and Politics I
GOV 201	U.S. Government and Politics II
HIST 200	World Civilizations I
HIST 201	World Civilizations II
HUM 100	Humanities I
HUM 101	Humanities II
MATH 105	College Algebra
MATH 106	College Trigonometry
MATH 200	Business Mathematics
MATH 210	Finite Mathematics and Calculus I
MATH 211	Finite Mathematics and Calculus II
MGT 266	Introduction to International Relations
PHY 200	Physics I
PHY 201	Physics II
PSY 100	Psychology I
PSY 101	Psychology II
SOC 100	Sociology I
SOC 101	Sociology II
SOC 200	Business and Society
STAT 200	Basic Statistics

UMT Commencement in Hong Kong

Business Administration

ABA • BBA

ABA PROGRAM

The ABA requires the successful completion of 60 credit-hours of instruction at the lower level (freshman and sophomore years).

The ABA places a strong emphasis on general education courses as well as core courses that will provide a solid foundation for entry into the BBA program. The core studies include both practical and theoretical courses.

ABA Program Objectives

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

- Demonstrate a basic knowledge of the core business disciplines
- Analyze business performance using quantitative skills
- Use information technology to solve business problems

A student must complete:

- General education courses (at least 15 credit-hours)
- Core courses (15 credit-hours)
- Elective courses (remaining credit-hours)

ABA Core Courses

ACCT 210	Accounting for Managers
CST 110	Management Information Systems
ECON 210	Economics for Managers
MGT 100	Introduction to Business
MKT 100	Principles of Marketing

BBA PROGRAM

The BBA requires the successful completion of a total of 120 credit-hours of instruction, 60 of which are at the upper level (junior and senior years).

Students who graduate with a BBA degree will be equipped with knowledge in business theories, principles, policies, and processes and are prepared to assume a responsible position in business and related fields. Graduates will have acquired skills in communication, decision making, leadership, basic business operations and management.

BBA Program Objectives

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

- Demonstrate a basic knowledge of the core business disciplines
- Analyze business performance using quantitative skills
- Use information technology to solve business problems
- Demonstrate effective and professional communication skills
- Apply critical thinking skills to business situations and formulate business strategies

A student must complete:

- General education courses (at least 30 credit-hours)
- Core courses (33 credit-hours)
- Major courses (15 credit-hours)
- Capstone course (3 credit-hours)
- Elective courses (remaining credit-hours)

BBA Core Courses

ACCT 210	Accounting for Managers
CST 110	Management Information Systems
ECON 210	Economics for Managers
FIN 300	Principles of Finance
MATH 200	Business Mathematics
MGT 100	Introduction to Business
MGT 300	Principles of Management
MGT 340	Legal Environment of Business
MGT 495	Entrepreneurship
MKT 100	Principles of Marketing
STAT 200	Basic Statistics

BBA Capstone Course

MGT 497	Business Policy and Strategy

BBA Majors

Criminal Justice Administration

Students are required to take the following courses:

CJ 100	Introduction to Criminal Justice
CJ 105	Introduction to Juvenile Justice
CJ 211	Introduction to Corrections
CJ 216	Criminology

CJ 241	Introduction to Criminal Justice Ethics

Engineering Management

Students are required to take the following courses:

CST 200	Computer Architecture and Organization
EMGT 100	Introduction to Engineering
EMGT 210	Technological Entrepreneurship
EMGT 252	Engineering and Technology Management
EMGT 400	Introduction to Systems Engineering

Health Administration

Students are required to take the following courses:

HA 100	Introduction to Health Services
HA 310	Epidemiology and Community Health
HA 340	Introduction for Healthcare Law and Ethics
HA 350	Healthcare Management
HA 420	Long-Term Care Management

Students who neither possess a healthcare education background nor have worked in the field of healthcare are required to take HA 105 Essential Medical Terminology.

Human Resources Management

Students are required to take the following courses:

COMM 330	Organizational Communication
MGT 311	Human Resources Management
MGT 331	Leadership
MGT 332	Organizational Behavior
SOC 200	Business and Society

Information Technology Management

Students are required to take the following courses:

CST 120	Program Logic and Design
CST 125	Internet and Web Programming
CST 210	Data Communications
CST 315	Database Systems
CST 450	IT Project Management

International Management

Students are required to take the following courses:

ECON 260	International Economics
FIN 460	International Finance
MGT 460	International Business
MKT 460	International Marketing
SOC 200	Business and Society

Management

Students are required to take the following courses:

FIN 305	Financial Management
MGT 311	Human Resources Management
MGT 331	Leadership
MGT 332	Organizational Behavior
MGT 450	Project Management

Marketing Management

Students are required to take the following courses:

FIN 305	Financial Management
MGT 460	International Business
MKT 220	Retail Management
MKT 460	International Marketing
SOC 200	Business and Society

The late Dr. J. Davidson Frame, UMT Academic Dean and J-1 and F-1 students

Computer Science

ASCS • BSCS

ASCS PROGRAM

The ASCS program requires the successful completion of 60 credit-hours of instruction at the lower level (freshman and sophomore years).

The ASCS places a strong emphasis on general education courses as well as core courses that will provide a solid foundation for entry to the BSCS program. The core studies include both practical and theoretic courses.

ASCS Program Objectives

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

- Apply design and development principles and methods to software design
- Demonstrate programming skills for internet, web, and computer applications
- Apply principles and techniques of database design and tools for the management of database and information systems
- Operate effectively in a team and business environment

A student must complete:

- General education courses (at least 15 credit-hours)
- Core courses (27 credit-hours)
- Elective courses (remaining credit-hours)

ASCS Core Courses

CST 110	Management Information Systems
CST 120	Program Logic and Design
CST 125	Internet and Web Programming
CST 200	Computer Architecture and Organization
CST 221	Programming in JavaScript
CST 222	Programming in Java
MATH 210	Finite Mathematics and Calculus I
MATH 211	Finite Mathematics and Calculus II
or	
MATH 200	Business Mathematics
STAT 200	Basic Statistics
or	
MATH 105	College Algebra
MATH 106	College Trigonometry
MGT 275	e-Commerce

BSCS PROGRAM

The BSCS requires the successful completion of a total of 120 credit-hours of instruction, 60 of which are at the upper level (junior and senior years).

The Bachelor of Science in Computer Science (BSCS) program is designed to equip students with a robust foundation in computer science theory and practice. Upon graduation, students will have developed the skills necessary to excel in a variety of computing fields, ranging from software development to data management, cybersecurity, and artificial intelligence.

BSCS Program Objectives

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

- Apply design and development principles and methods to software design
- Design and develop software systems
- Apply programming skills to internet, web, and computer applications
- Apply principles and techniques of database design
- Operate effectively in a team and business environment

A student must complete:

- General education courses (at least 30 credit-hours)
- Core courses (42 credit-hours)
- Major courses (15 credit-hours, if applicable)
- Elective courses (remaining credit-hours)

BSCS Core Courses

The BSCS curriculum provides students with courses that cover the range of topics at the core of computer science. The following core courses are required:

CST 110	Management Information Systems
CST 120	Program Logic and Design
CST 125	Internet and Web Programming
CST 200	Computer Architecture and Organization
CST 210	Data Communications
CST 221	Programming in JavaScript
CST 222	Programming in Java
CST 315	Database Systems
CST 400	Systems Analysis and Design
CST 415	Data Structures

CST 460	Fundamentals of Artificial Intelligence
MATH 210	Finite Mathematics and Calculus I
MATH 211	Finite Mathematics and Calculus II
or	
MATH 200	Business Mathematics
STAT 200	Basic Statistics
or	
MATH 105	College Algebra
MATH 106	College Trigonometry
MGT 275	e-Commerce

Students must take the following electives if no major is chosen:

CST 300	Operating Systems Principles
CST 305	Object-Oriented Software Design
CST 310	Introduction to Cybersecurity

BSCS Majors

The BSCS program offers three majors: *Information Systems*, *Information Technology*, and *Software Engineering*. For each major, the student must complete the courses listed in the corresponding major. Students may choose courses from other majors as electives. Students are not required to complete a major.

Information Systems

This major is designed for students who are interested in the management of information systems, design and development projects, or in operations of current systems.

CST 215	Security Implementation and Management
CST 450	IT Project Management
CST 486	Software Quality Assurance
MGT 300	Principles of Management
MGT 332	Organizational Behavior

Information Technology

This major is designed for IT personnel who focus on applications, deployment, and configuration management.

CST 215	Security Implementation and Management
CST 300	Operating Systems Principles
CST 310	Introduction to Cybersecurity
CST 320	Programming in C/C++
CST 450	IT Project Management

Software Engineering

This major is intended for students who plan to work in computer application systems design and development.

CST 305	Object-Oriented Software Design
CST 320	Programming in C/C++
CST 325	Programming in Visual Basic
CST 405	Intelligent Systems
CST 486	Software Quality Assurance

UMT graduate representative, Dominique Collier giving speech at the 2024 Commencement

Criminal Justice

ASCJ • BSCJ

ASCJ PROGRAM

The ASCJ requires the successful completion of 60 credit-hours of instruction at the lower level (freshman and sophomore years).

The ASCJ places a strong emphasis on general education courses as well as core courses that will provide a solid foundation for entry to the BSCJ program. The core studies include both practical and theoretical courses.

ASCJ Program Objectives

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

- Explain the fundamental concepts, roles, and functions of Criminal Justice and the Criminal Justice System
- Demonstrate knowledge of the core elements of Administration of Justice topics
- Apply practical knowledge to enforce the law while upholding the individual protections afforded by the US Constitution and the law
- Evaluate leading management theories and practices as applied to Criminal Justice Administration

A student must complete:

- General education courses (at least 15 credit-hours)
- Criminal Justice core courses (15 credit-hours)
- Elective courses (remaining credit-hours)

ASCJ Core Courses

The ASCJ has five core courses:

CJ 100	Introduction to Criminal Justice
CJ 105	Introduction to Juvenile Justice
CJ 201	Introduction to Criminal Law
CJ 206	Introduction to Law Enforcement
CJ 211	Introduction to Corrections

BSCJ PROGRAM

The BSCJ requires the successful completion of a total of 120 credit-hours of study, 60 of which are at the upper level (junior and senior years).

Students who graduate with a BSCJ degree will be equipped with knowledge in the fundamental concepts, roles, and functions of the Criminal Justice System; Criminal Justice Administration capabilities; Constitutional and legal principles; and Criminal Justice management theories and philosophies. Graduates will be prepared to assume a responsible role within the Criminal Justice field. Graduates will have acquired skills in high tension communications, defusing and deescalating potentially dangerous situations, decision making under stress, line-level personnel leadership, understanding and applying the law, and Criminal Justice day-to-day operations.

BSCJ Program Objectives

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

- Explain the fundamental concepts, roles, and functions of Criminal Justice and the Criminal Justice System
- Demonstrate knowledge of the core elements of Administration of Justice topics
- Apply practical knowledge to enforce the law while upholding the individual protections afforded by the US Constitution and the law
- Analyze crime scenes and evidence while utilizing technology and data analysis methods
- Evaluate leading management theories and practices as applied to Criminal Justice Administration

A student must complete:

- General education courses (at least 30 credit-hours)
- Core courses (30 credit-hours)
- Major courses (if applicable) and/or elective courses (remaining credit-hours)

BSCJ Core Courses

BSCJ core courses address the fundamental topics that are relevant to criminal justice, including corrections, law enforcement, statistics, management, criminology, ethics, and law.

CJ 100	Introduction to Criminal Justice
CJ 105	Introduction to Juvenile Justice
CJ 201	Introduction to Criminal Law
CJ 206	Introduction to Law Enforcement
CJ 211	Introduction to Corrections
CJ 216	Criminology
CJ 320	Introduction to Forensic Science
CJ 400	Criminal Courts System
CJ 420	Criminal Procedure
CJ 450	Criminal Justice Management

Recommended Electives

Although not required, the electives listed below should be considered before other electives to enhance knowledge of the criminal justice field:

CJ 241	Introduction to Criminal Justice Ethics
CJ 305	Community Policing
CJ 340	Constitutional Law
CJ 405	Criminal Investigation
CJ 410	Criminal Evidence
COMM 330	Organizational Communication
CST 310	Introduction to Cybersecurity
MGT 300	Principles of Management
MGT 311	Human Resources Management
MGT 331	Leadership

BSCJ Major

Students are not required to complete a major.

Homeland Security

HS 100	Introduction to Homeland Security
HS 130	Introduction to Terrorism and Counterterrorism
HS 201	Emergency Preparedness
HS 265	Introduction to International Relations
HS 310	Critical Incident Response

UMT Academic Dean, the late J. Davidson Frame (left) with students at Warwick University, UK.

Engineering Management

ASEM • BSEM

ASEM PROGRAM

The ASEM requires the successful completion of 60 credit-hours of instruction at the lower level (freshman and sophomore years).

The ASEM places a strong emphasis on general education courses as well as core courses that will provide a solid foundation for entry to the BSEM program. The core studies include both practical and theoretical courses.

ASEM Program Objectives

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

- Apply engineering management principles in engineering operations
- Demonstrate the knowledge of core business disciplines in solving engineering problems
- Use quantitative and analytical methods to analyze and solve engineering technical problems

A student must complete:

- General education courses (at least 15 credit-hours)
- Core courses (27 credit-hours)
- Elective courses (remaining credit-hours)

ASEM Core Courses

ACCT 210	Accounting for Managers
CST 200	Computer Architecture and Organization
ECON 210	Economics for Managers
EMGT 100	Introduction to Engineering
EMGT 210	Technological Entrepreneurship
EMGT 252	Engineering and Technology Management
MATH 200	Business Mathematics
MGT 100	Introduction to Business
STAT 200	Basic Statistics

BSEM PROGRAM

The BSEM requires the successful completion of a total of 120 credit-hours of instruction, 60 of which are at the upper level (junior and senior years).

Students who graduate with a BSEM degree will be equipped with knowledge and skills to assume a responsible role in engineering projects and cross-disciplinary teams. Graduates will have knowledge of business and project management concepts as well as engineering problem solving skills.

BSEM Program Objectives

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

- Apply engineering management principles in engineering operations
- Apply effective leadership, teamwork and project management skills in engineering projects and business processes
- Demonstrate the knowledge of core business disciplines in solving engineering problems
- Use quantitative and analytical methods to analyze and solve engineering technical problems

A student must complete:

- General education courses (at least 30 credit-hours)
- Core courses (54 credit-hours)
- Elective courses (remaining credit-hours)

BSEM Core Courses

ACCT 210	Accounting for Managers
CST 110	Management Information Systems
CST 125	Internet and Web Programming
CST 200	Computer Architecture and Organization
ECON 210	Economics for Managers
EMGT 100	Introduction to Engineering
EMGT 210	Technological Entrepreneurship
EMGT 252	Engineering and Technology Management
EMGT 400	Introduction to Systems Engineering
FIN 300	Principles of Finance
MATH 200	Business Mathematics
MGT 100	Introduction to Business
MGT 331	Leadership
MGT 335	Operations Management
MGT 340	Legal Environment of Business
MGT 450	Project Management
MKT 100	Principles of Marketing
STAT 200	Basic Statistics

General Studies

ASGS • BSGS

ASGS PROGRAM

The ASGS program requires the successful completion of 60 credit-hours of coursework at the lower level (freshman and sophomore years), including a minimum of 15 credit-hours of general education courses in English, mathematics, social sciences, and the humanities; and 6 credit-hours in information technology.

The ASGS provides a strong foundation for students entering the Bachelor of Studies in General Studies (BSGS) program.

ASGS Program Objectives

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

- Exhibit a wide breadth of knowledge in areas such as history, humanities, civilization, mathematics, physics, literature, government, sociology, and information technology
- Demonstrate useful skills in quantitative and qualitative analysis, writing, and communications that are critical to operate in various working environments and organizations
- Demonstrate knowledge in computer science and information technology and apply it to work as activities and individual endeavors
- Utilize such knowledge on a day to day basis, at work and in future academic pursuits

BSGS PROGRAM

The BSGS requires the successful completion of a total of 120 credit-hours of coursework, 60 of which are at the upper level (junior and senior years).

Students who graduate with a Bachelor of Science in General Studies (BSGS) degree will be equipped with a solid knowledge foundation in various disciplines.

Students will develop their critical thinking and communication skills and be prepared to advance to higher levels of studies.

BSGS Program Objectives

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

- Exhibit a wide breadth of knowledge in areas such as history, humanities, civilization, mathematics, physics, literature, government, sociology, and information technology
- Demonstrate useful skills in quantitative and qualitative analysis, writing, and communications that are critical to operate in various working environments and organizations
- Demonstrate knowledge of computer science and information technology and apply it to work as activities and individual endeavors
- Utilize such knowledge on a day-to-day basis, at work and in future academic pursuits
- Pave a solid knowledge foundation and advance to higher levels of study in disciplines such as management, social science and cross-disciplinary studies.

Summary Project

All BSGS students must complete GST 499, a capstone Summary Project integrating their course work and demonstrating their knowledge, skills, and abilities.

GST 499 is designed to let students demonstrate their ability to size up a significant issue by thoughtfully researching relevant facts, summarizing the key components and consequences of the issue, assessing both the strengths and weaknesses of different perspectives pertaining to the issue, and using the results of this effort to articulate an intelligent, well-supported opinion.

Health Administration

BHA

BHA PROGRAM

UMT's Bachelor of Health Administration (BHA) degree requires the successful completion of a total of 120 credit-hours of study.

BHA Program Objectives

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

- Utilize a broad knowledge of the foundational concepts and advanced topics in health administration and management
- Apply management theories in practice, especially as applied to health administration and management
- Conduct health information research using up-to-date information technology
- Analyze health care data using statistical knowledge to guide management decision making
- Operate in the healthcare management field in various organizations and work with health professionals

A student must complete:

- General education courses (at least 30 credit-hours)
- Core courses (27 credit-hours)
- Capstone course (3 credit-hours)
- Elective courses (remaining credit-hours)

BHA Core Courses

BHA core courses address the fundamental topics that are relevant to health administration, including health services, healthcare law and ethics, epidemiology and community health, information technology for healthcare, health organization management, healthcare management, health services marketing, managed care, long-term care management and health politics and policy.

HA 100	Introduction to Health Services
HA 230	Healthcare Organization Management
HA 270	Information Technology for Health Professions
HA 310	Epidemiology and Community Health
HA 340	Introduction to Healthcare Law and Ethics
HA 350	Healthcare Management
HA 410	Managed Healthcare
HA 420	Long-Term Care Management
MKT 320	Health Services Marketing

BHA Capstone Course

HA 499	Health Politics and Policy

* Students who neither possess a healthcare education background nor have worked in the field of healthcare are required to take HA 105 Essential Medical Terminology.

UMT faculty, Dr. David Burke

Homeland Security

ASHS • BSHS

ASHS PROGRAM

The ASHS requires the successful completion of 60 credit-hours of instruction at the lower level (freshman and sophomore years).

The ASHS places a strong emphasis on general education courses as well as core courses that will provide a solid foundation for entry to the BSHS program. The core studies include both practical and theoretical courses.

ASHS Program Objectives

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

- Apply knowledge of Homeland Security to specialized areas of concern
- Evaluate the importance of communication, coordination, and cooperation in a variety of competing agencies
- Apply expertise on various international and domestic terrorist entities and comprehend the underlying conflicts that foster their existence
- Synthesize the roles of the key players in Homeland Security, such as government (federal, state & local), military, and non-government organizations (for-profit and non-profit) and critique their effectiveness
- Make suggestions for implementing new ideas in Homeland Security by utilizing information technology resources and to take advantage of these resources to assist in the smooth and orderly flow of intelligence information and its analysis in day-to-day operations

A student must complete:

- General education courses (at least 15 credit-hours)
- Core courses (15 credit-hours)
- Elective courses (remaining credit-hours)

ASHS Core Courses

HS 100	Introduction to Homeland Security
HS 110	Introduction to Emergency Management
HS 130	Introduction to Terrorism and Counterterrorism
HS 201	Emergency Preparedness
HS 271	Emergency Management Technology

BSHS PROGRAM

The BSHS requires the successful completion of a total of 120 credit-hours of instruction, 60 of which are at the upper level (junior and senior years).

BSHS Program Objectives

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

- Apply knowledge in Homeland Security to specialized areas of concern
- Evaluate the importance of communication, coordination, and cooperation in a variety of competing agencies
- Apply expertise in various international and domestic terrorist entities and comprehend the underlying conflicts that foster their existence
- Relate real-world conflict analysis and resolution approaches that have been used to defuse crises
- Synthesize the roles of the key players in Homeland Security such as government (federal, state & local), military, and non-government organizations and critique their effectiveness
- Make suggestions for implementing new ideas by utilizing research methods and statistical data from the field
- Create realistic Homeland Security policies using various considerations while keeping in mind realities such as budget concerns and legal authority

A student must complete:

- General education courses (at least 30 credit-hours)
- Core courses (30 credit-hours)
- Elective courses (remaining credit-hours)

BSHS Core Courses

BSHS core courses address the fundamental topics that are relevant to homeland security, including emergency management, technology, counterterrorism, emergency preparedness, incident response, international relations, forensic science, criminal investigation, and maritime security.

CJ 320	Introduction to Forensic Science
CJ 405	Criminal Investigation
HS 100	Introduction to Homeland Security
HS 110	Introduction to Emergency Management
HS 130	Introduction to Terrorism and Counterterrorism
HS 201	Emergency Preparedness
HS 265	Introduction to International Relations
HS 271	Emergency Management Technology
HS 310	Critical Incident Response
HS 420	Maritime Security

Recommended Electives

Electives provide more in-depth coverage of specific content areas to meet the needs and interests of students. The electives offered for the homeland security student are focused primarily on Criminal Justice and Management.

CJ 100	Introduction to Criminal Justice
CJ 206	Introduction to Law Enforcement
CJ 216	Criminology
CJ 340	Constitutional Law
CJ 400	Criminal Courts System
CJ 410	Criminal Evidence
CJ 420	Criminal Procedure
CJ 450	Criminal Justice Management
COMM 330	Organizational Communication
FIN 300	Principles of Finance
HA 310	Epidemiology and Community Health
MGT 300	Principles of Management
MGT 311	Human Resources Management
MGT 331	Leadership
MGT 332	Organizational Behavior

UMT graduates standing at attention and saluting during the National Anthem being played at the Commencement.

Information Technology

ASIT • BSIT

ASIT PROGRAM

The ASIT requires the successful completion of 60 credit-hours of instruction at the lower level (freshman and sophomore years).

The ASIT places a strong emphasis on general education courses as well as core courses that will provide a solid foundation for entry to the BSIT program. The core studies include both practical and theoretical courses.

ASIT Program Objectives

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

- Utilize information technology knowledge in common business functions to make processes more effective and efficient
- Demonstrate competencies in the management of information systems
- Define and identify the challenges for information security in organizations and evaluate new solutions to improve security

A student must complete:

- General education courses (at least 15 credit-hours)
- Core courses (18 credit-hours)
- Elective courses (remaining credit-hours)

ASIT Core Courses

CST 110	Management Information Systems
CST 120	Program Logic and Design
CST 125	Internet and Web Programming
CST 210	Data Communications
CST 215	Security Implementation and Management
CST 221	Programming in JavaScript

BSIT PROGRAM

The BSIT requires the successful completion of a total of 120 credit-hours of instruction, 60 of which are at the upper level (junior and senior years).

The field of information technology (IT) focuses on the application of computers and computer software to manage information systems to meet the needs of industry and government. The development, management, and maintenance of IT systems are key competitive factors that are essential to business success in today's world.

The BSIT degree is designed to help individuals to extend and enhance their job skills and to improve their career in the field. The roles of IT professionals range from installing applications to designing computer networks and databases.

BSIT Program Objectives

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

- Apply and manage technologies in various fields of information technology, including software applications, database systems, management information systems, and IT project management
- Utilize information technology knowledge in common business functions to make processes more effective and efficient
- Demonstrate competencies in the management of information systems
- Define and identify the challenges for information security in organizations and evaluate new solutions to improve security

A student must complete:

- General education courses (at least 30 credit-hours)
- Core courses (36 credit-hours)
- Major courses (if applicable) and/or elective courses (remaining credit-hours)

BSIT Core Courses

CST 110	Management Information Systems
CST 120	Program Logic and Design
CST 125	Internet and Web Programming
CST 200	Computer Architecture and Organization
CST 210	Data Communications
CST 215	Security Implementation and Management
CST 221	Programming in JavaScript
CST 300	Operating Systems Principles
CST 310	Introduction to Cybersecurity
CST 315	Database Systems
CST 405	Intelligent Systems
CST 450	IT Project Management

BSIT Majors

The BSIT program offers two majors: *Information Systems* and *Software Engineering*. For each major, the student must complete the courses listed in the corresponding major. Students may choose courses from other majors as electives. Students are not required to complete a major.

Information Systems

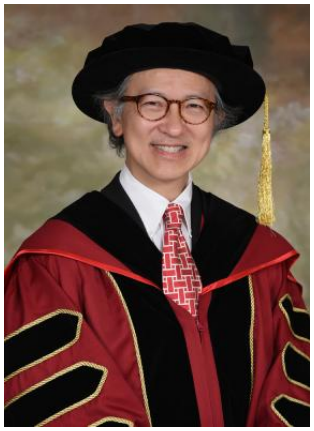
This major is designed for students who are interested in the management of information systems design and development projects, or in operations of current systems.

CST 325	Programming in Visual Basic
MGT 300	Principles of Management
MGT 332	Organizational Behavior
CST 486	Software Quality Assurance

Software Engineering

This major is intended for students who plan to work in computer application systems design and development.

CST 305	Object-Oriented Software Design
CST 320	Programming in C/C++
CST 415	Data Structures
CST 486	Software Quality Assurance




Some of the past DEAC Outstanding Graduates and Famous Alumni
From left to right: Danny Chuang, Terrius Deontay Smith, Sze Chun (Clive) Tsang, Karen White

Undergraduate Level Certificate Programs

Business Management • Criminal Justice • Health Administration • Homeland Security • Human Resources Management • Information Technology

UMT offers credit-bearing Certificate programs in various fields. The courses listed in each program are focused on professional skill development and/or attaining academic knowledge.

Certificate programs are valuable for people who want to acquire marketable skills quickly in important areas where there are good job prospects. While the courses in these programs are academically rigorous (academic credit-hour bearing undergraduate level courses), students can earn their Certificates quickly without pursuing the full curriculum of a degree program.

Upon successful completion of their program, students will be awarded a Certificate, not a degree. To receive a Certificate, students must achieve a cumulative grade point average (GPA) of at least 2.0.

Because the courses studied in the program are academically rigorous and earn academic credits, students can apply these courses toward a degree program at UMT or at other schools of their choice depending on the credit transfer rules employed by those schools.

A high school education is the only entry requirement to enroll in these programs.

The Certificate programs do not allow course substitutions or transfer credits. Courses are 3-credit each.

Certificate in Business Management (15 credit-hours)

FIN 300	Principles of Finance
MGT 100	Introduction to Business
MGT 275	e-Commerce
MGT 311	Human Resources Management
MKT 100	Principles of Marketing

Certificate in Criminal Justice (15 credit-hours)

CJ 100	Introduction to Criminal Justice
CJ 201	Introduction to Criminal Law
CJ 206	Introduction to Law Enforcement
CJ 320	Introduction to Forensic Science
CJ 450	Criminal Justice Management

Certificate in Health Administration (15 credit-hours / 18 credit-hours)

HA 100	Introduction to Health Services
HA 105	Essential Medical Terminology*
HA 310	Epidemiology and Community Health
HA 340	Introduction for Healthcare Law and Ethics
HA 350	Healthcare Management
HA 420	Long-Term Care Management

* HA 105 is required for students who neither possess a healthcare educational background nor have worked in the healthcare field prior to enrolling in this program.

Certificate in Homeland Security (15 credit-hours)

HS 100	Introduction to Homeland Security
HS 110	Introduction to Emergency Management
HS 130	Introduction to Terrorism and Counterterrorism
HS 201	Emergency Preparedness
HS 310	Critical Incident Response

Certificate in Human Resources Management (15 credit-hours)

COMM 330	Organizational Communication
MGT 311	Human Resources Management
MGT 331	Leadership
MGT 332	Organizational Behavior
SOC 200	Business and Society

Certificate in Information Technology (15 credit-hours)

CST 110	Management Information Systems
CST 200	Computer Architecture and Organization
CST 210	Data Communications
CST 215	Security Implementation and Management
CST 315	Database Systems

Graduate Degree and Certificate Programs

Master of Business Administration

The Master of Business Administration (MBA) is a 45 credit-hour graduate program that promotes learning to synthesize the principles and practices of management within a technology-driven world. Course content reflects current business practice in best-of-class organizations. Courses balance nurturing of an appreciation for the role of theory in effective management with practical, how-to insights.

The MBA degree offers students a professional degree that prepares them to manage business and nonprofit enterprises.

Students who graduate with an MBA degree will be equipped with a solid foundation of business knowledge, as well as management, analytical, leadership, and communication skills critical for success in today's competitive business world.

PROGRAM OBJECTIVES

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

- Demonstrate knowledge in the functional areas of business operations
- Apply leadership and teamwork skills in various organizations
- Analyze complex business problems with analytical skills, and decision-making tools and technologies
- Apply effective communication skills in the business environment
- Evaluate the legal and ethical environment of business

The curriculum is divided into three areas:

- Core courses (24 credit-hours)
- Capstone course (3 credit-hours)
- Concentration courses (18 credit-hours)

MBA Core Courses

ACCT 600	Accounting
COMM 500	Communication and Soft Skills
ECON 500	Economics
MGT 530	Leadership and Organization
MGT 535	Operations, Logistics, and Supply Chain Management
MGT 540	Business Law and Ethics
MGT 570	Information Technology
MKT 500	Marketing and Sales

MBA Capstone Course

MGT 699	Business Policy and Strategy

For the MBA, UMT offers the following concentrations:

General Management Concentration

FIN 600	Finance
MGT 531	Organizational Behavior
MGT 550	Project Management
MGT 611	Decision Making
MGT 655	Technological Entrepreneurship and Innovation
MGT 660	International Business

Project Management Concentration

MGT 550	Project Management
MGT 551	Planning and Control
MGT 552	Project Finance and Budgeting
MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement
MGT 611	Decision Making

Supply Chain Management Concentration

MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement
MGT 571	e-Commerce
SCM 500	Supply Chain Management
SCM 505	Transportation Management
SCM 610	Strategic Sourcing

Master of Health Administration

The Master of Health Administration (MHA) is a 45 credit-hour degree program designed specifically for managers or administrators in health services; health professionals who have managerial and administrative responsibilities or who wish to become managers and administrators in the field; and managers in fields such as health insurance, government health policy, and the pharmaceutical industry.

Students who graduate with an MHA degree will be equipped with the knowledge, tools, techniques and insights to become capable managers and administrators in various organizations in health services.

PROGRAM OBJECTIVES

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

- Evaluate the impact of economic, social, and policy factors on health policy
- Analyze legal and ethical issues relevant to healthcare administration
- Examine data in health care organizations with qualitative, quantitative and decision-making tools
- Apply the knowledge and skills necessary to manage and administer health care organizations

The curriculum is divided into three areas:

- Core courses (30 credit-hours)
- Capstone course (3 credit-hours)
- Electives (12 credit-hours)

The following courses are available to students in the MHA degree program. All courses are 3 credit-hour courses.

MHA Core Courses (30 credit-hours)

ECON 522	Economics of Health and Healthcare
FIN 620	Financial Management in Health Services
HA 500	Health Services System
HA 510	Epidemiology and Public Health
HA 530	Organizational Behavior in Health Services
HA 540	Law and Ethics in Health Services
HA 550	Healthcare Management
HA 620	Long-Term Care Management
MKT 520	Health Services Marketing
STAT 520	Statistics in Health Services

MHA Capstone Course (3 credit-hours)

HA 699	Health Policy

MHA Electives (12 credit-hours)

ACCT 610	Managerial Accounting in Healthcare
COMM 500	Communication and Soft Skills
HA 610	Managed Healthcare
HA 660	Global Health
HA 680	Quality Management in Health Services
MGT 530	Leadership and Organizations
MGT 550	Project Management

UMT Headquarters in Rosslyn, Arlington, VA

Master of Public Administration

The Master of Public Administration (MPA) is a 36 credit-hour graduate degree program designed specifically for managers in public and nonprofit organizations. The public sector continues to play an important role in the effective functioning of society.

Public sector managers deal with complex, high-impact issues that require expert judgment in a wide variety of areas. Public administrators function in a wide range of public service organizations, from small to large. They may work in federal, state or local government agencies, community organizations, charities, or foundations.

The MPA provides students with the tools, knowledge, and insights needed in government agencies and nonprofit organizations.

The curriculum is divided into two areas:

- Core courses (18 credit-hours)
- Concentration (18 credit-hours)

PROGRAM OBJECTIVES

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

- Demonstrate a solid knowledge in the functional areas of public administration, including managing public sector organizations, budgeting, finance, economics, general management, law and ethics
- Apply and employ management theories, tools and techniques to deal effectively with issues facing public sector managers
- Analyze data and apply analytical skills to make decisions that are needed to serve the public effectively and solve complex issues that involve different constituents and political players
- Possess planning skills required for defining and implementing public policy and organizational strategy
- Develop leadership skills in order to run departments, divisions and agencies
- Appreciate and foster technology and innovation in today's government and not-for-profit organizations

Core Management Courses (18 credit-hours)

The core courses are organized to ensure students have a strong foundation in general management topics applicable across all levels of public and private enterprises. These courses are:

MGT 500	Business Basics
MGT 530	Leadership and Organization
MGT 550	Project Management
MGT 554	Contracts and Procurement
MGT 570	Information Technology
MGT 611	Decision Making

Criminal Justice Administration Concentration (18 credit-hours)

The MPA with a concentration in Criminal Justice Administration offers six courses that are designed to meet the needs of professionals in the field of criminal justice who wish to enhance their knowledge, skills, and abilities in public sector management as well as criminal justice.

CJ 500	Criminal Justice System
CJ 540	Criminal Law
CJ 600	Criminal Courts System
CJ 615	Criminology
CJ 650	Criminal Justice Management
CJ 699	Research Methods in Criminal Justice

Public Administration Concentration (18 credit-hours)

The concentration courses in public administration provide in-depth information on the dynamic roles of public administrators, the budget process, business law and ethics, and managing major programs in government. They include:

GOV 600	Structure and Function of Government
GOV 605	The Budget Process
MGT 540	Business Law and Ethics
MGT 560	International Relations
MGT 610	Principles of Public Sector Management
MGT 650	Management of Major Programs

Master of Science in Computer Science

The Master of Science in Computer Science (MSCS) is a 36 credit-hour technically oriented degree program that provides students with advanced knowledge and skills to enable them to succeed in the industry. The program emphasizes both the theoretical and applied aspects of CS. It prepares graduates for careers in numerous areas that use computing technology to accomplish their mission. Students entering the program are expected to be proficient in Java or C++.

The curriculum is divided into two areas:

- Core courses (21 credit-hours)
- Concentration (15 credit-hours)

PROGRAM OBJECTIVES

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

- Demonstrate advanced knowledge in computer architecture, database systems and information technology
- Analyze software engineering methodology and principles to software developments
- Evaluate software project management principles and decision support systems
- Apply technology and skills to design e-commerce systems
- Analyze database and data communication systems

Core Computer Science Courses (21 credit-hours)

These courses provide a broad foundation for the more advanced studies in the concentration courses.

CST 500	Computer Architecture
CST 515	Data Structures
CST 550	Information Technology Project Management
CST 615	Database Management Systems
CST 650	Agile and Iterative Project Management
MGT 570	Information Technology
MGT 575	Data Communications

Computer Science Concentration (15 credit-hours)

The Computer Science concentration provides students with a solid theoretical foundation and understanding of computing devices as well as a sound methodology for problem identification and resolution. The program also provides technically oriented courses to equip students with state-of-the-art technical skills and prepare them for today's demanding high-tech market.

The required courses in the Computer Science concentration are:

CST 505	Cybersecurity
CST 510	Information Network Security
CST 603	Computing Logic and Algorithms
CST 605	Operating Systems
CST 670	Management Information Systems

Software Engineering Concentration (15 credit-hours)

A high percentage of CS and IT positions are for software engineers/developers, but only a small portion of employees who fill these positions are systematically trained in software engineering, and even fewer possess a graduate-level software engineering education. This Software Engineering concentration develops high quality IT professionals for the most demanding IT careers: upper-level software engineers/developers. This concentration benefits individuals in their career advancement and in the IT industry.

The required courses in the Software Engineering concentration are:

CST 503	Object-Oriented Software Development
CST 505	Cybersecurity
CST 600	Software Engineering Methodology
CST 610	Client/Server Computing
CST 680	Decision Support Systems

Master of Science in Criminal Justice

The Master of Science in Criminal Justice (MSCJ) is a 36 credit-hour degree program designed to provide students with advanced knowledge and skills to enable them to succeed in the field of criminal justice. The program emphasizes both the theoretical and applied aspects of criminal justice.

PROGRAM OBJECTIVES

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

- Evaluate the fundamental concepts, roles and functions of criminal justice and the criminal justice system
- Apply general management theories and practices to criminal justice administration
- Demonstrate broad knowledge to work effectively in criminal justice or related disciplines
- Acquire and synthesize new knowledge as a result of independent research using up-to-date information technology and evaluate findings with respect to their merit, worthiness, or importance
- Design research studies and define appropriate statistical methods to be used, to address current problems in criminal justice

The curriculum is divided into two areas:

- Core courses (18 credit-hours)
- Concentration or Electives (18 credit-hours)

Core Criminal Justice Courses (18 credit-hours)

These courses provide a broad foundation for the more advanced studies in the concentration courses.

CJ 500	Criminal Justice System
CJ 540	Criminal Law
CJ 600	Criminal Courts System
CJ 615	Criminology
CJ 650	Criminal Justice Management
CJ 699	Research Methods in Criminal Justice

Criminal Justice Electives (18 credit-hours)

Students who are not in the Homeland Security Concentration should select 6 courses from the list below:

CJ 505	Juvenile Justice
CJ 510	Corrections
CJ 515	Law Enforcement
CJ 620	Criminalistics
CJ 640	Ethics in Criminal Justice
COMM 500	Communication and Soft Skills
GOV 600	Structure and Function of Government
MGT 530	Leadership and Organization
MGT 610	Principles of Public Sector Management

Homeland Security Concentration (18 credit-hours)

The MSCJ with a concentration in Homeland Security provides six key courses that are designed to meet the needs of professionals in homeland security who wish to enhance their knowledge, skills, and abilities in homeland security as well as criminal justice. Students do not have to choose concentration.

HS 500	Homeland Security
HS 602	Hazard Mitigation
HS 611	Disaster Recovery
HS 620	Terrorism and Counterterrorism
MGT 560	International Relations
MGT 610	Principles of Public Sector Management

UMT graduate, Mr. Francis Piacine

Master of Science in Engineering Management

The Master of Science in Engineering Management (MSEM) is a 36 credit-hour degree program designed to provide graduate students with advanced knowledge and skills to enable them to succeed in the field of engineering management.

PROGRAM OBJECTIVES

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

- Describe the importance of engineering, technology and innovation in strengthening business and society
- Apply engineering economics, statistics, and systems engineering knowledge to design experiments, analyze data, and design processes to meet business needs
- Apply technology and management knowledge, skills and abilities to define, design, develop, and manage resources, processes, and complex systems in an ethical way while working in a multi-disciplinary team environment
- Creatively solve management problems in production, research, and service organizations through the use of technology and basic and applied science
- Effectively communicate with a broad range of players operating in a technical environment, including senior managers, colleagues, team members, and customers
- Describe skills critical to leading technical teams working on projects and programs
- Compare leadership theories and management in organizations
- Create strategic goals and convert them into actionable plans in technology-oriented organizations

Core Courses (36 credit-hours)

EMGT 500	Introduction to Engineering and Technology
MGT 550 or CST 550	Project Management / Information Technology Project Management
COMM 500	Communication and Soft Skill
EMGT 505	Engineering Applications
MGT 530	Leadership and Organizations
MGT 535	Operations, Logistics, and Supply Chain Management
EMGT 590	Technological Entrepreneurship and Innovation
MGT 552	Project Finance and Budgeting
MGT 553	Risk and Quality Management
EMGT 600	Engineering Management
SCM 610	Strategic Sourcing
EMGT 610	Systems Engineering

UMT graduates at the Commencement

Master of Science in Homeland Security

The Master of Science in Homeland Security (MSHS) is a 39 credit-hour degree program designed to provide students with advanced knowledge and skills to enable them to succeed in the field of Homeland Security. The program emphasizes both the theoretical and applied aspects of Homeland Security.

Students who graduate with a MSHS degree will be able to examine the various protections in place to keep America safe, classify the steps needed to respond to emergencies, understand methods for countering and defeating the threat of terrorism, utilize information technology in the protection of critical assets, evaluate international relations, and conduct research related to Homeland Security. Graduates will be prepared to assume a responsible role within the Homeland Security field. Graduates will have acquired skills in communicating to the public during times of crisis, responding to dangerous situations, high-profile decision making, Homeland Security leadership, understanding safety protocols and principles, and the day-to-day operations of Homeland Security agencies.

PROGRAM OBJECTIVES

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

- Analyze critical areas of importance to Homeland Security
- Evaluate the barriers that affect joint-departmental cooperation, communication, and information sharing
- Create and implement workable Homeland Security policy that improves upon existing standards using various considerations such as information technology
- Apply knowledge about various international and domestic terrorist entities and the underlying conflicts that foster their existence
- Design research studies and define appropriate statistical methods to be used to address current problems in the protection of the general public

The MSHS program consists of:

- Core courses covering theory, research, scholarship, emergency management, security, preparedness, response, recovery, mitigation, international relations, legal, technology, quantitative analysis, and homeland security administration (33 credit-hours); and
- A capstone course covering specific content areas of research methodology in order to prepare students to acquire and assess statistical data in the field for public policy purposes (3 credit-hours); and
- An elective course selected from a wide variety of courses (3 credit-hours).

Core Courses (33 credit-hours)

These courses provide a broad foundation for the more advanced studies in the concentration courses.

CJ 620	Criminalistics
HS 500	Homeland Security
HS 510	Emergency Management
HS 521	Physical Security
HS 523	Aviation Security
HS 602	Hazard Mitigation
HS 611	Disaster Recovery
HS 620	Terrorism and Counterterrorism
HS 625	Issues in Bioterrorism
MGT 560	International Relations
MGT 564	International Law and Organization

Capstone Course (3 credit-hours)

CJ 699	Research Methods in Criminal Justice

Elective (3 credit-hours)

Students should select one course from the list below:

COMM 500	Communication and Soft Skills
GOV 600	Structure and Function of Government
MGT 530	Leadership and Organization
MGT 610	Principles of Public Sector Management

Master of Science in Information Technology

The Master of Science in Information Technology (MSIT) is a 36 credit-hour degree program. Managers in organizations that rely on IT must develop knowledge, skills, and abilities in the core areas of IT as well as complementary management knowledge, skills, and abilities. This program is an interdisciplinary degree that achieves these educational goals. Students entering the program are expected to be familiar with at least one programming language.

The MSIT program consists of Core Courses covering the foundations of computer science and information technology and Concentration Courses covering specific knowledge in a predefined concentration. Students choose to pursue one of three concentrations: IT Management, IT Project Management, or Management Information Systems.

PROGRAM OBJECTIVES

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

- Demonstrate advanced knowledge of computer architecture, database management systems and information technology
- Analyze clients' business needs and requirements
- Translate business requirements into IT requirements in designing IT projects
- Apply IT project management principles to manage IT projects
- Analyze risk and quality issues and economic implications for clients' IT projects
- Apply communication skills effectively to communicate with clients and IT professionals
- Analyze and design data communications systems

Core Courses (18 credit-hours)

CST 500	Computer Architecture
CST 550	Information Technology Project Management
CST 615	Database Management Systems
CST 650	Agile and Iterative Project Management
MGT 570	Information Technology
MGT 575	Data Communications

IT Management Concentration (18 credit-hours)

The IT Management concentration is designed to prepare students for careers or career advancement in IT organizations. Students gain general management skills and develop knowledge, skills, and abilities in the management of IT undertakings.

Students must complete six required courses for the concentration:

ACCT 600	Accounting
ECON 500	Economics
FIN 600	Finance
MGT 500	Business Basics
MGT 553	Risk and Quality Management
MGT 611	Decision Making

IT Project Management Concentration (18 credit-hours)

The IT project management concentration is designed for students who will be at the forefront of information technology management.

The required courses in the IT Project Management concentration are:

COMM 500	Communication and Soft Skills
MGT 500	Business Basics
MGT 551	Planning and Control
MGT 552	Project Finance and Budgeting
MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement

Management Information Systems Concentration (18 credit-hours)

In today's Information Age, business success is tied to the effectiveness of collecting, analyzing, and utilizing relevant information to make the right decisions. The purpose of the Management Information Systems concentration is to equip business and technical decision makers and professionals with the underlying knowledge and skills needed to achieve this goal. Students learn to use information and computing technology to design, implement, and manage computer-based information systems.

The required courses in the Management Information Systems concentration are:

COMM 500	Communication and Soft Skills
CST 510	Information Network Security
CST 610	Client/Server Computing
CST 670	Management Information Systems
CST 680	Decision Support Systems
MGT 500	Business Basics

Glen Laman, DBA candidate, defending his dissertation in front of the Dissertation Committee over video conference

Master of Science in Management

The Master of Science in Management (MSM) is a 36 credit-hour degree that provides students with advanced management knowledge and skills to enable them to operate effectively in modern government, business, and nonprofit enterprises.

PROGRAM OBJECTIVES

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

- Analyze principles and practices of contemporary management
- Apply management theories and leadership skills to improve organizational performance
- Evaluate complex business problems using analytical skills to support decision-making
- Demonstrate effective communication skills in the business environment

The following are six core courses that should be taken in the MSM program except for students with Acquisition Management concentration. Students with a concentration in Acquisition Management must take MGT 500 Business Basics, MGT 570 Information Technology, and MGT 530 Leadership and Organization as core courses.

Core Courses (18 credit-hours)

MGT 500	Business Basics
MGT 530	Leadership and Organization
MGT 570	Information Technology
MGT 611	Decision Making
MKT 500	Marketing and Sales
FIN 600	Finance

Project Management Concentration (18 credit-hours)

The Project Management concentration is designed for students who possess or aspire to possess project management responsibilities. Today, employees with project management skills are in great demand. UMT faculty members are leaders in the project management education arena, having educated more than 30,000 managers in this field.

The required courses in the Project Management concentration are:

COMM 500	Communication and Soft Skills
MGT 550	Project Management
MGT 551	Planning and Control
MGT 552	Project Finance and Budgeting
MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement

Acquisition Management Concentration (27 credit-hours)

The concentration in Acquisition Management is designed to provide students with specific knowledge of principles of public sector administration and acquisition, project and program management, financial management, leadership, human capital management, and executive problem solving. This concentration provides students with the knowledge, skills, and abilities to manage acquisition and contracting functions in government and the private sector, enabling them to plan, execute, and control major systems and programs.

The following are required courses in the Acquisition Management concentration:

COMM 500	Communication and Soft Skills
SCM 500	Supply Chain Management
MGT 550	Project Management
MGT 552	Project Finance and Budgeting
MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement
MGT 571	e-Commerce
MGT 610	Principles of Public Sector Management
MGT 650	Management of Major Programs

Criminal Justice Administration Concentration (18 credit-hours)

The concentration in Criminal Justice Administration is designed to meet the needs of professionals in the field of criminal justice who wish to enhance their knowledge, skills, and abilities in management as well as criminal justice.

The following are required courses in the Criminal Justice Administration concentration:

CJ 500	Criminal Justice System
CJ 540	Criminal Law
CJ 600	Criminal Courts System
CJ 615	Criminology
CJ 650	Criminal Justice Management
CJ 699	Research Methods in Criminal Justice

General Management Concentration (18 credit-hours)

Many managers want to get up to speed quickly on current management theory and practice. Rather than specialize in a particular management area, they prefer to take a broad approach. The General Management concentration enables them to develop in-depth insights into all the key areas of contemporary management beyond core courses in management science. Students must take:

COMM 500	Communication and Soft Skills
MGT 540	Business Law and Ethics
MGT 535	Operations, Logistics, and Supply Chain Management
MGT 531	Organizational Behavior
MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement

UMT DCMA Program Graduation

Doctor of Business Administration

The Doctor of Business Administration (DBA) program is a practice-oriented professional doctoral program intended for scholars, executives, and senior managers who want to expand their knowledge, skills, and abilities to the fullest extent possible. The DBA program requires the student to complete a minimum of 60 semester credit-hours at the doctoral level. A combination of analytical, practical, and research-based approaches is used to equip graduates with a mastery in management thought and practices, as well as a theoretical, phonological, and real-world understanding of business administration principles and practices and enable them to make scholarly contribution to the management knowledge and practices.

PROGRAM OBJECTIVES

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

- Possess a thorough understanding of the evolution of management thought.
- Adapt the scientific method to studying management problems.
- Adapt critical thinking to review the management, technological, economic, political, ethical, and social issues that business executives and senior managers encounter.
- Employ the highest level of analytic thinking to identify, study, and solve problems
- Master the key research techniques, including:
    - Survey research
    - Data gathering through interviews
    - Data gathering through the use of unobtrusive measures
    - Establishing and testing hypotheses
    - Statistical analysis of data
- Design and construct a major, publishable research project (their doctoral dissertation)
- Demonstrate abilities to defend the original ideas they develop and the analyses they carry out (the dissertation defense)

A student must successfully complete:

- Core courses (30 credits)
- Concentration courses (15 credits)
- Dissertation research (15 credits)

Core Courses (30 credits)

MGT 700	Analytical Techniques in Research (6 credits)
MGT 705	Philosophical Foundations of Knowledge & Research (3 credits)
MGT 710	Evolution of Management Thought (3 credits)
MGT 720	Management as Behavioral Science (6 credits)
MGT 870	Technology, Innovation, and Entrepreneurship (3 credits)
ECON 800	Economic and Financial Theory (3 credits)
MGT 839	Leadership and Ethics (3 credit)
MGT 805	Business and Government Relations (3 credits)

General Management Concentration (15 credits)

MGT 800	Current Issues in Management (3 credits)
MGT 830	Managing Modern Business Operations (3 credits)
MGT 860	International Management (3 credits)
MGT 990	Direct Readings and Research (6 credits)

Project Management Concentration (15 credits)

MGT 811	Effective Decision Making that Accounts for Uncertainty, People and Constraints (3 credits)
MGT 850	Managing Programs and Project Portfolios (3 credits)
MGT 864	Managing Global Project (3 credits)
MGT 991	Direct Reading and Research in Project Management (6 credits)

Dissertation Proposal and Dissertation (15 credits)

MGT 998	Special Topics in Research (6-credit)
MGT 999	Dissertation Research (9-credit)

DBA Course Sequence

Courses		Credits
MGT 700 Analytical Techniques in Research		6
MGT 705 Philosophical Foundations of Knowledge & Research		3
MGT 710 Evolution of Management Thought		3
MGT 720 Management as a Behavioral Science		6
Qualifying Examination		
General Management Concentration	*Project Management Concentration*	
MGT 800 Current Issues in Management	MGT 811 Effective Decision Making that Accounts for Uncertainty, People and Constraints	3
MGT 830 Managing Modern Business Operations	MGT 850 Managing Programs and Project Portfolios	3
MGT 860 International Management	MGT 864 Managing Global Projects	3
MGT 990 Directed Readings and Research	MGT 991 Directed Reading and Research in Project Management	6
MGT 998 Special Topics in Research		**6**
Proposal Defense		
MGT 870 Technology, Innovation, and Entrepreneurship		3
ECON 800 Economic and Financial Theory		3
MGT 839 Leadership and Ethics		3
MGT 805 Business-Government Relations		3
Comprehensive Examination		
MGT 999 Dissertation Research		**9**
Dissertation Defense		
		60

The sequence above is mandatory. It is recommended that the students take a minimum of 6-credit course(s) in each enrollment term. DBA aspirants are strongly encouraged to defend their dissertation in three years. Additional tuition is required for extensions beyond the seven-year mark.

Qualifying and Comprehensive Examinations

Except various assessments and evaluation given by doctoral faculty in each course, students must pass a written qualifying examination and a written comprehensive examination. The qualifying exam takes place at the completion of MGT 700, MGT 705, MGT 710 and MGT 720. The exam assesses the student's mastery of topics covered in the doctoral program's early readings. The comprehensive exam takes place after successfully completing the core courses. Preparation for this exam requires thorough study since this exam covers all coursework taken. Both exams are graded pass/fail and do not factor into the GPA. Students who fail the exams may retake them with the approval of the President or Provost.

Doctoral Dissertation Information

Refer to "***UMT DBA Dissertation Guidelines***" published separately for detailed information on:

- The dissertation proposal
- Research and writing the dissertation
- Dissertation defense
- Publication

Fees and Tuition

Tuition is $24,000 for the minimum 60 credit-hours, based on $390 per credit-hour plus a doctoral administration fee of $10 per credit-hour. The UMT Military or First Responder Scholarships are not available in the DBA program.

Additional Information

DBA Project Management

The DBA program with a concentration in project management is programmatically accredited by Project Management Institute Global Accreditation Center (Accredited Degrees in Project Management | PMI). For more information on its mission and description, please refer to PM Degree Programs (umtweb.edu).

DBA Admissions Committee Review

Applicants for the doctoral program must have earned a master's degree before admission to the doctoral program. Up to 15% (9-credit) of doctoral coursework may be transferred toward fulfillment of the DBA requirements. For other standard requirements, refer to "Graduate Application Instructions" in this catalog.

Admission is highly competitive. Candidates are expected to have a cumulative grade-point average (GPA) of 3.4 or higher in an accredited and relevant master's degree. Candidates may be interviewed by doctoral faculty that may be carried out in person or using teleconferencing.

For all DBA applicants, if the UMT Doctoral Admissions Committee determines that the applicant's master's degree or work experience has not adequately prepared the individual to handle the doctoral level courses effectively, the committee may recommend that students take additional courses before they can be formally admitted into the doctoral program. For example, prerequisites in project management at the master's level may be required. The prerequisites will not be considered part of the doctoral program and the credits earned will not count toward the doctoral-level credit-hours needed to earn the degree.

Every student who chooses to enter the program must be committed to making a significant contribution to the intellectual knowledge base in the management arena. They may do this in their research, through publications, and by their participation in seminars, colloquia, and professional meetings. In addition, students must complete required doctoral level courses successfully and maintain an average GPA of 3.3 or above.

UMT faculty and DBA students and attending DBA Colloquium

Graduate Certificate in Project Management

The Graduate Certificate in Project Management program, a 21-credit graduate program, is designed to meet the needs of project leaders and managers from the private and public sectors. It consists of seven 3-credit academic courses that are designed for students who want to improve their project management knowledge and skills.

This program is designed for students who possess a bachelor's degree or higher and requires formal admission into UMT.

For students desiring to become certified as Project Management Professionals (PMPs), the program provides the foundation knowledge covered on the certification exam. It is in close conformance with *The Guide to the Project Management Body of Knowledge* (*PMBOK Guide*), which offers the acknowledged standards governing the theory and practice of project management.

To earn the Graduate Certificate, students must achieve a cumulative grade point average (GPA) of at least 3.0.

Because the courses studied in the program are academically rigorous and earn academic credits, students may apply these courses toward a degree program at UMT or at other schools of their choice depending on the credit transfer rules employed by those schools.

Graduate Certificate in Project Management (21-credit)

COMM 500	Communication and Soft Skills
MGT 550	Project Management
MGT 551	Planning and Control
MGT 552	Project Finance and Budgeting
MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement
MGT 650	Management of Major Programs

UMT President and late Academic Dean attending the Project Management Institute Global Congress.

Executive Certificate Programs

• Acquisition Management • Criminal Justice • Homeland Security • Information Technology • Project Management • Public Administration

UMT offers Executive Certificate programs in various fields. The courses listed in each program are focused on professional skill development and/or attaining academic knowledge.

The Executive Certificate programs are valuable for people who want to acquire marketable skills quickly in important areas where there are good job prospects. While the courses in these programs are academically rigorous (academic credit-hour bearing graduate level courses), students can earn their Certificates quickly without pursuing the full curriculum of a degree program.

Upon successful completion of their program, students will be awarded an Executive Certificate, not a degree. To receive an Executive Certificate, students must achieve a cumulative grade point average (GPA) of at least 3.0.

Because the courses in the program are academically rigorous and earn academic credits, students can apply these courses toward a degree program at UMT or at other schools of their choice, depending on the credit transfer policies of those schools.

A bachelor's degree is the only entry requirement.

The Executive Certificate Programs do not allow course substitutions or transfer credits. Courses are 3 credit-hours each at the graduate level.

Executive Certificate in Acquisition Management (15 credit-hours)

MGT 535	Operation, Logistics, and Supply Chain Management
MGT 550	Project Management
MGT 551	Planning and Control
MGT 554	Contracts and Procurement
MGT 650	Management of Major Program

Executive Certificate in Criminal Justice (15 credit-hours)

CJ 500	Criminal Justice
CJ 515	Law Enforcement
CJ 540	Criminal Law
CJ 620	Criminalistics
CJ 650	Criminal Justice Management

Executive Certificate in Homeland Security (15 credit-hours)

HS 500	Homeland Security
HS 510	Emergency Management
HS 602	Hazard Mitigation
HS 620	Terrorism and Counterterrorism
HS 611	Disaster Recovery

Executive Certificate in Information Technology (15 credit-hours)

CST 500	Computer Architecture
CST 510	Information Network Security
CST 615	Database Management Systems
MGT 570	Information Technology
MGT 575	Data Communications

Executive Certificate in Project Management (15 credit-hours)

MGT 550	Project Management
MGT 551	Planning and Control
MGT 552	Project Finance and Budgeting
MGT 553	Risk and Quality Management
MGT 554	Contracts and Procurement

Executive Certificate in Public Administration (15 credit-hours)

GOV 600	Structure and Function of Government
GOV 605	The Budget Process
MGT 540	Business Law and Ethics
MGT 610	Principles of Public Sector Management
MGT 650	Management of Major Programs

Policies and Administration

UMT Policies

Academic Advising

Administrators, faculty, and staff are available for student advising during normal business hours, Monday through Friday. Students may submit questions by using the "Ask the faculty a question" link in each course. Students may also schedule telephone consultation with Faculty during office hours or at an agreed upon time.

Academic and Calendar Years

UMT's *academic year* is from October to June. The University's *calendar year* is from January to December. UMT offers courses during its summer semester from July to September to accommodate students with diverse study schedules and needs.

Academic Ethics

The University requires that its members, administrators, staff, faculty, and students conduct themselves with honesty and integrity and work together collegially.

Academic Integrity and Student Conduct

All students are expected to always conduct themselves with the utmost integrity. Students are required to:

- Function civilly with fellow students, faculty, and UMT staff – which includes refraining from verbal and physical attacks, any type of harassment and defamation against members of the University community, and making threats;
- Be truthful in all communications with fellow students and UMT faculty and staff;
- Abide by UMT Policies, as presented in the catalog and website;
- Refrain from attempted hacking of course material and systems; and
- Respect UMT's ownership of all course materials that are provided.

Any breach of the above conditions may result in immediate dismissal of the student or other disciplinary action as may be determined appropriate. Disciplinary decisions are solely at the discretion of the UMT Academic Affairs Office and President and are final. Suspension or expulsion will result in the termination of VA benefits, if applicable.

Academic Honesty

The Academic Honesty Policy promotes an honest and fair learning environment at the University. Academic dishonesty includes but not limited to:

- Cheating - acquisition or use of any unauthorized resources during examinations or assignments, such as copying answers and using unauthorized notes.
- Plagiarism – using another person's ideas or words without proper attribution, including paraphrasing without proper citation or submitting someone else's work as your own.

Upon a reported case of academic dishonesty, the Academic Affairs Office will conduct either an informal or a formal review and determine one of the follow actions:

1. The Academic Affairs Office may allow the faculty member to work with the student to address the issue. This could involve resubmitting the assignment, revising the original work, or accepting a lower grade.
2. The Academic Affairs Office may decide on a penalty directly based on the review. Penalties include warning for an inadvertent offense; academic probation or suspension for a defined period; nullification of score of the exam or academic credit for affected courses; and/or expulsion from school.

All cases of academic dishonesty must be reported within 30 days of discovery and/or before the student has completed the course in which academic dishonesty took place.

The student has the right to appeal against any decision. The Academic Honesty Board will hear the case and make a final decision.

Academic Semesters

Each semester is eleven weeks in length. Course study duration is ten weeks. Final exams and term papers are due by the end of the eleventh week.

Admission

Undergraduate Admission

Applicants to the associate and bachelor's degree programs as well as the Certificate programs must have a high school diploma, GED or equivalent and provide sufficient proof of completion.

Original transcripts from high school or post-secondary institutions, which are not in English, must be accompanied by a notarized translation.

Applicants who desire to transfer college credits into UMT must have their college transcript(s) sent directly to UMT Admissions Office from appropriately accredited institution(s) of higher learning.

Graduate Admission

Applicants for graduate programs must have graduated with a bachelor's degree from an accredited undergraduate program.

Applicants for the DBA program must have earned a master's degree or have completed a minimum of 30 credit-hours of graduate level studies, either at UMT or at an appropriately accredited institution of higher learning prior to formal admission to the program. DBA candidates are expected to have a cumulative grade-point average (GPA) of 3.4 or higher in a relevant master's program.

There are no deadlines for applications, which are continually reviewed. Admission is granted on a rolling basis. Accepted FSA and F-I students must enroll in term-based programs. Accepted self-paced students can start courses at any time.

Applications are reviewed by the Admissions Office. An interview may be required, although it is not necessary to complete an application.

Students will be notified of the admission decision within one month of submitting their applications.

Required Documentation

The documents required for UMT to review and make admission decisions can be found in the section, *Application Instructions*, in this catalog.

Student Identification

All students must be positively identified before being allowed to begin their studies. Here are the acceptable forms of identification:

- Government issued photo ID – The name and birthdate on the identification must match the information in UMT's official records.
- Third-Party – A student's identification can be confirmed by a previously identified and trusted third party.

The type of identification is stored in UMT's records system, and their identification image or the third party's identification image is stored in the student's permanent file records.

Official Acceptance

Students who are required to engage in term-based study, such as FSA and F-1 students, must be officially accepted to begin their studies.

UMT may admit students with conditional acceptance, but all students must be officially accepted before the end of the first enrollment period.

Non-Degree students do not receive transfer credit and can be officially accepted when they begin their first courses. Non-Degree students are accepted as self-paced only.

Assessment

General Assignment and Assessment Information

A variety of assignments and assessments are used to evaluate student learning and achievement.

Assignments are expected to be submitted by the due dates established in each course, typically within the week assigned.

All assignments are evaluated using rubrics provided in the faculty and student handbook. Faculty can adapt rubrics as appropriate. The weighting of each assignment and assessment toward the final course grade is outlined in the course syllabus.

To ensure timely feedback, all assignments in undergraduate and master's programs are graded within seven (7) days of submission. Doctoral

programs may allow additional time, but grading is typically completed within fourteen (14) days, with the exception of dissertation proposals and dissertation, which may require longer review periods.

Note: Extenuating circumstances may occasionally result in longer grading periods.

Resubmission

Faculty may, at their discretion, permit students to revise or resubmit assignments to strengthen performance and demonstrate mastery of course objectives. When an assignment is resubmitted, the final score will reflect the higher of the original grade or the revised grade. In some cases, faculty may apply a reduced maximum score for resubmitted work. Approved resubmissions should be completed within one week of the faculty's authorization or prior to the course completion date, whichever comes first.

For examinations, retakes may be permitted at the faculty's discretion. When a retake is granted, the final exam score will be calculated as the average of the two attempts.

Continuous Enrollment

Once students have entered a degree program, they should be continuously enrolled and actively engaged in fulfilling the requirements for the degree in each semester throughout the academic year until such time as the degree is conferred.

If students are not taking courses consecutively for two semesters or 180 days, they must register for Continuous Enrollment to indicate the intent to continue attending UMT. Continuous Enrollment status is generally limited to one academic year.

Course Waiver

In reviewing their Individual Learning Plans (ILPs), applicants may believe that through their life and work experiences, they have already mastered the material contained in a listed course. In this case, applicants can petition UMT (through their admissions counselors) to waive the listed course by substituting another course. In making their petition, applicants must present a convincing argument that they have indeed mastered the course material, otherwise their petitions will not be granted.

Credit Transfer

Undergraduate Degrees

Up to 75% of credit-hour requirements may be transferred:

- 45 credit-hours for Associate Degree Programs
- 90 credit-hours for Bachelor Degree Programs

Within the maximum allowed credit transfer, any credits based on relevant professional training as defined by American Council on Education are limited to:

- 15 credit-hours for Associate Degree Programs
- 30 credit-hours for Bachelor Degree Programs

For all core, major, or required general education courses, transfer credits are only granted when the courses being transferred contain equivalent content to the UMT courses; other transfer credits may be applied to elective courses where they are deemed to be of equal educational value. For all academic courses offered for credit transfer consideration, the applicant must have earned a grade of "C" or better at an appropriately accredited institution. The decision to award transfer credit are made by the office of academic affairs.

Graduate Degrees

Nearly half of the master's level course work may be transferred. Up to 15% (9-credit) of the DBA coursework may be transferred. Transfer credits will be evaluated on a course-by-course basis for its equivalency in course content, education level, and scope of work offered at UMT. For all academic courses offered for credit transfer consideration, the applicant must have earned a grade of "B" or better at an appropriately accredited institution. The decision to award transfer credit will be made by the Admissions Committee, consisting of Academic Advisor(s) and the Admissions Office.

Transfer credit decisions may be appealed. Student should email admissions@umtweb.edu to begin the appeal process.

Note that acceptance of transfer credit from one school to another is at the discretion of individual colleges and universities. Some colleges and universities are liberal in their credit transfer policies, offering credit transfer for

any appropriate courses taken at institutions with government-recognized accreditation, while others offer no transfer credit. When applying to other colleges and universities, students are advised to study those schools' transfer credit policies.

Disability Services

When visiting UMT, reasonable accommodation(s) exist at the building for persons defined as disabled under Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and all other local and state requirements.

Students can request additional services and/or accommodations by voluntarily self-disclosing and providing documentation to the Student Services Office at studentservices@umtweb.edu for review. After review, UMT will recommend accommodations and notify faculty and staff of agreed accommodations. Students must notify Student Services upon each new registration, so faculty and staff are aware of the accommodations.

Enrollment Statuses

Credits per Enrollment

Undergraduate students are considered full-time if enrolled in 9 or more credit-hours, 3/4-time if enrolled in 6 credit-hours, and less-than-half-time if enrolled in 3 credit-hours. Graduate students are considered full-time if enrolled in 6 or more credit-hours, and half-time if enrolled in 3 credit-hours.

Self-paced Enrollment

Self-paced enrollment is defined by UMT as course enrollment outside the regular semester system. Academic requirements are identical to what students encounter with term-based studies and the amount of effort to complete each course is the same as well. When enrolling in self-paced programs, students:

1. Register for courses at any time;
2. Study courses sequentially, course-by-course, or simultaneously, at their own pace within a 77-day (11-week) time frame;
3. Meet academic progress requirements in each course and interact with instructors independently;
4. Use the flexibility of the self-paced learning mode to balance career, life, and study.
5. Meet Satisfactory Academic Progress (SAP) requirements.

Term-based Enrollment

Term-based enrollment is defined by UMT as semester enrollment. It consists of 11 weeks (77 days). To enroll in term-based programs, students must:

1. Begin their study in all registered courses on the same day, usually the first day of the term;
2. Maintain regular attendance as structured by the course;
3. Participate in regular and substantive interaction between the students and instructor;
4. Meet Satisfactory Academic Progress (SAP) requirements.

Except FSA and F-1 visa students, term-based enrollment opens to all students weekly on Monday.

Students who use the GI Bill® must enroll in term-based study that opens weekly on Mondays. The GI Bill® students who complete work before the 11th week will have to forego a portion of their housing allowance to meet VA requirements.

Students who use FSA or hold a F-1 visa can only enroll at the beginning of the Fall, Winter, Spring and Summer semesters as specified in the UMT calendar. FSA students are required to meet additional FSA related requirements articulated in the *UMT FSA Handbook*.

Faculty Accessibility

Faculty are accessible to students at any time through the *Ask the Faculty a Question* link in each course. Faculty are expected to respond within 48 hours. Additionally, students may coordinate with their faculty to schedule office hours using a communication method that best supports their needs.

Grade Replacement

Students are allowed to retake a course to improve their cumulative GPA (CGPA). Students may submit a Grade Replacement Request to Students Services for courses that received a grade of A- to F and WU, and have the grade excluded from their CGPA. To qualify for Grade Replacement, the student must retake and complete the

same course successfully and earn a better grade than the grade being replaced.

Grading Policy

Undergraduate Grading Table

Score Range	Grade	Quality Points	Meaning
96-100%	A	4.00	Excellent
90-95	A-	3.67	
87-89	B+	3.33	
83-86	B	3.00	Good
80-82	B-	2.67	
77-79	C+	2.33	
73-76	C	2.00	Average
70-72	C-	1.67	
67-69	D+	1.33	
63-66	D	1.00	Below Average
60-62	D-	0.67	Minimum Pass
<60%	F	0.00	Fail
	I	N/A	Incomplete
	P	0.00	Pass
	AU	N/A	Audit
	W	N/A	Withdrawal
	WU	0.00	Unofficial Withdrawal

Graduate Grading Table

Score Range	Grade	Quality Points	Meaning
96-100%	A	4.00	Excellent
90-95	A-	3.67	
87-89	B+	3.33	
83-86	B	3.00	Good
80-82	B-	2.67	
77-79	C+	2.33	
73-76	C	2.00	
70-72	C-	1.67	Minimum Pass
<70%	F	0.00	
	I	N/A	Incomplete
	P	0.00	Pass
	AU	N/A	Audit
	W	N/A	Withdrawal
	WU	0.00	Unofficial Withdrawal

To graduate from an undergraduate degree program or to receive a certificate in the certificate program, students must achieve a minimum overall grade point average (GPA) of 2.0.

To graduate from a graduate degree program or to receive an executive or Graduate certificate in the Executive or Graduate Certificate program, students must achieve a minimum overall GPA of 3.0.

To graduate from the DBA program, students must achieve a minimum overall GPA of 3.3.

Professors evaluate student performance in the courses and assign an appropriate grade reflecting their performance.

Graduation and Commencement

A student must apply for Graduation before the University can consider him or her for graduation.

Only students who have satisfactorily completed all academic and financial requirements in the program will be considered for graduation. The University approves graduation requests monthly, and in September, December, March and June for international students.

The University holds its annual commencement in Arlington VA, USA. Students who graduate during a five-year period are encouraged to participate in the annual commencement. The graduation date on a student's diploma is always the date that the University approves his or her graduation.

UMT recognizes sustained superlative scholarship among its bachelor's degree graduates. Graduates are automatically considered for:

- *cum laude*: Students whose UMT GPA is 3.55 to 3.69;
- *magna cum laude*: Students whose UMT GPA is 3.70 to 3.84
- *summa cum laude*: Students whose UMT GPA is 3.85 or higher

Incomplete Coursework

Term-based students are expected to complete their courses at the end of the term. Self-paced students are expected to complete their courses within 11 weeks from their date of enrollment. Both term-based and self-paced students who do not complete their coursework after 11 weeks from the start date will be given an administrative grade of Incomplete (I). A grade of Incomplete will be overwritten by an earned grade once all coursework has been evaluated.

For FSA students, the grade of Incomplete is converted to Unofficial Withdrawal (WU) no later than 30 days after the semester end date. For other students, the grade of

Incomplete is converted to WU no later than 90 days after the end date if the coursework remains incomplete.

For FSA students, the unofficial withdrawal date is either the midpoint of the semester or the latest academically related activity date in the semester, whichever is later (see the *UMT FSA Handbook* for details). For VA students, the unofficial withdrawal date reported to the VA is the latest academically related activity date in the semester (see the *UMT VA Benefits Handbook* for details).

Intellectual Property

Work-for-hire material, produced by UMT staff or other providers, is UMT's property, under law. Among other things, this can include course presentation material, study guides, manuals, video presentations, software applications, software processes, and scripts. Course material provided by licensors remains their property. Its proper use by UMT is governed by the terms of the licensing agreement and is to be used for educational purposes. Any work created by students, including student papers, is the property of the students.

The University prohibits students from the practices that violate copyright law while using UMT information and contents. The unauthorized distribution of copyrighted materials, including unauthorized peer-to-peer file sharing, may subject students to civil and criminal penalties.

International Students

International students must be able to study in English. See Application Instructions for English requirement.

The U.S. Department of Homeland Security requires students with an F-1 visa to:

- be enrolled full time
- enroll and attend classes physically on campus
- obtain authorization from the U.S. Department of Homeland Security before seeking or accepting paid employment
- notify the U.S. Department of Homeland Security when they terminate their attendance at the University.

International students who wish to study in the U.S. must have sufficient funds available to cover expenses for the length of the program before attempting to enter a degree program. Refer to the Financial Certificate for International Applicants for the cost of tuition fees and living expenses.

Leave of Absence

If a degree student finds it is necessary to interrupt active study in the program, he or she may petition the UMT Academic Affairs Office for a leave of absence for a specific time period, generally limited to one year.

Degree students who discontinue active enrollment in the studies without being granted a Leave of Absence, or do not return from granted leave to active study at the close of the period of approved date, must apply for readmission.

Under the Title IV regulations, UMT's Leave of Absence policy is not applicable to any FSA students. If a student skips a semester other than the Summer semester, s/he is considered withdrawn. If an FSA student who took off the Summer semester does not return for the Fall semester, s/he is considered withdrawn for both semesters.

Nondiscrimination

The University of Management and Technology is committed to the principle of equal opportunity in education and employment. The University does not discriminate against individuals based on race, color, sex, sexual orientation, religion, disability including intellectually challenged, age, veteran status, ancestry, or national or ethnic origin in the administration of its educational policies, admissions policies, employment policies, scholarship and loan programs, and other University administered programs and activities.

Principles of Excellence for Military Students

In accordance with Sec 2 (e) of the 2012 Executive Order "Establishing Principles of Excellence" covering treatment of US service members, veterans, and their families, UMT abides by the following requirement: "… take steps to accommodate short absences due to service obligations, provided that satisfactory academic progress is being made by the service members and reservists prior to suspending their studies."

Academic Credit for Incomplete Coursework

When a student is unable to finish a course or courses on time, due to military service, an Incomplete grade will be assigned at the time the course is scheduled to be completed. When the student satisfactorily completes the course, the incomplete grade will be replaced by the final grade. For FSA students, the grade of Incomplete is converted to Unofficial Withdrawal (WU) no later than 30 days after the

semester end date. For other students, the grade of Incomplete is converted to WU no later than 90 days after the semester end date if the coursework remains incomplete.

Reinstatement

Each degree program has a defined maximum program length. For example, MS in Criminal Justice students are given three years to complete their program and MBA students are given five years. Within the applicable program length, if military students are required to dedicate their time to military service, they can resume their studies without requesting reinstatement.

Outside the applicable program length, military students desiring to continue their studies need to work with UMT's Student Services to determine the best way to move forward. This includes those who have a cumulative absence of five years or three years after the completion of the period of service. UMT Student Services provides individual counseling and guidance to assist military students to resume their studies.

There is no requirement for a new application, or any fees for military students to return to study.

Once a military student has been accepted to UMT, they may begin their first course(s) any time within the applicable maximum program length.

Documentation

There is no requirement for specific documentation when students are absent on military duty. However, the students are encouraged to notify UMT and the reason for the disruption in their studies, often via an email or a phone call.

Disciplinary Actions

Military students are required to follow the university's policies on proper student and academic conduct as any other students. Pertinent policies are detailed in this University Catalog under the categories of *Academic Ethics*, *Academic Integrity*, *Student Conduct*, and *Plagiarism and Cheating*. Any disciplinary action that might be taken will not discriminate against nor favor military students.

Proctored Examination

The rationale for proctored exams is to assess the knowledge and competence of students in defined subject areas and to validate student identity to uphold academic integrity. A proctored exam, as an integral and summative assessment, may be placed in specified courses based on the academic requirements associated with a program of study or at the end of the program study. To verify their identity, students are required to present to the proctor a valid government-issued photo ID before taking the proctored exam.

Resolution of Complaints

A process exists that enables students who are dissatisfied with some aspects of their UMT experience to voice their complaints and initiate actions that will permit these complaints to be addressed by the University. The complaints may have origins in any number of sources, including problems with course instruction, unhappiness about grading, perceptions of discrimination, conflict with fellow students, and strife with faculty or administrators. Throughout the complaint resolution process, all proceedings will be handled with the utmost confidentiality.

For purposes of this policy, a complaint is defined as a written expression of dissatisfaction related to academic or administrative services, faculty or staff conduct, institutional practices, or alleged noncompliance with accreditation standards, where the complainant seeks formal resolution. Complaints may be filed by students, faculty, administrators, or any party with good reason to believe the University is not in compliance with applicable accreditation standards or requirements.

The complaint process occurs at two levels. An attempt will be made to resolve the complaint amicably in an informal fashion by the following steps:

Step 1. The student articulates his/her complaint to the Academic Dean either in writing or in a face-to-face meeting.

Step 2. The Dean brings together the conflicting parties, enabling the complainant and the individual(s) against whom the complaint is directed to present their different perspectives.

Step 3. The Dean takes on the role of arbiter to help the parties resolve the complaint amicably.

If the first level of dispute resolution does not work, or if the complaint is very serious, then it will be processed through a more formal procedure:

Step 1. The complaining student will be asked to submit his/her complaint to the Dean in writing.

Step 2. The Dean will forward the written complaint to the President, including a statement of his/her perception of the facts and their implications.

Step 3. The complainant will be asked to meet with the Dean (together with the President) to specify his/her charges. Targets of the complaint will also be brought before the Dean (together with the President) to answer the charges.

Step 4. After conferring with the President, the Dean will deliberate and make a final decision on how the complaint should be resolved.

UMT acknowledges receipt of all formal complaints within five (5) business days and seeks to resolve complaints within thirty (30) calendar days. If additional time is needed, the complainant will be notified in writing of the reason for delay and the anticipated resolution timeframe.

Every precaution will be made to ensure that the people charged with resolving complaints operate in a fair and impartial fashion. For example, conflict of interest situations will be avoided.

Students who are dissatisfied with the results of the grievance process, or if they believe they have been treated unfairly, they can contact either the state organization that oversees higher education in their state or the institutional accrediting body, as noted below.

Virginia residents and residents of those states that participate in National Council for State Authorization Reciprocity Agreements (NC-SARA) may file a formal complaint with the State Council of Higher Education for Virginia (SCHEV) through https://www.schev.edu/students/resources/student-complaints.

Students who reside in states that don't participate in NC-SARA may choose to file a complaint with the appropriate authority in their state of residence. State Higher Education Executive Officers Association provides additional information regarding the complaint process and contacts at https://nc-sara.org/guide/state-authorization-guide.

The students who are veterans may file a complaint with the Virginia State Approving Agency (SAA). VA Grievance Policy states: "The Virginia State Approving Agency (SAA) approves education and Virginia training programs. Our office investigates complaints of GI BILL® beneficiaries. While most complaints should initially follow the school grievance policy, if the situation cannot be resolved at the school, the beneficiary should contact our office via email at saa@dvs.virginia.gov." *"GI Bill® is a registered trademark of the U.S. Department of Veteran Affairs (VA). More information about education benefits offered by the VA is available at the official U.S. government website at http://www.benefits.va.gov/gibill."*

Students may choose to file a complaint with UMT's accrediting body, Distance Education Accrediting Commission (DEAC), through https://www.deac.org/student-center/complaint-process.

UMT faculty members are prohibited from retaliating against students for filing a complaint. If a student believes they are being treated unfairly as a result of initiating a complaint, they should report their concern to the Office of Academic Affairs. The Office will address the matter in accordance with the policies outlined in the Faculty Handbook.

If students believe they are suffering retribution from non-faculty (e.g., other students, administrators), they should report their concern to the Academic Affairs Office. Retribution from non-faculty university employees can result in their dismissal, according to Section 402 of the *Employee Handbook*. Retribution from fellow students will be handled on a case-by-case basis by the Academic Affairs Office based on UMT policies and rules governing UMT students.

UMT maintains complete files for all complaints and their resolutions for a minimum of five years or until the completion of the next DEAC accreditation cycle, whichever is longer.

Satisfactory Academic Progress

Maintaining Satisfactory Academic Progress (SAP) is important.

UMT employs two criteria to measure SAP:

- Cumulative grade point average (CGPA), which assesses the quality of the student's study efforts
- Credit hour completion, which assesses the extent to which students are completing their work quantitatively, including: 1) term credit

hour completion; and 2) program completion within the maximum time duration allowed for a program of study.

Following are descriptions of each of these criteria:

Cumulative Grade Point Average (CGPA)

In order to successfully complete a degree program, undergraduate students must achieve a minimum CGPA of 2.0 and graduate students must achieve a minimum CGPA of 3.0.

Students are also required to meet or exceed the CGPA threshold established by UMT at different stages in accordance with the table below,

	Credits Completed (excluding transfer credits)	Threshold CGPA
Undergraduate (100-400 Level Courses)	First semester	1.67
	After first semester	2.00
Graduate (500 Level and Up Courses)	First semester	2.67
	After first semester	3.00
Graduate (700 Level and Up Courses)	First semester	3.00
	After first semester	3.33

Credit Hour Completion

Undergraduate students must complete at least 67 percent of their attempted courses per enrollment period. Graduate students must complete at least 50 percent of their attempted courses per enrollment period.

A course will be treated as successfully completed if it receives a passing grade. A course will be treated as attempted but not completed, if it receives a grade of W (Withdrawal), I (Incomplete), or WU (Unofficial Withdrawal). A course will be treated as attempted but unsuccessfully completed if it receives a grade of F (Fail). UMT considers successfully completed and transfer credits as completed and attempted credits.

Percentage for overall and semester pace is calculated by dividing completed credits by attempted credits.

Program Completion

Students may repeat a course to improve academic performance. However, UMT requires students to complete their academic programs within the maximum time limits specified by UMT (see “Time Limit”).

Warning, Probation, Suspension, and Appeal

Students should strive to achieve or exceed minimum requirements in SAP both qualitatively and quantitatively.

If the student has completed at least 33 percent of attempted credits for the enrollment period and 1) the enrollment was the first semester of the student’s studies or 2) the student met SAP in the previous semester; the student will be automatically put on Warning for one semester.

The Dean or Registrar’s Office may restrict the allowable number of courses taken in a Warning semester. Students are eligible to receive federal student aid and GI Bill® benefits while on SAP Warning.

After the Warning enrollment period, if the student still cannot meet SAP, the student will be placed on Suspension. Students are not eligible to receive federal student aid or GI Bill® benefits while on Suspension.

To regain eligibility for enrollment, a student has the right to appeal a Suspension by submitting an SAP Appeal. If a student’s SAP Appeal request is approved, the student will be put on Probation for one or two semesters. Students are eligible to receive federal student aid and GI Bill® benefits while on Probation.

Students who desire to file an appeal should do so immediately upon notification of Suspension. The student will be notified in writing whether the appeal is denied or approved within two weeks of its submission. A successful SAP Appeal results in an academic plan.

To submit an appeal, students must have at least one attempted enrollment period between appeal requests and cannot be under an academic plan.

Students are placed back on SAP Suspension when they fail the academic plan. Should they wish to

reenroll, they will need to work with the Dean's Office on a case-by-case basis and are not eligible to receive federal student aid or GI Bill® benefits until they are able to reestablish SAP using alternative non-federal student aid or GI Bill® benefit resources.

Students must complete all existing courses before starting new ones.

Semester Credit Hours

Credit hours earned at UMT are semester credit hours. In general, three-credit-hour courses entail at least 45 instructional hours. Students are also expected to spend an additional 90 hours in course-related study and activities.

Student Identity Verification

UMT verifies the identity of students who enroll and complete academic courses and programs to uphold academic integrity, protect student data, and ensure compliance with accreditation and regulatory requirements at all levels of academic education including all undergraduate, graduate, and doctoral programs.

Through student identity verification, UMT confirms that the student who registers to study at UMT is the same individual who participates in and completes coursework, assessments, and other academic requirements. UMT employs multiple methods of identity verification that are secure and in compliance with applicable laws and accreditation standards (e.g., HEOA, FERPA, GDPR).

Identity Verification

UMT verify the identity of students through at least three methods as follows:

Secure Login and Password

- Each student is issued a unique student ID and login credentials to access student information system (SIS) including learning management system (LMS).
- Students must not share their credentials. Unauthorized use of another person's credentials is considered as an academic misconduct.

Multi-Factor Authentication (MFA)

- Additional security layers, such as SMS/email verification are required for access to institutional systems.

Photo ID Verification

- Students are required to provide a copy of a valid government issued photo ID (e.g., passport, citizen ID and driver's license).
- The name on the ID must match the name used for academic records.

Proctored Examinations

- Students are required to take a proctored examination prior to completing the program of study. Proctored exam includes ID verification and may include webcam monitoring and browser lockdowns.

Synchronous Video Verification

- Faculty or staff may conduct video calls via Zoom, Teams, or similar platforms to verify identity before or during certain assessments.

Data Privacy and Security

- All identity verification data is stored and handled in accordance with UMT's Data Protection and Privacy Policy and relevant laws (e.g., FERPA, GDPR).

Student Responsibilities

- Maintain the confidentiality of institutional login credentials.
- Follow all identity verification procedures outlined for online study and assessments.
- Report any suspected breaches or identity issues immediately to UMT Academic Affairs Office.

Faculty and Staff Responsibilities

- Ensure that identity verification is conducted fairly, consistently, and in accordance with this policy.
- Report suspected violations UMT Academic Affairs Office.

Violations and Disciplinary Action

Failure to comply with identity verification requirements, or attempts to impersonate another student, will be treated as a violation of the Academic Integrity Policy. Sanctions may include:

- A failing grade for the assignment or course

- Suspension or dismissal from the institution
- Reporting to regulatory or legal authorities where required.

Student Records

The University of Management and Technology's policy on the release of student education records complies with the Family Educational Rights and Privacy Act (FERPA), also known as the Buckley Amendment. This law preserves students' right to privacy. Student records will be maintained for a minimum of three years.

Student Right of Review

UMT students have rights under FERPA to be given access to their student records within a reasonable period. UMT's student records policy enables students to review their records via their student portals online at any time.

If a student believes the record to be inaccurate, he or she may seek to amend it. UMT must decide, within a reasonable period, whether to grant the request. If the request is denied, the student has a right to a hearing. If the disagreement with the record continues after the hearing, the student may insert an explanation of the objection in the record. The right of appeal does not apply to grades or educational decisions about students that school personnel make. However, the appeals process can be used to determine whether a grade was properly recorded in the records.

UMT reserves the right to delay access to records if:

- the student neither seeks nor accepts paid employment in the U.S.
- the student has an unpaid financial obligation to the University;
- there is an unresolved disciplinary action against the student; or
- the requested record includes an exam or test questions.

The University reserves the right to charge a reasonable fee for copies of student records. The University cannot destroy records if a request for access is pending.

FERPA applies to all students 18 and older. Parents retain access to student records of children who are their dependents for tax purposes.

Definitions of Education Records

Education records include a range of information about a student that is maintained in schools in any recorded way, such as handwriting, print, computer media, video or audiotape, film, microfilm, and microfiche. Examples are:

- Date and place of birth, parent(s) and/or guardian addresses, and how parents can be contacted in emergencies;
- Grades, test scores, courses taken, academic specializations and activities, and official letters regarding a student's status in school;
- Disciplinary records;
- Documentation of attendance, schools attended, courses taken, awards conferred, and degrees earned;
- Information about student employment as a result of his or her student status;
- Personal information such as a student's identification code, social security number, picture, or other information that would make it easy to identify or locate a student.

The following materials are not considered to be part of the Education Record:

- Personal notes made by teachers and other school officials that are not shared with others.
- Information related to employment, except for records of someone employed as a result of his or her student status.
- Records that only contain information about an individual after he or she is no longer a student at UMT.

Students do not have the right to access the following information in their education records:

- Financial records of their parents.
- Confidential letters of recommendation.

Directory Information

Part of the education record, known as Directory Information, includes personal information about a student that can be made public according to the University's student records policy. Directory information may include a student's:

- name
- address
- telephone number

- date and place of birth
- major field of study
- student activities
- dates of attendance
- degrees and awards received
- previous education institutions attended
- photograph

UMT must give students public notice of the types of information designated as Directory Information. By a specified time after students are notified of their review rights, students may ask to remove all or part of the information about them that they do not wish to be available to the public without their consent.

Individual faculty and staff members must not release directory information before first determining whether the student has requested that any or all of it be withheld.

Release of Student Records

Disclosure of personally identifiable information from education records is not permitted to third parties without a student's permission. A written, signed, and dated consent form is required to release any records.

Federal law allows for a few circumstances under which records may be released without the student's prior permission. Records may be released to:

- Individuals requesting Directory Information.
- UMT officials who have a legitimate educational interest in the information. A legitimate educational interest is defined as the need for a school official to know the contents of a record in relation to a legitimate university objective. This interest must comply with federal or state law or university policy.
- Officials of other educational institutions to which the student seeks or intends to enroll. The student has a right, upon request, to obtain a copy of the information that was released. UMT may release information about disciplinary actions taken against students to officials from other educational institutions without prior consent.
- State and Federal officials for auditing purposes.
- Persons or organizations involved in financial aid matters related to the student.
- Organizations conducting studies for the University.
- Accrediting organizations.
- Appropriate parties in a health or safety emergency.
- Comply with a judicial order or lawfully issued subpoena. A reasonable effort must be made to notify the student in advance of compliance, except in the case of a federal grand jury subpoena or other circumstances where notification is prohibited by law.
- Alleged victims of crimes of violence. Disclosure is limited to the disciplinary proceedings against the alleged perpetrators of the crimes.

UMT must inform third parties (other than school officials) who receive information from education records without the student's consent that the information cannot be disclosed to any other individual or organization except in compliance with the Buckley Amendment. Any third party that inappropriately re-releases personally identifiable information from an education record cannot have access to educational records for five years.

UMT must keep a record of the names of third parties to which education records have been released. This record should be kept with the education record. This requirement does not cover requests by officials of the University or the release of directory information.

Appeals Process

Students who believe their rights have been abridged and have exhausted their administrative appeals may file complaints with the Family Policy Compliance Office, U.S. Department of Education; 600 Independence Ave., SW; Washington, DC 20202-4605. Complaints must be filed within 180 days of the date of the alleged violation or the date on which the complainant knew or should have known of the alleged violation.

Telephone Student Data Security

UMT does not discuss student information with any party over the phone other than the student. UMT verifies the identity of the student before discussing their information.

Time Limits

- Certificate programs: one year
- Associate degrees: three years
- Bachelor degrees: five years

- Executive certificate programs: one and half years
- Graduate certificate programs: two years
- MBA, MHA, MSHS: five years
- All other master's degrees: three years
- DBA: seven years

Withdrawal

A student who wishes to withdraw from a course may inform the University in any manner, but the University strongly advises such requests to be in writing, via mail, fax, or e-mail to registrar@umtweb.edu.

If a student requests withdrawal prior to the first week of the enrollment, the course registration will be removed from the University's official records and will not appear on the student's transcript. If a student requests withdrawal after the first week but before the beginning of the tenth week of the course enrollment, the grade will be reported on the transcript as W (Withdrawal). Withdrawal requests are not considered after the end of the ninth week of course enrollment. If a student withdraws from a course without officially notifying anyone at the University, a WU (Unofficial Withdrawal) will be recorded.

Workforce Advancement/Career Advising

The university is committed to supporting students' professional success through comprehensive career advising from academic advisors and faculty. This guidance helps students leverage their degree to advance or transition careers. The UMT Alumni Association also facilitates a mentor program for graduates, and students are encouraged to join UMT's LinkedIn and Facebook groups to connect with alumni and explore career opportunities.

UMT Accreditation

UMT is accredited by the Distance Education Accrediting Commission (www.deac.org). The Distance Education Accrediting Commission is listed by the U.S. Department of Education as a recognized accrediting agency. The Distance Education Accrediting Commission is recognized by the Council for Higher Education Accreditation (CHEA).

UMT is an institutional member of Council for Higher Education Accreditation (www.chea.org). CHEA is a U.S. association of degree-granting colleges and universities and recognizes institutional and programmatic accrediting organizations.

UMT is authorized to operate as an institution of higher education, to enroll students, and to award associate's, bachelor's, master's and doctoral degrees by the State Council of Higher Education for Virginia (www.schev.edu/).

UMT has been approved to participate in the National Council for State Authorization Reciprocity Agreements (nc-sara.org).

The GAC Accredited Program seal is a mark of Project Management Institute, Inc.

UMT's Project Management programs (Executive Certificate in Project Management; Master of Science in Management, Project Management; Master of Business Administration, Project Management; Master of Science in Information Technology, IT Project Management; Doctor of Business Administration) are accredited by the PMI Global Accreditation Center for Project Management Education Programs (GAC, www.gacpm.org).

UMT is a PMI Authorized Training Partner (atp.pmi.org). PMI is the leading international nonprofit professional association in the area of Project Management.

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Online Education

Description • Requirements • Communications

UMT Online Education uses advanced communication technologies to enable students to learn from the comfort of their home, office, or anywhere else in the world where they can access the Internet.

Online students are not constrained by a semester schedule and are encouraged to enroll in courses whenever they are ready on a year-around basis, unless students enroll in a term-based program (such as VA, FSA, F-1 students, etc.).

UMT delivers courses over the Internet using lecture presentations, instruction notes, online discussions, video streaming, and other multimedia elements. The online materials are supplemented by required textbooks, books, readings, and other supplement materials that mirror traditional classroom instructions.

Online course material is divided into manageable units that allow students to complete course units at their own pace to focus on areas where they need more time to learn and to study.

Students communicate with their instructors and fellow students via email, discussion boards, internet conferencing, and other media. Instructors closely monitor students' work, providing individualized instruction.

UMT Online Learning frees students from the confines of the traditional classroom while providing an educational experience customized for today.

General Requirements

Students entering UMT's Online Education Program should be computer literate. They should have basic skills in using the World Wide Web, sending and receiving email, and word processing. Students should have a general familiarity with the computer(s) they use, know how to install software (if necessary), and be able to troubleshoot basic computer problems. Students may need other computers skills (such as using spreadsheets) for specific courses.

Accessibility

The UMT systems do not conflict with the accessibility functions built into students' computers. Although UMT students can use any device to access materials, UMT recommends the current versions of Microsoft Windows and Microsoft Office to provide robust accessibility features for those who need them.

Communicating with Faculty

In each course there is a link to "Ask the Faculty a Question." This link allows students to ask faculty questions and to receive answers in their Student Portal. All questions and responses are tracked and monitored, which ensures timely answers.

UMT strives to respond to student inquiries and submitted assignments as quickly as possible. When making inquiries, it is important for the student to be specific. The turnaround time for standard questions is as quick as possible. Questions dealing with unique issues often entail longer response times because they may require to be investigated by UMT faculty or staff.

Computer Requirements

Minimum Technology requirement:

- A computer (desktop/laptop/tablet) capable of running a modern browser
- An update-to-date web browser with JavaScript enabled (Chrome, Firefox, Safari, Edge, etc.)
- Office suite or equivalent (Word, PowerPoints, Spreadsheets, etc.)
- PDF reader
- Reliable internet connection

Note: Some courses may require additional software (e.g., programming courses may require an Integrated Development Environment (IDE), or networking courses may require Wireshark). It is the student's responsibility to obtain any program required for the course, unless otherwise noted.

Financial Assistance

Federal Student Aid • Scholarships • Assistantships • Veteran's Benefits • Private Student Loans

UMT offers top-quality education for as little as half or one third of the tuition of many similar programs. We believe UMT low tuition rate is itself a financial incentive for the hard-working professional. Beyond our low tuition and in addition to Federal Student Aid, UMT also offers several tuition incentives and savings to assist students in funding their education.

Federal Student Aid

UMT is approved by the U.S. Department of Education (ED) to provide Federal Student Aid (FSA, Title IV) to qualified students to finance their education. Refer to the *UMT FSA Handbook*.

Private Student Loans

UMT provides information regarding private education loans from a lender; however, UMT does not participate in a preferred lender arrangement for receipt of private education loans.

UMT informs prospective private education loan borrowers that the borrower may qualify for FSA loans or other assistance from the FSA programs and that the terms and conditions of an FSA loan may be more favorable than the provisions of private education loans.

Teaching & Research Assistantships

UMT offers a limited number of teaching and research assistantships to students. Contact UMT for more information about eligibility and requirements.

GI Bill®

The institution is approved to offer GI Bill® educational benefits by the Virginia State Approving Agency. GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. Government web site at: https://www.benefits.va.gov/gibill/.

Under VA, undergraduate students are considered full-time if enrolled in 9 or more credit hours. Graduate degree students are considered full-time if enrolled in 6 or more credit hours.

Honorably discharged veterans and active-duty personnel may use their GI Bill® benefits. Before committing to enrollment, applicants and existing students must establish their eligibility with the Veteran's Administration. Always consult the VA before taking any action that involves your valuable VA benefits! Once enrolled, UMT's VA Certifying Official will certify enrollment with the VA. For more information, see the VA web site at www.gibill.va.gov.

Additional Veterans' Benefits

Some students may be entitled to educational benefits as active-duty personnel, veterans, or widows or children of deceased or totally disabled veterans. UMT's administrative office processes certification of enrollment and attendance for the Veterans Administration so that eligible persons will receive educational allowances.

NOTE: A ***Covered Individual*** is any individual who is entitled to educational assistance under chapter 31, Veteran Readiness and Employment, or chapter 33, Post-9/11 GI Bill®. UMT policy will permit any covered individual to enroll in the course of education during the period beginning on the date on which the individual provides to UMT a certificate of eligibility (COE) for entitlement to educational assistance under chapter 31 or 33 (a "COE" can also include a "Statement of Benefits" obtained from the Department of Veterans Affairs' (VA) website – eBenefits, or a VA 28-1905 form for chapter 31 authorization purposes) and ending on the 90 days after the date the institution certified tuition and fees following the receipt of the certificate of eligibility.

UMT will not impose any penalty, including the assessment of late fees, the denial of access to any school resources (access to classes, libraries, or other institutional facilities), or the requirement that a covered individual borrow additional funds, on any covered individual because of the individual's inability to meet his or her financial obligations to the institution due to the delayed disbursement funding from VA under chapter 31 or 33. With the exception of UMT may require additional payment for the amount that is the difference between the amount of the student's financial obligation and the amount of the VA education benefit disbursement.

UMT Scholarships

UMT offers several scholarships that reduce the cost per credit-hour from $390 to $250 and waives most fees. See Tuition and Fees later in this catalog. Students are required to take at least two courses at a time unless in the last term of the program.

UMT Active/Reserve Military Scholarship

Eligibility**:**

- Active-Duty U.S. Military personnel
- National Guard
- Reserves

UMT Veteran Scholarship

Eligibility**:**

- Honorably discharged veterans

UMT Military Dependent Scholarship

Eligibility:

- Spouse and children (under 26 years old) of Active-Duty U.S. Military personnel or honorably discharged veterans who live in the same household

UMT First Responder Scholarship

Eligibility:

- Federal, state and local police officers, paramedics, emergency personnel and firefighters

UMT Book Loan Program

UMT offers a Book Loan Program to qualified students. The required book(s) for each enrolled course will automatically be shipped to the student at no cost. The loaned books must be returned at the student's expense in order to continue with the academic program. To opt out of the Book Loan Program, please use the "Ask Student Services" icon in the Student Portal.

Students who may qualify are:

- Undergraduate students receiving FSA
- Students receiving the UMT Active/Reserve Military Scholarship, UMT Veteran Scholarship, UMT Military Dependent Scholarship, or First Responder Scholarship and are not receiving additional government funding that covers the cost of books (GI Bill® recipients, etc.)

UMT 2024 Commencement

UMT Administration and Faculty

Administration • Board of Directors • Industry Council Committee • Ownership • Faculty

UNIVERSITY ADMINISTRATION

President: Dr. Yanping Chen
Provost & CAO: Dr. Eric Kirkland
Director of Accreditations and Authorizations: Ms. Lele Wang
Registrar: Mr. James Qian
Vice President, Academic Affairs: Mr. John Hu
Instructional Support: Ms. Megan Lamoreaux, Ms. Yingda Xu
Student Admissions: Mr. Kenny Hickey, Ms. Khalilah Burks
Student Services Advisor: Ms. Eleanor German, Ms. Cassidy Fisher
Financial Aid Counselor: Ms. Margo Jacobs
Professional Development and Training Programs: Ms. Lele Wang
Student Accounts: Mr. James Qian
Information Technology: Mr. Gregory J. Marsh
Safety Manager: Mr. John Hu

INDUSTRY COUNCIL COMMITTEE

Business Management and Public Administration Committee:

- Uma Hiremagalur
- Sangeet Chowfla
- Todd F. Rabideau
- Bob Brightman

Criminal Justice and Homeland Security Committee:

- Kyle Christenson
- Chris Mastroianni
- Zeth Baum
- Forest Wilson
- Sledge, David L

Healthcare Management Committee:

- Maria Roberts
- Isha Bedi
- Benford, Danny

Technology (IT, Engineering, Innovation) Committee:

- Michael Cook
- Wilkerson, Louis

OWNERSHIP

Yankee Clipper Group, Inc.

FACULTY

Ackerman, George, *Criminal Justice, Homeland Security*. PhD, Criminal Justice, Capella University, USA; JD, Shepard Broad Law Center, USA; MBA, Nova Southeastern University, USA; MS, Criminal Justice & Psychology, Nova Southeastern University.

Ajimotokan, Helen, *Healthcare Administration,* PhD. Public Health Sciences, University of North Texas, USA; MPH, University of North Texas, USA; Bachelor of Medicine, Bachelor of Surgery: Ladoke Akintola University of Technology, Nigeria.

Burke, S. David, *Project Management, Engineering, Energy, Safety.* DBA, University of Management and Technology, USA. BS, Nuclear Engineering, Georgia Institute of Technology, USA; ME, Mechanical Engineering, the University of South Carolina, USA; PMP, Project Management Institute.

Chan, Fung Cheung, *Business Administration, Finance.* DBA, City University of Hong Kong, China; MBA, Finance, City University of Hong Kong; MSc, Finance, City University of Hong Kong.

Chan, Mu Keung Paul, *Accounting. MS, Information Systems.* The Hong Kong Polytechnic University, China; Associate ACCA, The Chartered Association of Certified Accountants.

Chen, Yanping, *Business Management and Research Methodologies.* PhD, Public Policy, The George Washington University, USA; MA, Science, Technology & Public Policy, The George Washington University, USA; MD, Bethune Medical University, China. PMP, Project Management Institute. PMI Fellow.

Chen, Zhanyun, *Management.* Post-doctor, University of Manitoba, Canada; DBA, Shanghai University of Finance and Economics, China; MBA, Finance and Economics Department, Shanghai University of Finance and Economics.

Chen, Zhong, *Management, Technology.* PhD, Computer Science, Peking University, China; MS, Department of Computer Science and Technology, Peking University; BS, Department of Computer Science and Technology, Peking University.

Cheng, Kwok-kwun Raymond, *Engineering Management*. PhD. Engineering Management, The Nueva Ecija University of Science and Technology, Republic of the Philippines; MBA, Columbia Southern University, USA; MS, Criminal Justice Administration, Columbia Southern University, USA; Certificate of Advanced Graduate Studies (CAGS) in E-Business, Northcentral University, USA.

Cheng, Sze Ling, *Product Development.* DBA, University of Management and Technology, USA; MS, Engineering Business Management, The Hong Kong Polytechnic University, China.

Cheung, Kam Tin, *Business, Entrepreneurship.* MBA, Upper Iowa University, USA; MA, Criminology, Keele University, UK.

Cheung, Kam-Wing Carey, *Statistics.* MSc, Computer Science, Minnesota State University, USA; BSc., Engineering, Minor: Computer Science, National Taiwan University, Taiwan.

Chu, Chung Ying Billy, *Logistics Management*. DBA, University of Management and Technology, USA; MA, Communication, Middlesex University, UK.

Dai, Hon Man, *Business.* DBA, University of Management and Technology, USA; Master of Social Work, Hong Kong Baptist University, China; Bachelor of Social Work, The Hong Kong Polytechnic University, China.

Dai, Weihui, *Engineering.* D.E, Engineering, Shanghai Fudan University, China; MS, Automotive Electronics Technology, Zhejiang University, China; BS, Automation, Zhejiang University, China.

Ding, Ronggui, *Management, Project Management*. DBA, Tianjing University, China; MBA, School of Management, Tianjin University, China.

Elg, Christopher, *Law Enforcement, Criminal Justice*. MPA, Criminal Justice Administration, John Jay College of Criminal Justice, USA; BS, Police Science, John Jay College of Criminal Justice, USA; MAS, Fraileigh Dickinson University, USA.

Fan, Densheng, *Finance, Economics.* PhD, Economics, Chinese Academy of Social Sciences, China; MS, Economic Research Institute, Graduate School of Chinese Academy of Social Sciences, China; BS, School of Economics, Heilongjiang University, China.

Finkelstein, Robert, *Management,* DBA, Management, George Washington University, USA; Applied Scientist Degree (Ap.Sci): Operations Research, George Washington University, USA; M.S., Operations Research, George Washington University, USA; M.S., Physics, University of Massachusetts, USA; B.A., Physics, Temple University, USA; Post-graduate, Physics, Massachusetts Institute of Technology, USA; LL.B., American Law and Procedure, LaSalle Extension University, USA.

Grewal, Sanya, *Healthcare Administration,* DPH, Publich Health, Walden University, USA; MS, Public Health, Epidemiology, University of California, USA; BS, Biological Science, University of California, USA.

Guest, Janeen, *Contracts.* PhD, Political Science, Howard University, USA; MA, Economics/Industrial Organization, Wayne State University, USA; BA, Business Administration, University of Detroit Mercy, USA.

Han, Changyin, *Contracts, Law.* PhD, Law, Renmin University, China; ML, China University of Political Science and Law, China; B. Econ. College of Politics, Henan University, China.

He, Maochun, *Law.* PhD, Law, Renmin University, China; MS, Department of International Politics, Renmin University of China.

Ho, Fung, *Finance, Economics, Accounting.* MS, Finance, National University of Ireland, Ireland; BS, Mathematical Sciences with Business Minor, University of Alberta, Canada.

Howard, Jacqueline, *Project Management, Human Resources, Payroll, Tax.* MBA, University of Management and Technology, USA; BA, Gustavus Adolphus College, USA. Certified Six Sigma Black Belt; PMP, Project Management Institute.

Hsiung, Barry, *Systems Engineering, Project Management, Engineering Management.* PhD, Management of Research and Development, The George Washington University, USA.

Hu, Haiou, *Finance, Economics.* PhD, Economics, Shanghai University of Finance and Economics, China; MS, Institute of Finance, Shanghai University of Finance and Economics, China; BS, Institute of Finance, Shanghai University of Finance and Economics, China.

Hu, John, *Engineering, Aerospace, Defense, Management.* MS, Electrical and Computer Engineering, Magoon Award, Purdue University, USA; MBA, University of Management and Technology, USA; MS Computer Science, University of Management and Technology, USA; BS, Electrical Engineering, IEEE President, University of Virginia, USA.

Huang, Hengxue, *Economics, Public Policy.* PhD, Economics, Beijing University, China; MPA, School Economics, Beijing University, China.

Hung, Cheung Hung, *Leadership, Statistics.* MS, Building Services Engineering, The Hong Kong Polytechnic University, China.

Hung, Cheung Kwong, *Project Management.* DBA, University of Management and Technology, USA; MS in Building Services Engineering, The Hong Kong Polytechnic University, China.

Jiang, Xuping, *Management, Business Administration.* MBA, Tsinghua University, China; BS, Department of Economics, Jilin University, China.

Kirkland, Eric, *Project Management*. PhD, University of Virginia, USA; MBA, Wharton School of the University of Pennsylvania, USA; MEd in Counseling, University of Virginia, USA; MA in International Relations and Diplomacy, Schiller International University, USA.

Kildsig, Douglas, *Management.* MS, Management, Purdue University, USA; BS, Management, Purdue University, USA.

Kwong, Chiu Yin, *Business Administration.* MBA, University of Newcastle, Australia; BS, Business Administration, California State University, Sacramento, USA.

Kwong, Tsun Lok, *Finance, Economics, Management.* DBA, University of Management and Technology, USA; MBA, Australia National University, Australia; BSc, Chinese University of Hong Kong, China.

Lai, Koon Wing William, *Finance, Economics.* MA, Economics, Carleton University, Canada.

Lam, Bard Lord, *Leadership, Business Administration.* DBA, University of Management and Technology, USA; MA, Theology, Australian Catholic University, Australia.

Laman, Glen, *Marketing and Sales, Business Basics, Management.* DBA, University of Management and Technology, USA; MBA, Brenau University, USA; BS, Biology, Pace University, USA.

Lau, Siu-Nor Julia, *Management, Business Administration.* DBA, University of Management and Technology, USA; MBA, University of Ballarat, Australia; Bachelor of Commerce, Bond University, Australia.

Lau, Yiu Ching Steven, *Business, Management*. DBA, University of Management and Technology, USA; MBA, University of Hull, UK; MSc, Business IT Systems, University of Strathclycle, UK.

Lee, Chi Keung, *Management, IT.* DBA, University of Management and Technology, USA; MA, Library & Information Studies, University College London, UK; MA, Education, Lancaster University, UK; BA, Chinese University of Hong Kong, China.

Lee, Ka Bo, *Business Administration, Psychology.* MBA, Columbia Southern University, USA; Master in Physiotherapy, Hong Kong Polytechnic University, China; MSc, Exercise Science, Chinese University of Hong Kong, China; MA, Public Policy Management, City University of Hong Kong, China; BSc, Psychology, Upper Iowa University, USA.

Leung, Kam Chau, *Accounting, Finance.* Master of Professional Accounting, The Hong Kong Polytechnic University, China; BA, City University of Hong Kong, China.

Lewis, James, *Project Management; Leadership.* BS, Electrical Engineering, North Carolina State University, USA; PhD, Psychology, North Carolina State University, USA.

Li, Chong, *Finance, Management.* PhD, Economics, Beijing Normal University, China; MBA, School of Economics, Peking University, China.

Li, Jizhen, *Business Administration.* PhD, Economics, Tsinghua University, China; MBA, Tsinghua University, China.

Li, Kam Tim, *Business Administration.* MBA, Upper Iowa University, USA; MSc, City University of Hong Kong, China.

Li, Kin Yin Mark, *Research*. PhD, Sheffield University, UK; Master of Social Sciences, University of Hong Kong, China; Master of Social Work, The University of Alabama, USA; BSc, Economics, University of London, UK.

Li, Xu, *Management*. PhD, Metropolitan Area Planning, University of Tsukuba, Japan; MS, Management Engineering, Harbin Institute of Technology, China; BBA, Management Engineering, Harbin Institute of Technology, China.

Lipton, David, *Global History, Western Civilization, American History.* Master of Arts, American History, Rutgers University and New Jersey Institute of Technology, USA; MA, Global History, American Military University, USA; MS, Computer Science, San Francisco State University; BA, History, *summa cum laude*, Jersey City State College, USA; BA, English, MSCS, San Francisco State University, USA.

Liu, Changxi, *Management, Economics.* PhD, Economics, Fudan University, China; MBA, College of Economics, Fudan University, China.

Liu, Junhai, *Management, Contracts.* Post Doctor, University of Oslo, Norway; PhD, Economics, The Chinese Academy of Social Sciences, China.

Liu, Pingqing, *Management, Leadership.* PhD, Management, Beijing Institute of Technology, China; MS, Department of Biological Sciences, Beijing Institute of Technology, China.

Lo, Shu Sing, *Research*. DBA, University of South Australia, Australia; MBA,, University of California Los Angeles, USA; MAcc, Master of Accountancy, City University of Hong Kong, China; LLM, Master of Laws, University of Wolverhampton, UK; MEd, Master of Education, University of Western Australia, Australia; LLB, Bachelor of Laws, Peking University, China; BA(Hons), Business Administration of the University of Bolton, UK.

Ma, Hin Cheung Leo, *Business*. MBA, University of Management and Technology, USA; BSc (Hons) Physics and Mathematics, Hong Kong Polytechnic University, China.

Macon, Don Kirk, *Humanities.* Ph.D., Humanities, Universidad Central de Nicaragua, Republic of Nicaragua; Ed.D., E-Learning and Educational Technology, Northcentral University, USA; MA, Humanities, California State University, USA.

Marsh, Gregory J., *Computer Science.* MS, Computer Science, University of Management and Technology, USA; BS, Computer Science, University of Management and Technology, USA; AAS Electronics Technology, Belleville Area College, USA.

Morra, Thomas P., *Communications.* MA, Communication Arts, Montclair State University, USA; MA, Counseling Psychology, Marymount University; BA, Speech Communication, East Stroudsburg University, USA.

Mungo, Jamaine, *Information Systems, Cyber Security,* DIT, Information Assurance & Cybersecurity, Capella University, USA; MS, Information Systems Security, New Jersey Institute of Technology, USA; BS, Information Systems and Decision Sciences, Virginia State University, USA.

Ngan, ManHung Raymand, *Research*. PhD, Social Work, University of Hong Kong, China; M. Sc, Social Administration, London School of Economics, UK; BSc, Social Work, University of Hong Kong, China.

Or, Chuen Man Navis, *Business Administration.* MS, Management, National University of Ireland, Ireland; BBA, Open University of Hong Kong, China.

Parker, Bryan, *Project Management, Finance, IT Project Management.* MS, Management, University of Management and Technology, USA; MS, Computer Science, University of Management and Technology, USA; BBA, West Texas A & M University, USA. PMP, Project Management Institute.

Peng, Xianggang, *Leadership, Ethics.* JD, Law, Jilin University, China; MS, Law, Jilin University, China.

Repich, Ryan, *Supply Chain, Operations Management*. PhD, Operations Management, St John Fisher University, USA; M.S. International Business Relations, St John Fisher University, USA; B.S. Business Administration, Suny Brockport University, USA.

Shang, Shuili, *Communications.* MS, Economics and Management, Beijing Normal University, China; BS, Henan Normal University, China.

Siew, Chee Wee, *Business Administration.* MS, Management, University College Dublin, Ireland; BSc, Economics, University of London, UK.

Small, Ross, *Criminal Justice.* MPA (Administration of Justice), George Mason University, USA; BS, Criminal Justice, Virginia Commonwealth University, USA. Computer Aided Drafting and Design Certificate, Northern Virginia Community College, USA.

Sun, Maozhu, *Management, Business Administration.* MBA, Renmin University, China; BS, Finance, Renmin University of China, China.

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Tang, Ying Ling Cecilia, *Management.* MSc, Management in Health Care, Oxford Brookes University, UK; BSc, Nursing, The Hong Kong Polytechnic University, China.

Tsang, Kin Man, *Business*. MBA, York University, Canada; BSc, University of Toronto, Canada.

Tsang, Sze Chun, *Leadership, Business Administration.* DBA, University of Management and Technology, USA; MEng, BEng, University of Hong Kong, China.

Vanderpal, Geoffrey, *Business Administration***.** DBA. Finance, Nova Southeastern University, USA; MBA. Webster University, USA; BSBA. Finance, Marketing, and Management, Columbia College, USA.

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Wang, Lijie, *Management.* MBA, Beijing School of Economics, China; BS, Economics, Renmin University of China, China.

Wang, Su-Man, *Management, Research*. PhD, Management, Ming Chuan University, China; MSc, City University of New York, USA.

Wang, Xinchao, *Psychology*. PhD, MS, Psychological Research Institute, the Chinese Academy of Sciences, China; BS, Psychology, Peking University, China.

Warren, Renee, *Computer Science, Mathematics.* MSCS, University of Management and Technology, USA; BS, Mathematical Sciences, State University of New York at Binghamton, USA.

Wen, Fur-Hsing, *Research.* PhD in Business Administration, National Chengchi University, China.

Wong, Chi Ming Victor, *Management, Operations Management*. DBA, MBA, University of Management and Technology, USA; Master of Construction Engineering Management, Griffith University, Australia; Master of Facilities Management, University of Greenwich, UK.

Wu, Guisheng, *Business Administration.* DBA, MS, BS, Tsinghua University, China.

Wu, Shaoping, *Research.* PhD, Science, Chinese Academy of Sciences, China; MS, BS, Physics, Central China Normal University, China.

Xu, Dong David, *Management, Engineering Management*. Master in Knowledge Management, Hong Kong Polytechnic University, China; MEng, BEng, Shanghai University, China.

Xu, Yingda, *Economics, Marketing, Management.* MBA, Loyola University New Orleans, USA; BA, English & International Relations, Beijing Foreign Studies University, China. Beta Gamma Sigma Honor Society member.

Yan, Gang, *Management*. PhD, Management, Fudan University, China; MBA, Yunnan University, China.

Yan, Yu, *Business Administration.* PhD, Management, Peking University, China; MA, Peking University, China.

Yao, Kai, *Management.* PhD, MS, Management, China University of Mining and Technology, China; LLB, China University of Mining and Technology, China.

Ye, Weiling, *Business Administration.* PhD, Management, Shanghai University of Finance and Economics, China; MBA, BBA, Shanghai University of Finance and Economics, China.

Davey Yeung, *Research*. DBA, University of South Australia, Australia; MBA, Andrews University, USA; BBA, Finance, Real Estate and Law, California State Polytechnic University, USA.

Yu, Guoming, *Journalism*. Doctor, Literature, College of Journalism, Renmin University of China, China; MA, BA, Journalism, Renmin University of China, China.

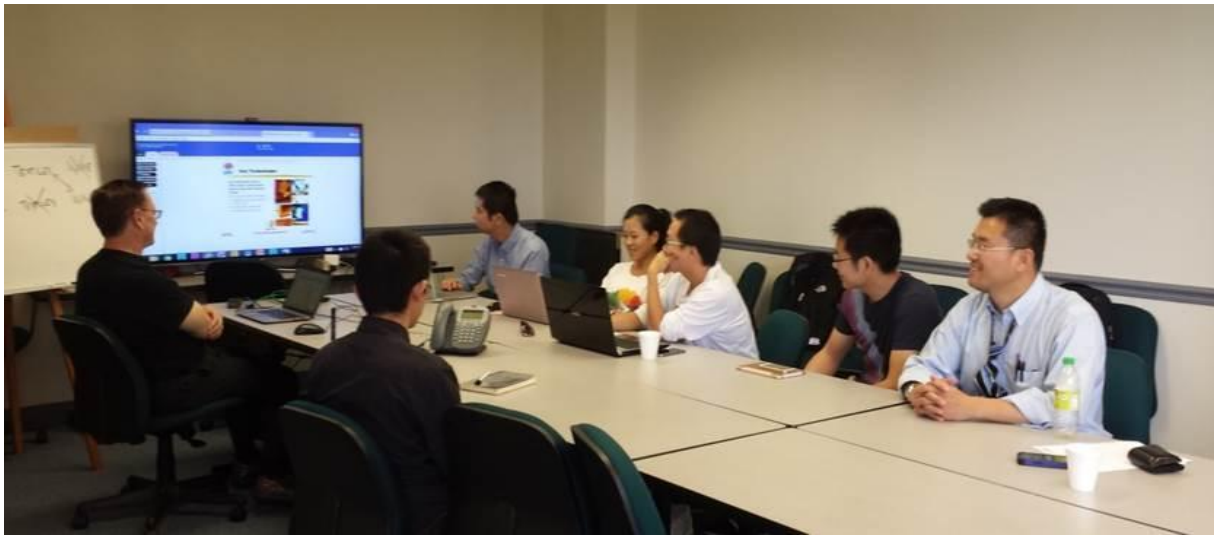
Yu, Junli, *Business Management*. PhD, Business Management, MBA, Tianjin University, China.

Zang, Rihong, *Research*. PhD, MS, BS, China Agricultural University, China.

Zhang, Yujie, *Management, Economics*. Post-Doctoral, School of Economics and Management, Tsinghua University, China; PhD, Economics, Renmin University of China, China; MS, BS, University of Science and Technology Beijing, China.

Zhang, Zhongmin, *Communications.* PhD, College of Philosophy, Wuhan University, China.

Zhou, Rong, *Management, Business Administration.* PhD, Management, Fudan University, China.



J-1 and F-1 students studying during a seminar session

Course Descriptions

Undergraduate Program Course Descriptions

Accounting

ACCT 105 Financial Accounting. This course provides an introduction to financial accounting for undergraduate business majors. Topics covered include: using accounting information to support decision making, the accounting cycle, interpreting financial accounting data, and solving financial accounting problems.

ACCT 110 Managerial Accounting*. This course is a continuation of ACCT 105 Financial Accounting. It provides an introduction to managerial accounting for undergraduate business majors. Topics covered include: activity-based costing, standard costing, just-in-time systems, total quality management, transfer pricing, budgeting, cash flow optimization, time value of money, and financial statement analysis. The course also addresses environmental, political, legal, ethical, and quality concerns. **Prerequisite: ACCT 105*.

ACCT 210 Accounting for Managers. This course provides a practical overview of basic principles of financial and managerial accounting. Topics that are covered include the fundamentals and terminology of accounting, basic financial statements, financial ratios, financial reporting standards, cost accounting, cost-based pricing, marginal costing, budgetary controls, overhead allocation, transfer pricing, and cost of capital. This course provides insight into the key accounting methods used and issues faced by modern businesses.

Chemistry

CHEM 100. Chemistry I. This course has been designed to provide a thorough survey of general chemistry to meet the needs of engineering and technology students. The fundamental chemistry concepts are covered in the text with video supplements. Major topics include atoms, molecules, ions, electronic structures, stoichiometry, gases, solids, liquids, solutions, bonding, material properties, thermochemistry, thermodynamics, environmental concerns, and safety.

Communications

COMM 110 Public Speaking. This course covers the fundamentals of public speaking. Students will learn a myriad of techniques in addressing an audience in an effective manner. Critical thinking will be assessed in the handling of assigned speeches. Appropriate argumentative speaking will also be addressed so that the student can better inform their audience with an eye on persuasion. Students will learn how to research a topic and how to organize their thoughts and draft an outline of their speech before delivery. Students' reservations about speaking in front of a crowd will be handled in a manner to ensure success in presentation and they will learn how to associate themselves with the audience to convey emotion and passion. Speeches will be recorded so that the student can reflect on their speech and make notable observations on their voice inflection and tone.

COMM 200 Business Communication. This course provides students with a foundation in business communication and writing. Topics covered include: foundations of business communication, effective business communication, communication in teams, barriers to communication, effective listening, planning and writing business messages, communicating information, the advances of digital media, writing business reports and proposals, making effective presentations, ethical issues in communication, enhancing communications, and the changing environment of social media in communications.

COMM 205 Technical Writing. This course covers the essentials of technical writing, including writing and revising manuals, usability testing, and producing formal reports. Topics include profiling audiences, the technical communications process, researching, designing pages, using visual aids, developing websites, writing formal and informal reports, preparing recommendations and feasibility reports, developing proposals and user manuals, making oral presentations, writing letters, and applying for jobs.

COMM 330 Organizational Communication. This course introduces students to basic principles for effective organizational communication. Topics covered are in the areas of: communication competencies, interpersonal communication skills, verbal vs. nonverbal communications, managing communication conflict, intercultural communication, team building; communication with customers and clients, group communication, making effective presentations, etc.

Computer Science

CST 110 Management Information Systems. This course provides students with an overview of the fundamentals of management information systems in business. It describes how information systems provide organizations with their information life blood, and explains how they are managed. Topics covered include: the role of information systems in business, ethical considerations, communications, electronic commerce, database management, the software development life cycle, and systems integration.

CST 119 Microcomputer Applications. This course provides an introduction to using microcomputer applications to increase productivity. Topics include working with documents, worksheets, databases, and presentations suitable for coursework, professional purposes, and personal use. The course is designed to meet the needs of business administration, computer science, management, and education students. Only limited experience with a computer is required; knowledge of basic business mathematics is assumed.

CST 120 Program Logic and Design. This introductory course provides students with a foundation in programming concepts and methodologies. Topics covered include: programming concepts, SIMPLE SEQUENCE control structure, IFTHENELSE control structure, DOWHILE control structure, trailer record logic, modularization, CASE control structure, DOUNTIL control structure, program documentation, data structures, structure charts, program design techniques, object oriented program design, file concepts and processing, and control break processing.

CST 125 Internet and Web Programming. This course provides an introduction to the Internet and hands-on activities to enable the student to understand the essential concepts of HTML and XHTML programming. Topics include fundamental concepts of internetworking, basic concepts of web site design and deployment, characteristics of a user-friendly web page, using lists and tables, working with frames, using color and graphics, and making web sites accessible for people with disabilities.

CST 126 Graphics and Web Design. This advanced course helps students build on their HTML skills to create enhanced web pages and to gain experience evaluating web site designs. Students are introduced to major web site developer's tools including Dreamweaver, Flash, and Fireworks. Topics include HTML and XHTML, using graphics, creating hyperlinks, using cascading style sheets, using Dreamweaver, using Flash, using Fireworks, and extending web site functionality using JavaScript functions.

CST 200 Computer Architecture and Organization. This course provides a comprehensive introduction to computer architecture and organization. It presents hardware design principles and shows how hardware design is influenced by the requirements of software. The goal of this course is to illustrate the principles of computer organization using extensive examples drawn from a range of commercially available computers.

CST 210 Data Communications. This course provides students with an overview of data communications in today's business environment. Topics covered include: data communications and telecommunications, OSI reference model, TCP/IP protocol stack, LAN and WAN architectures, Internet technologies, role of ISPs, voice-oriented networks, mobile computing, digital and analog transmissions, distributed systems, frame relay networks, backbone networks, network management systems, and network and internetwork security management.

CST 215 Security Implementation and Management. This advanced course provides in-depth coverage of computer system security concepts and techniques, focusing primarily on networks. Both theory and practice are addressed. Topics span the range of basic and advanced security issues and include problem-solving and risk management methods.

CST 221 Programming in JavaScript. This course provides an introduction to programming using the JavaScript language. Topics covered include: developing web applications, integrating JavaScript with HTML, writing functions, defining objects, creating interactive forms, using frames, and coding event handlers. **Prerequisite: CST 125 or HTML knowledge*.

CST 222 Programming in Java. This course provides a comprehensive introduction to the Java programming language. This course shows how to create different Java application programs and applets from start to finish, including correct syntax and common errors. Topics include Java's predefined classes and methods; and user-defined classes, methods, and packages. This course also covers basic concepts of object-oriented design and programming.

CST 300 Operating Systems Principles. This course covers concepts in operating systems analysis and design. General topics of process, resource, and file management are presented and analyzed against different system architectures and performance constraints. Topics include Processes, Threads, Concurrency, Memory Management, Scheduling, Input/Output and File Management.

CST 305 Object-Oriented Software Design. This course discusses object-oriented software design. Students will learn fundamental object-oriented concepts. It teaches students to think in object-oriented ways. Concepts such as objects, class, constructors, inheritance, composition and object-oriented design guidelines and principles are discussed.

CST 310 Introduction to Cybersecurity. Cyberspace is intangible, borderless, and anonymous, so it provides unfettered access for faceless people to cause mischief anywhere in the world. This course offers a general understanding of the various aspects of securing a complex system. It introduces concepts and competencies in areas such as Data Security, Physical Security, Personnel Security, Network Security, Digital Forensics, System and Application Security, Incident Management and Risk Management.

CST 315 Database Systems. This course provides students with a comprehensive introduction to database systems. Students will be taken through the entire process of database development and implementation. Topics covered include: basic database concepts, file systems and databases, relational database model, database design and implementation concepts, entity relationship (E-R) model, database tables and normalization, structured query language (SQL), database design process, transaction management and concurrency control, distributed database management systems, object-oriented databases, client server systems, data warehouse, databases in ecommerce, web database development, and database administration.

CST 320 Programming in C/C++. This advanced undergraduate course is designed to teach aspects of the C/C++ programming language. Topics include basic syntax, input and output, basic operators, using library functions, and creating classes and objects. The course also covers the basic features of object-oriented design using C++ and provides a comparison of C++ with Java. Course modules focus on a single example program and describe its implementation in detail.

CST 321 Theory of Programming Languages*. This advanced course covers the formal design and specification of programming languages. It explores various notational methods used to describe language syntax and semantics. The properties of imperative and object-oriented languages are compared and contrasted. Topics include: parsing, semantics, memory management, exception handling, variable scoping, binding time, subroutines and co-routines, data abstraction, exception handling, control logic, concurrent processing, language dialects and standardization. **Prerequisite: CST 222*.

CST 325 Programming in Visual Basic. This course introduces Visual Basic programming in the .NET environment. Visual Basic is approached as an object-oriented, data-driven language. This course is designed for individuals with little programming experience. Topics include syntax, semantics, debugging, and integrating applications with the Web.

CST 326 Data-Driven Web Sites. This course introduces the methods that enable web designers and developers to build and deploy dynamic Web applications that interact with a database. Topics include the relational database concepts, web server programming using Visual Studio and Active Server Pages, form validation, and table look-ups. This course also provides a review of HTML and JavaScript.

CST 385 Analysis of Business Requirements. This course introduces the student to the processes involved in establishing business requirements and highlights the critical differences between requirements analysis and systems design. Requirements analysis is concerned solely with the problem space or the universe of discourse pertaining to the enterprise, how it uses information, and what problems it seeks to overcome. System design operates in the problem solution space

and it entails a specific application of a particular technology to address a problem. Thus requirements analysis is concerned with what is to be done, not how to do it, which is a critical distinction for management given the growing emphasis on performance contracting in government and business.

CST 400 Systems Analysis and Design. This course covers the concepts, skills, methodologies, techniques, tools and perspectives essential for systems analysis and development. Topics covered include: systems concept, software development life cycle (SDLC), joint application development sessions, prototyping, rapid application development, object oriented development, systems engineering, requirements development, project management, principles of system design, systems development and maintenance. Computer assisted software engineering and integrated developments environments will be emphasized.

CST 401 Computer Architecture Engineering and BIM. This course provides a technical foundation for computer system design, systems implementation, computer architecture and organization, as well as computing resource management. Various topics related to computer hardware and system software are also discussed. In addition, the course introduces Building Information Modeling (BIM) where various software, tools and processes are used to create and manage digital representations of buildings and infrastructures.

CST 402 Systems Administration. This advanced course provides an overview of the tasks and techniques that are best practices in system and network administration. The course's content is independent of specific manufacturer's platforms or technologies. The course covers the key principles of system administration and support practices, including simplicity, clarity, generality, automation, communication, and basics first. It also examines the major areas of responsibility for system administrators within the context of these principles. Topics include change management, version and revision control, server upgrades, maintenance windows, and service conversions.

CST 405 Intelligent Systems. This advanced course explores intelligent systems and their applications to business and industry. The focus is to offer practical guidance on integrating useful intelligent systems to solve real-world problems. Topics include: decision support systems, data mining, data warehousing, online analytical processing, expert system, and neural networks. Knowledge management and the integration of Web-based technologies are emphasized throughout the course.

CST 406 Human-Computer Interaction. This advanced course provides a comprehensive introduction to the dynamic field of human-computer interaction (HCI). Students will learn practical principles and guidelines needed to develop high quality interface designs that users can understand, predict, and control. This course covers theoretical foundations, and design processes such as expert reviews and usability testing. Numerous examples of direct manipulation, menu selection, and forms fill-in are used to give students an understanding of excellence in design. Topics include the foundations of ergonomics and design critiques of cell phones, consumer electronics, desktop displays, and Web interfaces.

CST 409 Cloud Computing. This course investigates the architectural foundations of the various cloud platforms. It provides students with an understanding of the benefits and disadvantages of cloud computing. We will examine virtualization at both the desktop and the server level. Common cloud types, which include software as a service, platform as a service, and infrastructure as a service are also covered.

CST 415 Data Structures. This advanced course focuses on data structures as an essential topic in computer science. Topics include the role of data structures and their relationship to algorithms; overloading operators and overriding methods; and developing stacks, queues, hashes, linked lists, trees, sorts, and searches. Java is used throughout the course for implementation and demonstration.

CST 416 Distributed Systems. This advanced course introduces the principles and paradigms of distributed systems. Topics include: communication principles, processes, naming, synchronization, consistency and replication, and security. The client/server model is discussed in detail. Advanced topics include threads, interprocess communication, namespaces, multiphase commit, transaction processing, and fault tolerance.

CST 417 Database Design*. This advanced course provides students with a detailed introduction to key theoretical issues in database design and information modeling. Topics include a survey of information/data modeling methods, relational database management systems, relational algebra and calculus, entity-relationship modeling, object-oriented concepts,

dependencies and (de)normalization, indexing, concurrency, SQL, UML, security, client-server, XML, and data mining and warehousing. **Prerequisite: CST 315*.

CST 429 Assembly Language. This advanced course provides an in-depth introduction to assembly language and a survey of the fundamentals of computer architecture. Throughout the course, hardware and software concepts are integrated, using a simple, horizontally microprogrammed computer as a unifying model. Topics include syntax, semantics, linking, execution, and debugging. Advanced topics include the design of optimal instruction sets and writing an assembler and a linker using Java or C++.

CST 450 IT Project Management. This undergraduate course provides students of computer science and management with an introduction to IT project management. The course is comprehensive, covering terminology, tools, and techniques. Topics include: the triple constraint of project management, project management life cycle, the project management body of knowledge, work breakdown structures, project selection methods, network diagramming, critical path analysis, cost estimating, earned value management, and team building. Microsoft® Office Project is used.

CST 460 Fundamentals of Artificial Intelligence. This course is an introductory level course on artificial intelligence (AI). It covers the fundamental concepts of AI, including machine learning, deep learning, and reinforcement learning. The course also explores the ethical considerations surrounding AI, as well as its applications in industry, healthcare, finance, and other sectors. Additionally, the course delves into the relationship between AI and creativity, examining the use of AI in art, writing, design, and gaming. Through a combination of lectures, discussions, and practical exercises, students will gain a foundational understanding of AI and its potential impact on society.

CST 486 Software Quality Assurance. This course introduces the student to the techniques and philosophies of software quality assurance (SQA) and its unique position in the broader context of overall quality assurance efforts. Topics include: process improvement, product assurance, testing, inspections, defects tracking, and measurements. The purpose of this course is to help students establish a clear understanding of what software quality is and how to implement quality assurance plans and procedures in an organizational context.

CST 489 Algorithms and Complexity*. This advanced course extends the analysis of data structures begun in CST 415. This course provides a review of traditional and current topics in sequential algorithms, and introduces the student to the theory of parallel and distributed algorithms. Distributed and parallel computing is increasingly important in computer science, driven by the growth of and resources provided by the Internet, as well as advances in cluster and grid computing. The mathematical concept of complexity is used to illustrate how to pick the best algorithm for a task. Java is used.
**Prerequisite: CST 415*.

Criminal Justice

CJ 100 Introduction to Criminal Justice. This course provides the student with an overview of the criminal justice system in America. The main topics include the criminal justice process and the Rule of Law, the police, the courts system, and the corrections system. Also included is an overview of the juvenile justice system and criminological theory, as well as the role of incarceration both as a punishment and as a preventative measure aimed at protecting society.

CJ 105 Introduction to Juvenile Justice. This course provides students with an overview of the theoretical and historical foundations of juvenile justice as a system apart from adult criminal justice. Topics include: theories of juvenile offense; measurements of prevalence; the role of police, the courts, and corrections in processing offenders through the system. Also covered are neglected youth, juvenile victimization, detention, certification of offenders as adults, probation and parole, the death penalty, students' rights and school crime.

CJ 201 Introduction to Criminal Law. Contemporary criminal law has pervasive effects on American society. This course introduces students to the fundamentals of criminal law. It provides an overview of general legal principles, grounded in the historical development of criminal law. Topics include the nature and history of criminal law, criminal liability, the concept of crime, the legal and social dimensions of crimes against persons and crimes against property. Other forms of crime, such as offenses against public order or public morality, are covered as well. The administration of justice, punishment, and sentencing are covered in the context of their function in society. Finally, various defenses are discussed, such as justifications and excuses.

CJ 206 Introduction to Law Enforcement. This course introduces the student to the law enforcement system and describes the broad framework of laws that all U.S. citizens are expected to obey. Topics include the changing nature of crimes today, in comparison to the traditional organization and functions of law enforcement. Also discussed are the history and evolution of law enforcement in America, freedom and justice, criminal and civil offenses, roles and responsibilities of law officers, investigation processing, interviewing, searching and arresting, protecting the rights of citizens, facing the national drug problem, victimization, the courts, and other elements of the criminal justice system.

CJ 211 Introduction to Corrections. This course provides a sociological and humanistic approach to understanding the corrections system. Institutional and community sanctions are discussed from the point of view of offenders and corrections workers. A fundamental concept is that corrections is a system of interconnected parties, and not just a standalone service to society. Topics include an overview of the corrections system, the history of correctional thought and practice, punishment and prevention, the law of corrections, the correctional client, jails and short-term detention, probation, community corrections, prison and long-term incarceration, corrections for juvenile and women offenders, race and ethnicity, and the death penalty.

CJ 216 Criminology. This course introduces students to the study of criminal behavior. It addresses the classical, neoclassical, biological, psychological, and sociological theories of the causes of criminal behavior and society's responses. Topics include an overview of criminology as a social science, patterns of crime and crime statistics, research methods and theory-building, and crimes against property and persons. Also included are classical theories, positivism, ecological and social disorganization theory, subcultural theory, conflict theory, and social control and social learning theory.

CJ 241 Introduction to Criminal Justice Ethics. This course focuses on the roles of ethics and morality in the context of issues of crime, law, and justice. This course emphasizes the concepts, principles and theories that modern society defines as representing ethical thought and how these concepts can be applied to criminal justice. Topics include how ethics and morals affect our understanding of issues in criminal justice and how crime and justice are linked to ethics and morality. Theories of crime based on free will, determinism, relativism, self-interest, and psycho-social development are covered. Finally, lawmaking, criminal punishment, unethical professional behavior, media ethics and ethics regarding the Global War on Terrorism are discussed.

CJ 305 Community Policing. This course covers the fundamentals of community-oriented policing and problem-solving within policing. The course focuses initially on the history of policing and the changing nature of criminality in America, including the development of a more community-oriented government and police force. Topics include the evolution of policing, changes in crime and society, community-oriented programs, planning and implementing community-oriented policing, training personnel, managing diversity, comparing policing in America to foreign countries and some possible future avenues for community policing.

CJ 320 Introduction to Forensic Science. This course provides an overview of forensic science (criminalistics) for students who are studying criminal justice or who intend to pursue a career in forensic science. It discusses applications of criminalistics to criminal investigations, technique, and the capabilities and limitations of modern crime labs, Topics include crime scenes, physical evidence, organic and inorganic analyses, forensic technology, arson and explosions, serology, fingerprints, firearms, computer forensics, and the future of criminalistics.

CJ 340 Constitutional Law. This course covers the foundations for understanding constitutional law, the guarantees given in the U.S. Constitution to citizens, and the effect of constitutional amendments on the criminal justice system. Topics include a historical overview of constitutional law, the role of the Supreme Court of the United States, the guarantees of civil rights and civil liberties, the Bill of Rights, the other amendments, changes in Constitutional law and interpretation over time by the U.S. courts system as well as civil liberties within the American criminal justice system.

CJ 400 Criminal Courts System. This course addresses the history, traditions, and legal principles that are the foundation of the courts as an essential part of the American criminal justice system. Topics include comparison of state and federal courts, federal procedures, and basic rights and liberties of all U.S. citizens – including victims and the accused. An important focus will be students' understanding of the roles of judges, prosecuting attorneys, defense counsel, police, and probation officers and other court-related personnel in the criminal court process.

CJ 405 Criminal Investigation. This course covers the historical and contemporary issues surrounding criminal investigation. The course represents a strong scholarly approach to the study of criminal investigation and is peppered with criminal case examples, highlights of criminal statues, and case law. This course will address the crime scene, investigative process, crimes against a person, crimes against property, vice crimes, and prosecution. It explores the historical evolution of American investigation and information gathering through contemporary evidence collection, technology, and investigative procedure. It is designed to help students develop a working knowledge of criminal investigation.

CJ 410 Criminal Evidence. This course focuses on the methods and procedures for developing, documenting, and presenting evidence. It focuses on the Bill of Rights as the historical basis for the rules of evidence used in criminal trials throughout the U.S. Topics include the history and development of the Law of Criminal Evidence, using evidence to determine guilt or innocence, direct and circumstantial evidence, witnesses and testimony, hearsay and exceptions to the use of hearsay, the Exclusionary Rule, when improperly obtained evidence can be used, obtaining evidence by the use of search warrants, documenting the crime scene, maintaining the chain of custody, and collecting various forms of evidence to build a case.

CJ 420 Criminal Procedure. This course explores the criminal justice process, examining an accused person's guaranteed protections under the Bill of Rights, as well as the roles of the prosecuting and defense attorneys and the federal judicial system. Topics include requirements for arrest, search and seizure, confessions, and pre-trial identifications. The U.S. Constitution and U.S. Supreme Court decisions that create law are essential elements of the course.

CJ 450 Criminal Justice Management. Effective management is vitally important to the criminal justice system. Managers must develop organizations that meet the needs of their communities and those of criminal-justice workers. Topics include managing in justice-centered organizations, human relations management, responsibility and authority, staff development, ethical practices, evidence-based best practices, and community relations.

Economics

ECON 100 Microeconomics. This course provides a general introduction to microeconomics. Microeconomics is also called price theory and the theory of the firm. It describes economic forces and processes from the perspective of individuals and firms that are engaged in economic activity. It examines what they face when buying and selling their goods and services, including considerations of pricing goods and determining how many goods to produce. It also looks at markets and investigates the different circumstances of monopoly, perfect competition, imperfect competition, oligopoly, and monopoly.

ECON 101 Macroeconomics. Macroeconomics is concerned with the operation of aggregate economic forces and processes on a country's economy. This course examines all the key components of macroeconomics, including: developing national accounts data, dealing with the business cycle, analyzing aggregate supply and demand, the role of savings and investment, determinants of economic growth, the use and consequences of fiscal and monetary policies, the determinants of inflation, world trade, and challenges of macroeconomic policy.

ECON 210 Economics for Managers. This course provides students with a framework in the basic principles of modern economics. Microeconomic topics covered include demand, production, costs, marginal analysis, and varying market structures. Macroeconomic topics covered include spending, inflation, unemployment, and international relations. The course focuses on the application of economic theories and the pragmatic demands of business decision-making with applications to operations, marketing, and finance.

ECON 260 International Economics. This course is an overview of international trade theory and international monetary economics. Topics include world trade, labor productivity, comparative advantage, the Ricardian model, The Heckscher-Ohlin-Samuelson framework, economies of scale, imperfect competition in international trade, the theory of external economies, international labor mobility, exchange rates, and global capital market.

ECON 261 International Economics II. This course is a continuation of ECON 260 International Economics. It expands the foundation in trade theory established in ECON 260 to cover international monetary economics. Topics include exchange rate determination, open economy macroeconomics, the international monetary system, global capital markets, and the economic development of underdeveloped countries.

Engineering

ENGR 320 Materials Science and Engineering. This course introduces the fundamental properties and behavior of materials commonly used in construction, including metals, ceramics, and composites. Emphasizing the connection between material structure, properties, and performance, the course covers the atomic structure, bonding, and crystalline structures that influence material behavior in real-world applications. Key topics include the mechanical properties of metals (such as steel), failure mechanisms, diffusion processes, and the impact of material imperfections on structural integrity.

ECIV 370 AI in Construction. This course is a survey of the application of artificial intelligence (AI) in the construction industry. Students will learn about AI-driven tools, automation, robotics, and data analytics that are transforming all phases of construction projects. These include management, safety, efficiency, risks, and design. The course covers theoretical and practical concepts. The course comprises directed readings and research using resources available online via the internet.

Engineering Management

EMGT 100 Introduction to Engineering. This is a foundation course in engineering. It is designed to provide undergraduate students an overview of engineering concepts and methods used by engineers. It introduces students to professionalism and ethics in engineering, providing basic coverage of the elements of style for technical writing and engineering presentations, as well as introducing the basic concepts in engineering math, statistics, and engineering economics.

EMGT 181 Introduction to Engineering Analysis. This course covers engineering modeling and simulation in a practical fashion and provides undergraduate students the fundamentals in engineering analysis and its applications in various major engineering fields. Engineering analysis is one of the requisites for students who major in engineering or engineering management, enabling them to learn how to use a systematic approach to provide engineering solutions.

EMGT 210 Technological Entrepreneurship. This is an undergraduate course aimed to provide an overview of how to manage and market high-tech products and services in established companies and in engineering start-ups. The topics include strategy, corporate culture, partnership and alliance, R&D, high-tech customers, product development and management, distribution and pricing, advertising and promotion, e-commerce, and social, ethical and regulatory issues in high-tech business.

EMGT 252 Engineering and Technology Management. This undergraduate level course provides an overview of how to manage engineering and technology efforts. Topics include major principles of engineering management, functions of technology management, managing through the product life-cycle, managing engineering and technology projects and managing engineering careers.

EMGT 400 Introduction to Systems Engineering. This course provides an overview of systems engineering. Topics include the structure of complex systems, the system development process, systems engineering management, managing conceptual development, engineering development, post-development, and special topics such as software systems engineering and decision tools.

EMGT 430 Construction Engineering and Operations Management. This course focuses on construction management process. Students will learn about the functions of construction management and how they contribute to the successful delivery of the construction projects. It addresses principal areas of the industry including construction process, team management, feasibility studies, life-cycle cost analysis, estimating, contract administration, project planning, control, risk management, BIM and sustainability.

English

ENGL 100 English Grammar. This is a self-study grammar course for students who have already studied the basic grammar of English. It concentrates on particular grammatical points and structures to address common confusions and questions in these areas. The course is organized in grammatical categories. It covers the following topics: nouns, verbs, adjectives, adverbs, prepositions, etc. Mastery of English grammar cannot be learned solely by studying theoretical premises. Consequently, this course is heavily focused on students engaging in practice exercises.

ENGL 101 English Composition. This course recognizes that good writing is based on clear thinking. To begin the writing process, an individual needs to be clear about what it is he/she wants to say. In order to prepare students to write effectively, the course covers the following topics: planning, drafting, revising, editing and proofreading, formatting and submitting. It also provides guidance for different styles of writing, including: narrative and descriptive writing, analytical writing, persuasive writing, report writing, and literary writing. Finally, it examines how students should conduct research efforts and write up their findings.

Finance

FIN 110 Personal Finance. This course provides a comprehensive discussion of key topics in personal financial planning and management. Topics covered include: personal financial planning, quantitative approaches to financial planning, money management, personal tax strategy, financial institutions, financial services, major types of investment opportunities and instruments, risk management, online banking, retirement planning, financial privacy, and financial aspects of estate planning.

FIN 300 Principles of Finance*. This course introduces the student to key concepts, practices, and issues in finance. Topics covered include: capital and financial market systems, investment banking, interest rates, public offering, private placements, valuation of financial assets, investment in long-term assets, time value of money and capital budgeting techniques, break-even analysis, operating and financial leverage, capital structure, and earnings per share (EPS). * *Prerequisite: MATH 200*.

FIN 305 Financial Management*. This course is a continuation of FIN 300 Principles of Finance. It introduces the student to advanced concepts, practices, and issues in financial management. Topics covered include: capital-budgeting, cash flow analysis, cost of capital, determining financial mix, dividend policy, financial forecasting, working-capital management, liquid asset management, and international business finance. **Prerequisite: FIN 300*.

FIN 460 International Finance. This advanced course covers the processes and complexities of international business finance. Topics covered include: international financial management, measuring and managing foreign exchange exposure, financing the global firm, foreign investment decisions, managing multinational operations, international portfolio theory, currency risk management, and interest rate risk management.

General Studies

GST 499 Summary Project. GST 499 is the capstone course for the Bachelor's Degree in General Studies. At the end of their program, students should be able to use the knowledge, skills and abilities they developed through their BSGS studies to make critical assessments of the significant issues and situations that they encounter. The course requires students to write an in-depth term paper on a topic of current interest to individuals and society. In writing their papers, students need to demonstrate that at the completion of their bachelor's degree, they are able to write clear, error-free prose; can collect and employ facts to bolster their arguments (i.e., conduct research); and can articulate problems and their solutions in a convincing, logical way.

Government

GOV 200 U.S. Government and Politics I. This introductory course covers the structure, powers, and processes of the American political system. It reviews the development of democracy from the colonial period, the creation of the Constitution, and how the U.S. government has developed and functioned over the past two centuries.

GOV 201 U.S. Government and Politics II*. This course is a continuation of GOV 200 U.S. Government and Politics I. It covers the structure, powers, and processes of the American political system in greater depth. It reviews how the U.S. government has developed over the centuries and how it functions within a federal system that gives substantial powers to state and local governments as well as private organizations and individuals. **Prerequisite: GOV 200*.

Health Administration

HA 100 Introduction to Health Services. This course provides the student an overview of the healthcare system in America. The main topics include the demand for and access to healthcare services; the roles of organizational and individual healthcare services providers such as ambulatory services, hospitals, mental and behavioral health services, long-term care, medical groups, and research and technology organizations; and the pharmaceutical industry, how the healthcare system is paid for, managed, regulated and evaluated as well as topics in national health policy.

HA 105 Essential Medical Terminology. This course introduces undergraduate students to essential medical terminology that they will encounter in their careers in the healthcare field. The course covers the medical word parts, root words, and abbreviations as well as medical terminology in body systems and patient care and how learning medical terminology is valuable to healthcare professionals.

HA 230 Healthcare Organization Management. This course provides a systematic understanding of organizational principles and practices in managing health service organizations. The course covers the core knowledge in healthcare organizations such as organizational behavior, leadership, group dynamic, team building, designing and managing alliances, organization learning and development, organization strategy formulation and managing change.

HA 270 Information Technology for Health Professions. This course covers the foundations of information technology in healthcare and management. The topics include introduction to IT, hardware, software, networking and telecommunications, medical informatics, administrative and accounting applications using IT, telemedicine, IT used in public health, radiology, surgery, pharmacy, dentistry, rehabilitation, medical devices, assistive technology, information resources used as assisted instruction, expert systems, health info online and security and privacy in an electronic age.

HA 310 Epidemiology and Community Health. This course is an introduction to epidemiology and community health from a managerial perspective. It covers the following topics: concepts, principles and applications of epidemiology, including infectious diseases, measuring and interpreting morbidity, healthcare planning and needs assessment, quality measurements, mortality and risk adjustment, descriptive epidemiology, epidemiology's applications in finance and cost-effectiveness analysis and evidence-based management, epidemiology study methods and applications in specific diseases that impact community health.

HA 340 Introduction to Healthcare Law and Ethics. This course covers the fundamentals in the laws and ethics that health services and medical professionals are facing in their practice. It provides overviews of major laws and regulations governing healthcare services and the legal and court system. It also introduces major legal issues in healthcare practices, and the rights and responsibilities of healthcare providers and recipients. Also included are topics on legal issues in the healthcare organization workplace, such as labor and employment laws, and ethics issues facing healthcare providers in dealing with life, childhood, death and other issues.

HA 350 Healthcare Management. This course introduces undergraduate students to healthcare management. It covers broad management topics, including leadership, management and motivation, organizational behavior, strategic planning, performance and quality improvement, financing healthcare, health insurance, health information, costs and revenues, healthcare professionals, human resources, teamwork, cultural diversity, and ethics and laws.

HA 410 Managed Healthcare. This course introduces students to the study of managed healthcare. It covers topics in the history and evolution of managed care, the main types of managed care organizations, the healthcare delivery system, how managed care actually manages healthcare and delivers services, nonmedical operations of MCOs, Medicare and Medicaid programs and the regulations in managed healthcare.

HA 420 Long-Term Care Management. This course provides an overview of the long-term care system and its management. The topics include the concept of a continuum of care, consumers and providers, external forces such as regulations, licensures and accreditations, reimbursement resources, and quality assurance and improvement and major ethic issues. It also covers the topics in governance, management, technology, marketing, community relations and future trends in managing long-term care.

HA 499 Health Politics and Policy. This course provides an overview of health policy in America. It covers the politics that shape health policies of the nation, including key ideas, values and the frameworks that are essential to understanding health politics and policy, the political institutions involved in formulating national healthcare policy including Congress, the Executive Branch, the Courts and state and local governments; health policy processes involved with these social forces interacting with government in shaping healthcare policies, the outcomes of programs, policies and problems, and the reform of the healthcare system and health policy from an international perspective.

History

HIST 200 World Civilizations I. This course provides an overview of world civilizations from the dawn of humanity through approximately 1500. The course traces the roots of early civilization, paying special attention to the political and cultural interactions between them, the rise and fall of ancient civilizations, the Renaissance, and the development of religious, political and philosophic thought.

HIST 201 World Civilizations II*. This course provides an overview of world civilizations from 1500 to the present. The course will cover: civilizations in Asia, Europe, Africa, and the Americas; the Age of Exploration; European colonization of the Americas; the rise of Western thought and political dominance; the Cold War; and the effects of globalization.
**Prerequisite: HIST 200*.

Homeland Security

HS 100 Introduction to Homeland Security. This course will provide the student with an overview of homeland security. The main topics include homeland security, hazards, governmental issues, the intelligence community, counterterrorism, border security, immigration, transportation security, cybersecurity, emergency response and recovery, disaster mitigation, prevention and preparedness, communications, science and technology, and research and development.

HS 110 Introduction to Emergency Management. This course will provide the student with an overview of emergency management. The main topics include emergency management, emergency response teams, hazard mitigation, disaster response, disaster recovery, emergency policy, risk perception, communication, hazards assessment, risk analysis, evaluation of emergency staff, international response, accountability and the future of emergency management.

HS 130 Introduction to Terrorism and Counterterrorism. This course will provide the student with an overview of terrorism and counterterrorism. The main topics include terrorism, the history of terrorism, modern terrorism and how and where it began, international and religious conflict, and tactics for countering terrorism.

HS 201 Emergency Preparedness. This course will provide the student with an overview of emergency preparedness. The main topics include emergency planning and preparedness, emergency management, vulnerability assessment, threat mitigation, protective actions, emergency plans, continuity of operations, population warning, risk communication, emergency response, federal mandates, professionalism, and a future of planning.

HS 265 Introduction to International Relations. This course will provide the student with an overview of international relations. The main topics include globalization, realist, liberal, and social theories, conflict, war, and terrorism, trade, finance, international organizations, international law, human rights, climates, international environments, inequalities, budgets, international currencies, and international technologies.

HS 271 Emergency Management Technology. This course will provide the student with an overview of emergency management technology. The main topics include emergency management, technology, the Internet, networks and communications systems, GPS, GIS and geographical systems, direct and remote sensing, emergency management decision support systems, hazard analysis and modeling, warning systems, problems with technology, and trends in technology as well as the future of technology in emergency management.

HS 310 Critical Incident Response. This course will provide the student with an overview of disaster response. The main topics include disasters, hazards, conflict, emergency responders, critical incident response, emergency management, disaster recovery, threat detection, warning the public, emergency medical treatment, media relations in a critical incident,

damage assessment, threat mitigation, vulnerability reduction, problems associated with critical incident response, emergency response technology and tools, lessons learned in emergency response, and preparing for emergencies.

HS 420 Maritime Security. This course provides an introduction to maritime security. The topics cover commercial seaport and maritime transport security, maritime business entities, international and US maritime security regulation and programs, vulnerabilities in the cargo supply chain, piracy and stowaways, drug smuggling in the waterways, maritime issues in terrorism, strategic blueprints for better maritime security, port security management, and maritime information security and assurance.

Humanities

HUM 100 Humanities I. This course provides an introduction to the fundamentals of the humanities as they relate to early human civilization. The student will gain a further understanding of our roots and origins and some of the important contributions passed down from the earliest of mankind. Emphasis is placed on early advances in technology, art, music, dance, travel, poetry, and education.

HUM 101 Humanities II*. This course provides an in depth look at the humanities from the period of the Renaissance to the present day. Students will gain a fundamental understanding of the actions that shaped our world into what it is today. Areas covered are the Protestant Reformation, the first applications of scientific analysis, the Baroque Style, music, art, literature, theater, the Enlightenment Period, Romanticism, Industrialization, Colonialism, and Modernism. **Prerequisite: HUM 100*.

Management

MGT 100 Introduction to Business. This course provides a practical overview of basic principles of business management. The course covers topics in the areas of marketing, sales, finance, accounting, business law, organizational behavior, contracting, and procurement. It provides insight into key issues businesses face and how they are run.

MGT 266 Introduction to International Relations. This course will provide the student with an overview of international relations. The main topics include globalization, realist, liberal, and social theories, conflict, war, and terrorism, trade, finance, international organizations, international law, human rights, climates, international environments, inequalities, budgets, international currencies, and international technologies.

MGT 275 e-Commerce. This course provides students with an overview of electronic commerce and the technologies that are needed to support it. Topics covered include: e-commerce infrastructure, building an e-commerce presence, e-commerce business concepts and strategies, security and ethical issues, e-commerce marketing, e-commerce retailing, and B2B e-commerce.

MGT 300 Principles of Management. This course provides students with a solid foundation in the theory and practice of modern management. Theories, concepts, and processes of both classical and modern management will be discussed. Other covered topics include: leadership, human resource management, conflict in line and staff relationships, delegation, accountability in organizations, role and types of organizational communication, ethics in business, diversity at the workplace, change and stress management, quality and innovation, operations control, international management, and technology in business.

MGT 311 Human Resources Management. This course focuses on the basics of human resource management in organizations. Topics covered include: strategic human resource management, human resources planning and recruitment, training and development, compensation, performance appraisal, labor relations, employee security and safety, and human resources management in a global perspective.

MGT 331 Leadership. This course provides a survey of theory and practice of leadership in the organization. Topics covered include: leadership behavior, theories of leadership effectiveness, delegation, empowerment, power and influence, contingency theories of leadership, charismatic and transformational theories of leadership, participative leadership, leading change in organizations, leadership in teams and decision making groups, leadership training and development, and learning organizations.

MGT 332 Organizational Behavior. This course provides a comprehensive treatment of key concepts, practices, and issues in organizational behavior. Topics covered include: personality, trust, emotions, perception, attribution, power, politics, values, attitudes, motivation, leadership, communication, groups and group formation, teams and team-building, individual and group decision making, organization culture and environment, conflict management, and human resource policies and practices.

MGT 335 Operations Management. This course surveys the field of operations management. Topics covered include: quality, quality function deployment, quality conscious purchasing, theory of constraints, capacity management, process management, location and layout design, resource planning, lean systems, waiting lines, technology management, supply chain management, forecasting, and aggregate planning.

MGT 340 Legal Environment of Business. This course focuses on how the legal environment affects business operations and decision-making. The importance of critical legal thinking is emphasized throughout the course. Topics covered include: legal environment of business, the legal and regulatory environment, ethical business management, and employment and labor regulations.

MGT 411 Decision Making. This course focuses on the fundamentals of decision making. Understanding the role of key players: stakeholders, decision makers, decision implementers, the community, and outside forces. The difference between handling simple, near-automatic decisions vs. vaguely defined decisions of consequence. Working with simple decision heuristics. Techniques. Decision making in groups.

MGT 450 Project Management. This course examines current tools and perspectives in the arena of project management. Topics covered include: project life cycle, project selection, project planning, project control, project execution, project closeout, organizing project efforts, identifying needs and articulating requirements, change control, and motivating matrixed team members.

MGT 460 International Business. The focus of this course is on the behaviors and functions required for successful business management in today's challenging global multicultural environment. Topics covered include: globalism, environment of international management, social responsibility and ethics, cultural management and styles, cross cultural communication, cross-cultural negotiations, international business strategy, global and cross border alliances, control systems for global operations, cultural shock, diversity, global labor relations, and leadership and motivation in a multicultural context.

MGT 490 Directed Readings and Research. This course consists of supervised readings and research projects focusing on a specific area of management. It is open to undergraduate students, who are majoring in management, IT management, marketing management, or international management.

MGT 495 Entrepreneurship. This advanced course presents the essentials of entrepreneurship and how to start and manage successful business ventures. Topics covered by the course include: developing entrepreneurial ideas, forms of business ownership and franchising, marketing analysis and marketing planning, advertising and promotion, financial planning and financing, developing winning business plans, operational and service planning, global aspects of entrepreneurship, leading and growing a new venture, and planning management succession.

MGT 497 Business Policy and Strategy. This is a capstone course that involves the application of concepts and techniques of strategy formation, implementation and evaluation. Topics covered by the course include: globalization and global issues that impinge of strategic management decisions, environmental issues, e-business, vision and mission statements, developing business policies, generic strategies, external and internal strategic management audits, choosing among alternative strategies, implementing and evaluating business policy and strategy, and integrating culture and strategy.

Marketing

MKT 100 Principles of Marketing. This introductory marketing course provides students with a basic understanding of the concepts, forces, institutions, and methods involved in marketing of goods and services. Topics covered include: market research, consumer and business buyer behavior, market segmentation, target marketing, market positioning, new products development, product lifecycles, pricing, distribution, supply chain management, and ethics in marketing.

MKT 220 Retail Management. This course provides students with an introduction to retailing. Topics covered include: strategic planning, identifying target customers, choosing a retail location, pricing, store image, and other factors in managing a retail business.

MKT 320 Health Services Marketing. This course introduces health services marketing. The topics include marketing-driven and non-marketing-driven processes, marketing strategy, product strategy, the impact of the various environmental forces on organizational strategy, the process of consumer and industrial decision-making, healthcare consumers and consumer behavior, healthcare products and services, healthcare marketing research, market segmentation, factors influencing health services utilization, promotion, advertising and sales, developing customer loyalty, healthcare pricing and distribution, controlling and monitoring healthcare marketing as well as emerging marketing techniques in marketing health services.

MKT 325 Marketing Communications. This course provides an introduction to the advertising and marketing communications tools that support sales efforts of the firm. Topics covered include: the integrated marketing, marketing mix, marketing planning, the legal environment, advertising, promotion, and public relations.

MKT 350 Marketing Management. This course provides an in-depth treatment of marketing management principles, strategies, and practices. Emerging trends in the field are given comprehensive treatment. Topics covered include: reverse marketing, experiential marketing, Internet marketing, customer relationship management, global marketing, brand marketing, market oriented strategic planning, consumer and business markets, market segmentation and target marketing, product life cycle, new product and service development, brand strategy, pricing and pricing strategies, integrated marketing communication, promotional strategies, sales force management, and total marketing management.

MKT 460 International Marketing. This advanced course covers the processes and activities of international marketing, with emphasis on export development and management. Topics covered include: concepts of international marketing and export management, the international environment, export market selection, market entry strategies, export entry modes, product and pricing decisions, export financing payment methods, promotion and market communications, export order and physical distribution, and the organization and planning of international marketing activities.

MKT 490 Marketing Research*. This course introduces the student to the key concepts, techniques, tools, issues and terminologies of marketing research. Topics covered include: purpose and uses of marketing research, online marketing research, marketing research process, ethics in marketing research, marketing research problem and objectives definition, research design, designing data collection forms, secondary data and online databases, qualitative data collection methods, survey data collection methods, measurement in market research, quantitative data analysis, and interpretation of data analysis results. The use of SPSS is integrated into the course. **Prerequisite: STAT 200*.

Mathematics

MATH 105 College Algebra. This course provides an introduction to the fundamental concepts of algebra. Topics covered include: equations, polynomials, rational functions, exponential functions, logarithmic functions, and graphs.

MATH 106 College Trigonometry*. This course is a continuation of MATH 105 College Algebra. Topics covered include: trigonometric functions, trigonometric identities, equations, matrix operations, determinants, systems of equations, sequences, series, and probabilities. **Prerequisite: MATH 105*.

MATH 200 Business Mathematics. This course introduces students to mathematical concepts and tools that are used in the functional areas of business. Topics covered include: basic mathematics, basic statistics and graphs, accounting mathematics, retail mathematics, simple interest, bank reconciliation, compound interest, annuities, sinking funds and amortization.

MATH 210 Finite Mathematics and Calculus I. This course is the first semester of a two-semester course in finite mathematics and calculus for undergraduate students. Topics include a review of algebra, linear functions, systems of equations and matrices, linear programming using graphical and simplex methods, mathematics of finance, logic, sets and probability, counting principles, and statistics.

MATH 211 Finite Mathematics and Calculus II*. This course is the second semester of a two-semester course in finite mathematics and calculus for undergraduate students. Topics include nonlinear functions, the derivative, graphs and the derivative, applications of the derivative, integration, applications of integration, multivariable calculus, and probability. **Prerequisite: MATH 210*.

Physics

PHY 200 Physics I*. This course provides an introduction to college physics, using an algebra-based approach. Topics covered include: kinematics, dynamics, circular motion, Newton's laws of motion, work, energy, impulse and momentum, rotational kinematics and dynamics, and simple and harmonic motion. **Prerequisite: MATH 105*.

PHY 201 Physics II*. This course provides an intermediate level of college physics to the student, using an algebra-based approach. Topics covered include: fluids, temperature and heat, the transfer of heat, thermodynamics, waves and sound, electricity, and magnetism. **Prerequisite: PHY 200*.

Psychology

PSY 100 Psychology I. This course offers a comprehensive overview of the core concepts of psychology. Students will learn the biological mechanisms that underlie behavior as well as the cognitive process of perception, learning, and memory. Students will also develop an appreciation of the higher-level cognitive processes that contribute to our distinctiveness as a species.

PSY 101 Psychology II*. This course is a continuation of PSY 100 Psychology I, focusing on human growth and development. Topics such as emotions and motivations, lifespan development, personality, stress, and social psychology are discussed. Students are also introduced to a variety of psychological disorders as well as mental health therapy and treatment. **Prerequisite: PSY 100*.

Sociology

SOC 100 Sociology I. This course provides an overview of sociology. The methods that sociologists use to study human behavior, relationships, and social institutions are discussed. The course will explore social and cultural structures that exist in different societies. Students will gain a better understanding of the connection between their lives and the larger society around them.

SOC 101 Sociology II*. This course is a continuation of SOC 100. Sociology I, focusing on current issues from a sociological perspective. It will focus on how modern institutions deal with such key social issues, such as economic inequality, race and ethnic relations, class and social stratification, gender relations, families, work, and health. **Prerequisite: SOC 100*.

SOC 200 Business and Society. This course surveys key issues and concepts in the field of business and society, with an emphasis on ethics. Topics covered include: the corporation in society, corporate social responsibility and social responsiveness, ethical business management, the corporation and public policy, sustainable development, managing the challenges of technological change, consumer protection, the community and the corporation, managing a diverse workforce, and media relations.

Statistics

STAT 200 Basic Statistics. This course is a first course in statistics for undergraduate students. Topics covered include: sources and methods of data collection, data types, presenting data in charts and tables, descriptive measures, basic probability, probability and sampling distributions, confidence interval estimation, hypothesis testing, two-sample tests, one-way ANOVA and chi-square.

STAT 201 Business Statistics I. This is the first part of a two-term introductory course that focuses on the concepts and tools of statistics as applied to business. Topics covered include: sources and methods of data collection, descriptive and inferential statistics, basic probability concepts, properties of discrete and continuous random variables, normal and

sampling distributions, confidence interval estimation, fundamentals of hypothesis testing, and control charts. The use of Microsoft Excel is integrated into the course.

STAT 202 Business Statistics II*. This course is the continuation of STAT 201, extending the student's understanding of the application of statistics to the functional areas of business. Topics covered include: analysis of variance, tests of two or more samples with categorical data, regression models, time series analysis, and decision making and statistical applications in quality and productivity management. **Prerequisite: STAT 201*.

STAT 305 Decision Science I. This course provides an introduction to management science for undergraduate business majors. Topics covered include: decision modeling, linear programming, applications of linear programs, and integer programming. This course emphasizes the use of spreadsheets as a tool to quickly set up and solve decision models.

STAT 306 Decision Science II*. This course is a continuation of STAT 305 Decision Science I. It extends the introductory course in management science for undergraduate business majors to more advanced topics. Topics covered include: project planning and control using PERT/CPM, linear programming, decision making under risk and uncertainty, queuing theory, simulations, time-series analysis, qualitative forecasting techniques, and economic order quantity (EOQ) modeling. This course emphasizes the use of spreadsheets as a tool to quickly set up and solve decision models. **Prerequisite: STAT 305*.

STAT 315 Statistics for Managers. This course focuses on the concepts and tools of statistics as applied to business. Topics covered include: sources and methods of data collection, descriptive and inferential statistics, basic probability concepts, properties of discrete and continuous random variables, normal and sampling distributions, confidence interval estimation, fundamentals of hypothesis testing, and control charts.

2024 Commencement Ceremony

Graduate Program Course Descriptions

Accounting

ACCT 600 Accounting. This graduate level course provides a practical overview of basic principles of financial and managerial accounting. Topics that are covered include the fundamentals and terminology of accounting, basic financial statements, financial ratios, financial reporting standards, cost accounting, cost-based pricing, marginal costing, budgetary controls, overhead allocation, transfer pricing, and cost of capital. This course provides insight into the key accounting methods used and issues faced by modern businesses.

ACCT 610 Managerial Accounting in Healthcare. This graduate level course addresses managerial accounting for healthcare organizations. It covers managerial accounting and its role in decision making, costs and costing and analysis, activity based analysis, charting activities, resources flows, organization structure and costing, aggregating activity costs, design and implement ABC system. It also covers management accounting applications as well as cost-based decision models, performance reporting and management accounting reports.

Communications

COMM 500 Communication and Soft Skills. This graduate level course shows how effective management requires mastery of both communication skills and soft skills – the two are interdependent. The course covers different perspectives on workplace behavior, development of interpersonal relations skills, dealing with others in a collaborative fashion, handling conflict. It also takes a look at the practice of communication in a work environment, e.g., use of meetings, writing memos, virtual team management, and more.

Computer Science

CST 500 Computer Architecture. This course introduces the architecture of computer hardware, including: storage hierarchies, input-output subsystems, instruction and data level parallelism, symbolic computation, multiprocessor networks and consistency, and performance modeling. The major concepts of operating systems are also studied and the interrelationship between operating systems and architecture is analyzed.

CST 503 Object-Oriented Software Development. This course covers the principles of object-oriented analysis and design, development, and programming. It discusses the relationships between object-oriented design concepts and software engineering principles, techniques of object-oriented design and programming, and the application of the object-oriented techniques.

CST 505 Cybersecurity. Businesses today face threats to their operations and possibly their very existence coming from malicious attacks on their computer systems. They need to prevent a wide array of threats such as denial of service, hijacking, phishing, Trojan horses and direct attacks designed to fully disable the business's computer capabilities. This course provides students with a solid knowledge in countermeasures such as cryptography, secure networks, access control, firewalls, host hardening, application security and data protection.

CST 510 Information Network Security. This course introduces the concepts and terminology of information network security. It covers strategies for designing and implementing networking security and focuses on such topics as firewalls, intrusion detection, authentication and encryption, viruses, disaster prevention and recovery, and successful security policy implementation.

CST 515 Data Structures. This advanced course focuses on data structures as an essential topic in computer science. Topics include: the role of data structures and their relationship to algorithms; overloading operators and overriding methods; and developing stacks, queues, hashes, linked lists, trees, sorts, and searches. Java is used throughout the course for implementation and demonstration.

CST 520 Programming Languages Principles and Practices. This course covers the notations for description of language syntax and semantics. Properties of algorithmic languages: scope of variables, binding time, subroutines and co-routines. Data abstraction, exception handling, control logic and concurrent processing. Dialects and standardization. The

commonality and distinctions of the different types of programming languages (structural and algorithmic, GUI, object-oriented, etc.) will be discussed.

CST 537 Multimedia Information Systems. This course covers the application of multimedia technology in the context of information systems. It provides insights on how multimedia technology can be used to enhance the functionality and effectiveness of information systems.

CST 538 Multimedia Application Systems. This course covers the design and implementation issues of the underlying technologies for interactive multimedia application systems, such as streaming video playback, video conferencing, interactive television, video editing, and hypermedia authoring. Fundamentals of human perception, digital media representations, compression and synchronization are also covered.

CST 539 Interactive Multimedia. This course reviews the concepts of interactive multimedia and concentrates on the technological, pedagogical, and aesthetic issues of interactive multimedia and hypermedia communication. This course covers the techniques for creating interactive multimedia systems using a variety of digital media tools. Students will apply principles and procedures of digital art, design, communication, and software authoring while working on integrated multimedia projects.

CST 550 Information Technology Project Management. This course covers the fundamental project management principles and methodologies for managing the software development life-cycle and process models. Topics include: process metrics; software project planning; monitoring, control, and schedule mechanisms; budget estimates; risk assessment; and leadership, motivation, and team building.

CST 600 Software Engineering Methodology. This course covers concepts and methods for the architectural design of large-scale software systems. Fundamental design concepts and design notations are introduced. Several design methods are presented and compared, with examples of their use.

CST 603 Computing Logic and Algorithms. This course places emphasis on designing algorithms, complexity analysis of algorithms and computational complexity. It provides students with skills to write and analyze algorithms using standard algorithm design strategies. Algorithms such as divide-and-conquer, dynamic programming, the greedy approach, and backtracking as well as sorting and searching problems are discussed.

CST 605 Operating Systems. This course covers concepts in operating systems analysis and design. General topics of process, resource and file management are presented and analyzed against different system architecture and performance constraints. Topics include: software I/O, concurrent processes, mutual exclusion, synchronization, deadlock, processor scheduling, memory management, and resource control.

CST 610 Client/Server Computing. This course covers the concepts and descriptions of client/server computing. It discusses the variation and evolution of related technology. It then provides strategies for designing systems using the client/server model, emphasizing enterprise applications that increase functionality, performance, and flexibility while reducing costs.

CST 615 Database Management Systems. This course covers the concepts, theory, and application of database management systems and its development methodology. This course introduces client/server architecture and relational DBMS and related technology, including an in-depth study of the requirements analysis, specification, design, implementation, testing, and deployment phases of the DBMS development life cycle.

CST 619 Artificial Intelligence. This course covers general topics in artificial intelligence, including: heuristic problem-solving search and theorem-proving techniques, rule-based systems and application of cognition, reasoning, learning, planning, and knowledge representation through available tools. The course covers expert systems as an application example.

CST 629 Compiler Design. This course covers the concepts and methods for implementing higher-level computer language compilers. Topics include: parsing, symbol table management, code emission, and code optimization.

CST 637 Computer Graphics. This course provides the principles and understanding of the design and utilization of graphics systems. Topics include: graphics software packages design and implementation; applications and algorithms for graphics

display creation and manipulation; architecture of graphics input and display devices; scan conversion and processing; data structures; and graphics symbols, clipping, and color perception.

CST 638 Modeling and Animation. This course provides a foundation in the principles and technique of computer animation. Students are required to complete training in key framing, dynamics of motion, morphing, etc. Through this course, students will become knowledgeable and proficient in animation and visual presentation/direction theory and techniques.

CST 639 Software Development and Documentation Standards. This course provides students with insights into the workings of international, industrial and other relevant standards used for software development and documentation. These standards include ISO 9000 series, CMM, and MIL-STD 498. The course covers theoretical, technical, and practical aspects of software development and documentation standards to provide students with an understanding of how the standards can be used for providing specific software development and documentation solutions.

CST 650 Agile and Iterative Project Management. Currently, 40% of the content of the PMP exam is oriented toward agile project management (PM) theory and practice, with 60% covering the more traditional predictive approach that has dominated PM thinking for decades. Agile and Iterative Project Management offers students insights into agile practices that, through methodologies such as Scrum, Kanban, XP and RAD, put motivated people, flexibility, communication, and self-management at the heart of the project development effort. The course does not reject the traditional predictive approach, but demonstrates how mastery of predictive and agile methods when taken together can lead to superior project performance.

CST 670 Management Information Systems. This course covers the role of information systems in organizations and how they relate to organizational objectives and organizational structure. Basic concepts are introduced, including the systems point of view and organization, information flows, and the nature of information systems.

CST 680 Decision Support Systems. This course delves into the critical role of analytics and data science in contemporary business decision-making. As technology continues to revolutionize industries, organizations increasingly rely on data-driven insights to optimize operations, enhance competitiveness, and uncover new opportunities. Students will explore concepts, methodologies, and tools employed in extracting valuable knowledge from vast datasets. The course emphasizes the synergy between analytics and artificial intelligence, including machine learning, and natural language processing, to empower data-driven decision-making.

CST 686 Software Quality Assurance. This course covers concepts and techniques for software testing and quality assurance. Topics include: software testing at the unit; module/subsystem; system and integrated levels; automatic and manual techniques for generating and validating test data; the testing processes; static vs. dynamic analysis; functional testing; inspections; and reliability assessment.
CST 689 Information/Data Modeling*. This advanced graduate course provides detailed coverage of information/data modeling methodology, including information systems, RDBMS, ERD, modeling languages, naming and definition, normalization, and information modeling methodologies. Student will participate in an information modeling project.
**Prerequisite: CST 615*.

CST 695 Strategic Planning for Information Systems. This course covers strategies for developing and implementing an effective information management system. Topics include: database systems organization, creation, and maintenance; evaluation criteria; and standardization of database systems.

Criminal Justice

CJ 500 Criminal Justice System. This graduate course provides the student with an overview of the Criminal Justice System in America. As such it is a foundation course for the master's degree. The main topics include the criminal justice process and the Rule of Law, the police, the courts system, and the corrections system. Also included is an overview of the juvenile justice system and criminological theory, as well as the role of incarceration both as a punishment and as a preventative measure aimed at protecting society. Finally, the course focuses on new technologies being utilized in the Criminal Justice System such as the investigation of cybercrime and the utilization of DNA analysis.

CJ 505 Juvenile Justice. This graduate course provides students with a fundamental and an in-depth examination of the theoretical and historical foundations of juvenile justice. Topics include: the history of the juvenile justice system, juvenile crime, juvenile criminals, juvenile crime victims, theories of crime such as choice theory, deterrence theory, biological theories, psychological theories, social structure theories, social process theories and social reaction theories, delinquency intervention and prevention, the police's role with juveniles, juvenile law procedure, juvenile court, juveniles entering the adult criminal justice system via waivers, community-based corrections, institutional corrections for juveniles, gangs and juvenile delinquency, special populations of juveniles and especially in regards to juvenile delinquents and finally the possible future directions of the juvenile justice system.

CJ 510 Corrections. This graduate course provides an in-depth examination of corrections in America. Topics include the history of correctional thought and practice, punishment and prevention, the law of corrections, the correctional client, jails and short-term detention, probation, community corrections, prison and long-term incarceration, corrections for juvenile and women offenders, race and ethnicity, the death penalty and finally special-category offenders.

CJ 515 Law Enforcement. This graduate course provides an in-depth examination of law enforcement in America, with an eye towards multicultural differences, which are unique to America, and how law enforcement officers could better approach situations by being more informed about various and different cultures. Topics include multicultural communities and the challenges that law enforcement faces in serving these communities, changing law enforcement strategies, multicultural recruitment, hiring, retention and promotion, cross-cultural communication, specific ethnic groups, terrorism and disaster preparedness, response strategies to crimes motivated by hate or bias, racial profiling, community policing and dealing with gangs, the homeless and also the mentally ill.

CJ 540 Criminal Law. This graduate course introduces students to the fundamentals of criminal law in the United States. Topics include the nature and history of criminal law, criminal liability, the concept of crime, the legal and social dimensions of crimes against persons and crimes against property. The administration of justice, punishment, and sentencing are discussed in the context of their function in society and the influence of society on their function as well.

CJ 600 Criminal Courts System. This graduate course addresses the history and development of the criminal courts in America. Topics include comparison of state and federal courts, federal procedures, basic rights and liberties of all U.S. citizens and those within the United States including victims and the accused. In addition, the roles of judges, prosecuting attorneys, defense counsel, police, and probation officers and other court-related personnel in the criminal court process, diversion, alternative dispute resolutions and specialty courts as well as the media's influence on the criminal justice system are covered in great detail.

CJ 615 Criminology. This graduate course provides an introduction to the concepts of research and theory as related to the study of crime, deviance, and the criminal justice system. Specifically, this course is a survey of the causes and effects of criminality; sociological, psychological, biological, and the means taken to cope with criminal behavior. Emphasis is placed on the social context of crime, including examination of how different types of crimes relate to theory. Finally, the course will look ahead into the future of criminal theory.

CJ 620 Criminalistics. This graduate course provides an in-depth analysis of criminalistics, which is another term for forensic science. Topics covered are crime scenes, physical evidence, organic and inorganic analyses, forensic technology, arson and explosions, serology, DNA analysis, drug detection, fingerprint analysis, firearms forensics, computer forensics, investigating terrorism, investigating explosives and the future of criminalistics.

CJ 640 Ethics in Criminal Justice. This graduate course focuses on ethics and morality in relation to crime, law, and justice. It emphasizes the role of society in defining what is moral and just. Topics include how ethics and morals affect our understanding of issues in criminal justice, and how crime and justice are linked to ethics and morality. Theories of crime based on free will, determinism, relativism, self-interest, and psycho-social development are covered.

CJ 650 Criminal Justice Management. This graduate course provides coverage of effective management practices in the criminal justice system. Topics include: managing in justice-centered organizations, human resources management, responsibility and authority, staff development, ethical practices, evidence-based best practices, and community relations.

CJ 693 Criminal Justice Policy. This advanced graduate course in criminal justice examines the public policy process in the U.S. as it relates to crime and criminal justice. Topics include: the public policy process; the role of scientific inquiry in the development of public policy; and trends in public policy, crime, and criminal justice.

CJ 699 Research Methods in Criminal Justice. This course is a graduate level course that will teach the basic fundamentals of research methods with a particular emphasis on the criminal justice field. Students will learn a variety of research methods and techniques for answering questions, solving problems, gathering data, compiling it and then analyzing it and making interpretations from the findings. Scientific inquiry is a main premise of this course as is the necessity of empirical evidence and its reliability including hypothesis testing, questionnaires, conceptualization, and operationalization. Concepts such as statistical significance, random sampling, central tendency of data and its dispersion will also be taught but will be more lightly touched upon.

Economics

ECON 500 Economics. This course is an introduction to economics, covering standard topics in the areas of macroeconomics, microeconomics, money and banking, and international economics. While the course covers economic theory, it makes a special effort to apply this theory to the realities of today's economy and business environment.

ECON 510 Managerial Economics. This course is a practical course that applies economic theory and practice to the management effort. Traditional microeconomic and macroeconomic courses focus heavily on theory and policy, and offer little guidance to managers. This course, in contrast, shows how economic thinking and tools can strengthen a manager's management capabilities. Specifically, it examines the following topics from an economics perspective: decision-making, pricing, strategic decision-making, managing uncertainty, and organizing enterprises to minimize the principal-agent problem and moral hazard.

ECON 522 Economics of Health and Healthcare. This graduate level course gives students an overview of the healthcare system from an economic perspective and presents the economic tools that working managers need. These tools include strategies for managing risk, strategies for managing costs, using supply and demand analysis to forecast revenues and costs, strategies for setting prices and negotiating contracts, and strategies for evaluating technologies.

ECON 621 Engineering Economics. This graduate level course provides students with a solid economic foundation in engineering and engineering management fields. Topics covered include analysis of financial statements, interest rates, money management, evaluation of business and engineering assets, annual equivalent-worth, rate-of-return, project cash flows, depreciation and corporate taxes, inflation and its impact. The course also uses economic and financial reasoning to assess project risk and uncertainty.

ECON 800 Economic and Financial Theory. This doctoral level course examines economic and financial theories that have had a major impact on how we view business operations today. Its primary focus is on the global economic and financial meltdown of 2007-2009. This meltdown demonstrated conclusively that the prevailing wisdom about economics and finance that dominated economics/finance theory and practice since World War II was incorrect. The course readings and assignments explore the deficiencies of the post-War economics/finance paradigms and examine future developments in these areas.

Engineering Management

EMGT 500 Introduction to Engineering and Technology. This course is an introductory course for graduate students in engineering and technology management. It provides an overview of various engineering and technology disciplines to enhance the student's understanding of how technology and engineering processes work. Topics cover engineering and technology areas such as: materials, manufacturing, construction, energy, transportation, computer, electronics, data networking and communication, biotechnology, chemistry, agriculture, and medical technology.

EMGT 505 Engineering Applications. This course examines the technological, social, economic, systems, and professional aspects of engineering. It lays out the wide variety of sub-disciplines that fall under the rubric of "engineering" and focuses on the fact that in the final analysis, engineering is a practical undertaking that employs technology to solve problems. In

market economies, the primary driving force behind engineering is to make money for businesses and individuals. Therefore, this course demonstrates the link between engineering and business.

EMGT 590 Technological Entrepreneurship and Innovation. This course offers a comprehensive overview of technological entrepreneurship by examining the link between entrepreneurship, creativity, invention and innovation. It addresses both theory and practice. In order to see what it takes to be successful, it examines several current high tech businesses that began as start-ups and became successful.

EMGT 600 Engineering Management. This graduate level course provides an overview of engineering management and its challenges. Topics include: the function of engineering management, planning, organizing, leading, and controlling, as well as business fundamentals for engineering managers, such as cost accounting, financial analysis, marketing, leadership, ethics, and globalization.

EMGT 610 Systems Engineering. This graduate level course covers the systems engineering discipline: concepts and definitions, systems engineering process including various systems stages analysis, system designs and methods and tools, systems design reviews and evaluations, system engineering program planning, organization for system engineering and system engineering program evaluation.

Finance

FIN 600 Finance. This course introduces the student to key concepts, practices, and issues in finance. Basic topics covered include: capital and financial market systems, investment banking, interest rates, public offering, private placements, valuation of financial assets, investment in long-term assets, time value of money and capital budgeting techniques, break-even analysis, operating and financial leverage, capital structure, and earnings per share (EPS). Advanced topics covered include: capital-budgeting, cash flow analysis, cost of capital, determining financial mix, dividend policy, financial forecasting, working-capital management, liquid asset management, and international business finance.

FIN 620 Financial Management in Health Services. This graduate level course covers the essentials of financial management in health services. Topics include financial information used for decision making, billing and coding for health services, health organization financials, general principles of accounting, financial statement and analysis, strategic financial planning, cost control and analysis, capital project analysis, management control process, business restructuring financing, working capital and cash management as well as budget and budgeting.

Government

GOV 600 Structure and Function of Government. This course covers the structure, powers, and processes of the American political system in greater depth. It reviews how the U.S. government has developed over the centuries and how it functions within a federal system that gives substantial powers to state and local governments as well as private organizations and individuals.

GOV 605 The Budget Process*. This course examines how public sector organizations plan budgets, raise funds, authorize expenditures, spend money, and track budget performance. It illustrates how the budget process is carried out. It also examines public sector budgeting in a broad regulatory, political, economic, and social context. **Prerequisite: GOV 600*.

Health Administration

HA 500 Health Services System. This graduate level course provides an overview of the health services system in America. It is a foundation course in the master's degree in health administration. The main topics covered are the characteristics of the US health system, major components including healthcare professionals, medical technology, healthcare financing sources, healthcare delivery structures (such as outpatient and primary care), inpatient facilities, managed care and integrated organizations, long-term care and the services for special populations, system outcomes (such as healthcare cost), access and quality and health policies.

HA 510 Epidemiology and Public Health. This graduate level course covers the history of the scope of epidemiology and applications of epidemiology, measurement of morbidity and mortality, descriptive epidemiology, data sources used in

epidemiology, epidemiology study designs, experimental study designs, measuring and interpreting data, screening for diseases in the community, infectious diseases, work and environment, as well as various epidemiology practices and their implications in public health.

HA 530 Organizational Behavior in Health Services. This graduate level course provides an overview of organizational behavior in health services. It covers the topics in history of organizational behavior, diversity in healthcare, attitudes and perceptions, workplace communication, theories of motivation, behavioral, contingent and other theories of leadership, intrapersonal and interpersonal relationships, group dynamics and team building, organization development, and change management.

HA 540 Law and Ethics in Health Services. This graduate level course provides an overview of health services law and ethics. The topics cover the roles of law in the US healthcare system, the legal system and legal research, managing and regulating healthcare system including legal structure and governance of healthcare organizations, government regulations in public health and health services, protecting privacy of medical information, medical staff credentialing and clinical privileges, the laws in government payment programs, antitrust law in the healthcare field, legal and ethics issues in patient care and in health insurance.

HA 550 Healthcare Management. This graduate course provides an in-depth examination of healthcare management and administration in the healthcare field. Topics cover healthcare managerial and administrative functions in supervising, decision-making, communicating, planning, operating, organizing, staffing, leading, controlling and handling labor relations.

HA 610 Managed Healthcare. This graduate level course introduces graduate students to the study of managed care. It covers the origins of managed care, main types of managed care organizations, healthcare delivery system, medical management, operation management, marketing, managed care for special markets, and legal and ethical issues in managed care.

HA 620 Long-Term Care Management. This graduate level course addresses long-term care and management. Topics covered include: the concept of the continuum of care, consumers, services provided by hospitals, nursing homes, home-based care, hospice care, adult day care services, assisted living, the integrating mechanisms, such as organizations, case management, integrated information systems, financing, public policy and ethical considerations as well as care for special populations, such as the disabled, the elderly, HIV/AIDS patients, the mentally challenged, veterans, patients requiring rehabilitation, and children with special health care needs.

HA 660 Global Health. This graduate level course introduces students to the subject of global health. The course covers an overview of global health, health inequalities, socioeconomic context of diseases, maternal and child health, health of special populations, infectious diseases, global health issues in HIV/AIDS, Malaria, TB and other globally emerging infectious diseases, nutrition and environmental health, global health payers and players, global health priorities and global public health.

HA 680 Quality Management in Health Services. This graduate level course addresses quality management in health services. It covers an overview of the health care system and the need for quality improvement; group processes for quality improvement; evaluation and management of work flow processes, basic to advanced statistical process control, advanced statistical techniques for quality improvement, clinical practice guidelines, care management, techniques for implementing quality improvement, legal and regulatory environment of health care and future performance improvement in health care.

HA 699 Health Policy. This graduate level course covers major topics in health policy issues in the U.S., including political and social issues that shape the nation's health policy, health status, access to care, aging and long-term care, health care delivery system, labor issues, quality of care, economics of health care, public financing, private insurance and managed care, as well as reforming the U.S. healthcare system.

Homeland Security

HS 500 Homeland Security. This graduate level course provides an overview of homeland security. The topics cover the changing nature of national security, national security interests, hazards assessment, analyzing threats, domestic and

international terrorism, cyber-terrorism and cyber-warfare, weapons of mass destruction, technologies in homeland security, and the future of homeland security.

HS 510 Emergency Management. This graduate level course provides an overview of emergency management. The topics cover the historical context of emergency management, hazards and risk assessment, threat mitigation, emergency preparedness, emergency communications, emergency response, recovery operations, international disaster management, terrorist threats, and the future of emergency management.

HS 521 Physical Security. This graduate level course provides an in-depth examination of physical security. The topics cover the influence of physical design into physical security, vulnerability assessment, security surveys and audits, various approaches to physical security, protective and physical barriers, locks, safes and vaults, locks, alarms, video and biometrics technology, access control and the governance of issuing badges, fences, fire prevention and suppression, security compliance, information technology and IT infrastructure, security glass, windows and doors as well as fiber optics and robots in physical security.

HS 523 Aviation Security. This graduate level course provides a detailed examination of aviation security. The topics cover aviation industry and security in the post-911 world, crime and terrorism in aviation, aviation security policies and procedures, the role of government in aviation security, commercial airport security, screening for both passage and baggage, airport security, aircraft operator security, air cargo security and countering existing and emerging threats.

HS 601 Emergency Preparedness and Vulnerability Assessment. This graduate level course provides a detailed coverage of emergency management, preparedness, and assessment as well as the overall hazard, threat and mitigation, impact analysis and vulnerability assessment topics. The topics cover hazards, disasters, mitigation, climate change, meteorological, hydrological & geological hazards, human-made hazards, terrorism, civil unrest, technological hazards, the role of the local, state & federal governments, community resilience & the private sector, risk assessment, identifying hazards, assessing vulnerabilities, planning, strategies for reducing vulnerabilities & disaster resilience. *Starting 1 May 2020, HS 602 replaces this course for all students starting new degree programs.*

HS 602 Hazard Mitigation. This course will provide the student with an in-depth analysis of hazard mitigation. The main topics include the Emergency Management Cycle, hazard mitigation rules and regulations, the government's role in hazard mitigation, mitigation activities within the private sector and how they differ from the public sector, identifying hazards, the differences between natural hazards and man-made hazards and how to mitigate each distinctively, vulnerability assessments, impact analyses, the Threat and Hazard Identification and Risk Assessment (THIRA), and finally hazard mitigation strategies, tools and best practices.

HS 610 Critical Incident Response and Recovery. This graduate level course provides an in-depth analysis of disaster recovery. The topics cover recognizing a disaster, disaster recovery, reconstruction, restoration and rehabilitation, disaster recovery theory, disaster recovery planning, managing debris after a disaster, recovering the environment after a disaster, protecting historical and cultural sites after a disaster, providing shelter and housing after a disaster, economic recovery after a disaster, infrastructure restoration after a disaster, psychological recovery after a disaster, chemical, nerve and blister agents, biological weapons, radiological or nuclear incidents, incendiaries and explosives, personal protective equipment (PPE), decontamination of patients, public sector recovery, managing donations, various emergency and disaster scenarios, community resources, and working with volunteers and voluntary organizations after a disaster. *Starting 1 October 2020, HS 611 replaces this course for all students starting new degree programs.*

HS 611 Disaster Recovery. This graduate level course provides an in-depth analysis of disaster recovery. The topics cover recognizing a disaster, disaster recovery, reconstruction, restoration and rehabilitation, disaster recovery theory, disaster recovery planning, managing debris after a disaster, recovering the environment after a disaster, protecting historical and cultural sites after a disaster, providing shelter and housing after a disaster, economic recovery after a disaster, infrastructure restoration after a disaster, psychological recovery after a disaster, chemical, nerve and blister agents, biological weapons, radiological or nuclear incidents, incendiaries and explosives, personal protective equipment(PPE), decontamination of patients, public sector recovery, managing donations, various emergency and disaster scenarios, community resources, and working with volunteers and voluntary organizations after a disaster.

HS 620 Terrorism and Counterterrorism. This graduate level course provides an in-depth examination of terrorism and counterterrorism. The topics cover theories behind the influences and motivations of terrorists, counterterrorism policy,

evaluating counterterrorism strategies for effectiveness, intelligence gathering and surveillance, police tactics in fighting and investigating terrorism, preventive detention, the punishment of terrorists, rehabilitating terrorists, the use of social media by terrorists, conflict resolution and peace building, and thinking creatively in combating terrorism.

HS 625 Issues in Bioterrorism. This graduate level course provides an in-depth examination of biosecurity and bioterrorism. The topics cover biosecurity, biodefense, biological threats, diseases and agents, quarantining, weaponization, threats to agriculture, disease outbreaks, responses at the federal, state, and local levels, biosecurity programs and initiatives, consequence management and future directions for biosecurity.

Management

MGT 500 Business Basics. This course provides a practical overview of basic principles of business management. The course covers topics in the areas of marketing, sales, finance, accounting, business law, organizational behavior, contracting, and procurement. It provides insight into key issues businesses face and how they are run.

MGT 530 Leadership and Organization. This course looks at the views of established management theorists and addresses key theories and practices of management being used today. It examines the role of structure, people, politics, and symbols in managing enterprises. It explicitly focuses on organizations, ethics, and leadership.

MGT 531 Organizational Behavior. This course provides a comprehensive treatment of key concepts, practices, and issues in organizational behavior. Topics covered include: personality, trust, emotions, perception, attribution, power, politics, values, attitudes, motivation, leadership, communication, groups and group formation, teams and team-building, individual and group decision making, organization culture and environment, conflict management, and human resource policies and practices.

MGT 535 Operations, Logistics, and Supply Chain Management. Operations is an exciting area of management that has a profound effect on productivity. This course presents a state-of-the-art view of the operations function in any organization (manufacturing or service). The course covers the set of activities that creates goods and services through the transformation of inputs into outputs.

MGT 540 Business Law and Ethics. This course provides students with important background on the legal and regulatory environment of business. It covers key elements of law and the judicial process, reviews the major areas of the common law that apply to business, and addresses the regulatory laws that business managers are likely to encounter. It also engages students in thinking about the ethical implications of actions taken in the business world.

MGT 550 Project Management. This course addresses the central role of project management today. Topics include: a review of the project life-cycle; techniques in the areas of cost management, scheduling, and resource allocation; identifying and managing project requirements; and an examination of the central role of people in projects.

MGT 551 Planning and Control*. Effective planning and control entails developing skills that go far beyond mastery of Microsoft Project! To begin with, it requires the development of solid cost, duration, and resource estimates, which means that practitioners need to learn the principles of effective estimation. In planning projects, they also need to know how to construct product-oriented and task-oriented work breakdown structures (WBSs), since WBSs form the foundation of schedules and budgets. In the scheduling arena, today's practitioners need to go beyond PERT/CPM and should get up to speed on brand new scheduling techniques, such as critical chain scheduling and time-boxed scheduling. And once the project is underway, they should be able to track actuals-versus-planned in order to keep the project under control.
**Prerequisite: MGT 550*.

MGT 552 Project Finance and Budgeting*. This course takes an in-depth look at the financial side of project management. Specifically, it looks at the budget process and the role it plays in planning, implementing, and controlling project efforts; and at financial perspectives, including techniques needed to select projects and evaluate project performance. Beyond this, it examines some basic microeconomic tools and concepts that can be usefully applied to managing projects.
**Prerequisite: MGT 550*.

MGT 553 Risk and Quality Management. The effective management of any enterprise - large or small, government or private - requires the capacity to manage risk and quality. This course examines how risks are identified, how risk impact assessments are made, how organizations plan risk mitigation strategies, and how risk events are handled once they arise. The course also examines key issues of quality management, taking the perspective that quality is what customers perceive it to be. Material covered in this course is a balance between subjective and analytical approaches to dealing with risk and quality.

MGT 554 Contracts and Procurement. This course reviews the total acquisition life cycle associated with contracting and procurement, from the pre-award phase through post-award contract management through contract closeout. Topics covered in this course include defining needs and requirements, formulating a statement of work, proposal development, different contract modalities, sealed bid contracts, negotiated contracts, the award granting process, monitoring contract performance, dealing with change orders, and closing-out contracts.

MGT 555 Quality Management. This course offers a comprehensive view of developments in quality management over the past fifty years. It looks at the evolution of perspectives on quality, ranging from the simple view that quality is conformance to specifications to more sophisticated perspectives that see quality as a reflection of customer experiences. It highlights key thinkers, theories, and techniques. Finally, the course focuses on how the quality perspectives that arose in the production environment can be applied with equal effectiveness in project environments.

MGT 556 Risk Management. The effective management of any enterprise – large or small, government or private – requires the capacity to manage risk. This course examines how risks are identified, how risk impact assessments are made, how organizations plan risk mitigation strategies, and how risk events are handled once they arise. Material covered in the course is a balance between subjective and analytical approaches to dealing with risk.

MGT 559 Engineering Management. This course examines the technological, social, economic, systems, and professional aspects of engineering. It lays out the wide variety of sub-disciplines that fall under the rubric of “engineering” and focuses on the fact that in the final analysis, engineering is a practical undertaking that employs technology to solve problems. In market economies, the primary driving force behind engineering is to make money for businesses and individuals. Therefore, the course demonstrates the link between engineering and business.

MGT 560 International Relations. This graduate level course provides an overview of international relations. The topics cover international relations, international security, realist, liberal, and social theories, international conflict, military force, terrorism, international organizations, international law, human rights, international trade, global finance and business, integrating nations, environments, shifting populations, inequalities, and international development.

MGT 564 International Law and Organization. This graduate level course provides an overview of international law, world actors, governments, ethics, enforcement, legislation, jurisdiction, diplomacy, arms treaties, use of force, international crimes, human rights, economic, social, and cultural rights, environment and pollution control, population control, wealth distribution, and future problems for international law.

MGT 565 International Project Management. This course examines project management as it is carried out in the global arena. Recent advances in computers, telecommunications, and transportation have truly led to a shrinking world. Virtual global project teams, once a curious dream, are a common reality today. The global dimension raises new challenges in managing projects, including: managing across cultures, time zones, languages, education systems, labor systems and regulations; making/receiving international payments in multiple currencies; leveraging fundamental global economic principles, such as comparative advantage and increasing returns to scale.

MGT 570 Information Technology. The course provides an introduction to the role of information technology in contemporary organizations. There is a review of the history of computers, the evolution of management information systems, and basic information on software development. The course describes using the Internet and creating web pages. It provides a brief overview of principles of communication management and effective use of information technology in the workplace and covers trends in the development and deployment of information systems.

MGT 571 e-Commerce. This course provides students with insights into the workings of e-Commerce today and how it is evolving. It provides an understanding of the business and technical underpinnings of e-Commerce, and explains how specific business units fit into the global (e-Business) picture. The course also facilitates/triggers meaningful, creative

thinking, and discussion to benefit students and their organizations. Topics also include improvements to e-Commerce and some potential areas of growth for the future.

MGT 575 Data Communications. This course provides students with an overview of data communications in the modern business environment. Topics covered include: data communications and telecommunications, OSI reference model, TCP/IP protocol stack, LAN and WAN architectures, Internet technologies, role of ISPs, voice-oriented networks, mobile computing, digital and analog transmissions, distributed systems, frame relay networks, backbone networks, network management systems, and network and internetwork security management.

MGT 580 Quantitative Methods for Decision-making. An overview of basic quantitative skills needed to make effective management decisions. Topics covered include: displaying and summarizing data, random variables and probability distributions, sampling, statistical inference, regression analysis, forecasting, statistical quality control, risk analysis, Monte Carlo simulation, decision trees, and linear and integer optimization modeling. Requires Microsoft Excel®.

MGT 610 Principles of Public Sector Management. This course provides a practical overview of the theory and practice of management in the public sector. It provides insight into key issues government agencies and departments face and how they are run. It looks at the public sector from political, historical, international, organizational, and budgetary perspectives.

MGT 611 Decision Making. This course focuses on the fact that people lie at the heart of decision making: decisions are made by people, for people. Traditional perspectives on decision making take the position that the test of good decision making is whether it pursues rational decisions gained through rational processes; and whether the solutions it offers are optimal. In the world of real decision making, irrationality, people, and constraints reign. The very concept of rational decisions is questionable when decisions address the needs and wants of multiple players (a rational, optimal solution for A may be non-rational, sub-optimizing for B). Effective decision making must accommodate a number of realities, including: balancing the perspectives of multiple players with contending viewpoints; the irrelevance of rationality in many decision scenarios; the moral dimension of decision making; the biological, psychological, and social dimensions associated with making choices; the constraints of decision makers that strongly shape their decisions. This course demonstrates the primacy of these non-traditional concerns and offers strategies for dealing with them.

MGT 645 Legal System. This course explores how laws are created, promulgated, and enforced. Topics include: criminal vs. commercial vs. tort law, personal property, real property, and intellectual property, national vs. local laws, and the importance of patents, trademarks, trade secrets, and copyrights.

MGT 650 Management of Major Programs*. An overview of tools, processes, and regulations governing the management of large complex programs: the program life-cycle, establishing and running a program office, contracting and procurement issues, regulations on large systems acquisitions, implementing earned value management, coordinating work efforts among subcontractors, the link between the budget cycle and the program cycle, managing a project portfolio.
**Prerequisite: MGT 550, CST 550 or PMP Certification*.

MGT 651 Project Management Applications. A practical course examining current best practice tools and techniques to manage real world projects. In this course, students work on self-study modules dealing with project management issues in important areas, including establishing project offices, managing needs and requirements, using e-commerce on projects, and developing team skills on projects.

MGT 655 Technological Entrepreneurship and Innovation. This course offers a comprehensive overview of technological entrepreneurship by examining the link between entrepreneurship, creativity, invention and innovation. It addresses both theory and practice. In order to see what it takes to be successful, it looks at several current high tech businesses that began as start-ups in the recent past and became successful.

MGT 660 International Business. This course offers an overview of the new international business environment. It addresses current developments in international trade and business, including the explosive growth of markets in newly emerging economies, such as the economies of China, India, and Brazil, and describes strategies business enterprises need to follow in order to "go global." It also examines topics in international finance, addressing topics such as international capital markets, foreign exchange, currency convertibility, and the evolution of the international monetary system.

MGT 690 Directed Readings and Research. This course consists of supervised readings and research projects that focus on a specific area of management. It is open to graduate students in the MS and MBA programs, who are majoring in project management, acquisition management, IT project management, public administration, telecommunications management, or general business management.

MGT 693 Strategic Management*. This course covers well-established principles of strategic management that enable managers to define objectives and goals that dovetail with the enterprise's strategic direction. It provides guidance on conducting assessment of internal and external environment used to formulate corporate or project strategies.
**Prerequisite: MGT 500*.

MGT 699 Business Policy and Strategy. This is the capstone course in the MBA degree program. It requires students to take a big picture view of business activity and to integrate the knowledge and skills they have learned through their MBA studies.

MGT 700 Analytical Techniques in Research. This course covers the principal techniques employed in conducting social science research. Topics include the design of experiments, survey research, measures of association, parametric statistics, nonparametric statistics, trend analysis, and contingency table analysis. Students will read scholarly articles employing these techniques to better understand how they are used in practice. (6 credit-hours)

MGT 705 Philosophical Foundations of Knowledge and Research. This course provides an overview of the nature of knowledge, knowledge acquisition, and the research process. It covers key concepts, such as scientific revolutions, epistemology and phenomenology, and examines the link between research theory and practice. It reviews such seminal thinkers as Thomas Kuhn, Karl Popper, Paul Feyerabend, and Rudolf Carnap.

MGT 710 Evolution of Management Thought. Management thought has evolved over the millennia, through a variety of schools of management thought, into the 21st century. This course examines the art and practice of management, as expounded by various management thinkers in the past and present, and how the 21st century manager can benefit from the ancient continuum of management experience and wisdom.

MGT 720 Management as a Behavioral Science. This course provides an examination of the behavioral roots of management theory and practice. It explores the contributions of psychology, sociology, anthropology, and economics to management. It focuses on the organizational development movement and its attempts to design organizations based on behavioral science practice. (6 credit-hours)

MGT 800 Current Issues in Management. This is a doctoral level course designed to enable students to engage in an unstructured, in-depth examination of current issues in management. Owing to the changing nature of human environments, topics covered in this course will change from time to time.

MGT 805 Business-Government Relations. Business-Government Relations is a doctoral level readings and research course designed to strengthen students' understanding of the symbiotic relationship between governments and businesses. Their interaction has an enormous impact on the well-being of local and regional communities, countries, and the global community. Debates about the roles of both players are longstanding, contentious and unending. In this course, students carry out in-depth investigations of five currently hot issues bearing on business-government relations. The specific issue areas will change periodically to keep them current. Examples of issues covered include business-government interaction at the local level, business-government dynamics in the European Union, conservative vs. liberal perspectives on business-government relations, and the role of regulations as a cornerstone of business-government relations.

MGT 811 Effective Decision Making that Accounts for Uncertainty, People and Constraints. This course focuses on the fact that people lie at the heart of decision making: decisions are made by people, for people. Traditional perspectives on decision making take the position that the test of good decision making is whether it pursues rational decisions gained through rational processes; and whether the solutions it offers are optimal. In the world of real decision making, irrationality, people, and constraints reign. The very concept of rational decisions is questionable when decisions address the needs and wants of multiple players (a rational, optimal solution for A may be non-rational, sub-optimizing for B). Effective decision making must accommodate a number of realities, including: balancing the perspectives of multiple players with contending viewpoints; the irrelevance of rationality in many decision scenarios; the moral dimension of decision making; the biological, psychological, and social dimensions associated with making choices; the constraints

decision makers that strongly shape their decisions. This course demonstrates the primacy of these non-traditional concerns and offers strategies for dealing with them.

MGT 830 Managing Modern Business Operations. Operations management (OM) is the set of activities that creates goods and services through the transformation of inputs into outputs. OM is one of the three major functions of any organization (manufacturing or service), the other two being financing/accounting and marketing. Unlike a project, which has a specific objective, a limited duration, and limited resources, an operation is ongoing with objectives and resources that can change over time. Developing a new levitating car is a project; manufacturing Toyotas is an operation. All managers need to know the principles of operations management. The course looks at fundamental principles of OM. It also examines the logistics and supply chain aspects of OM.

MGT 839 Leadership and Ethics. This course focuses on the leadership skills that people should have if they want to lead teams and enterprises to function exceptionally well. It looks at well-established leadership theory and practice and through good case studies demonstrates their strengths and weaknesses. The course also examines ethics in business and government environments.

MGT 850 Managing Programs and Project Portfolios. An overview of tools, processes, and regulations governing the management of large complex programs: the program life-cycle, establishing and running a program office, contracting and procurement issues, regulations on large systems acquisitions, implementing earned value management, coordinating work efforts among subcontractors, the link between the budget cycle and the program cycle, managing a project portfolio.

MGT 860 International Management. This doctoral level course examines current topics in international management. These topics cover globalization, intellectual property, global technology capabilities and trends, current financial developments, and managing virtual global teams. The course is run as a seminar, where students are expected to carry out independent research to address the topics assigned to them.

MGT 864 Managing Global Projects. This course examines project management as it is carried out in the global arena. Recent advances in computers, telecommunications, and transportation have truly led to a shrinking world. Virtual global project teams, once a curious dream, are a common reality today. The global dimension raises new challenges in managing projects, including: managing across cultures, time zones, languages, education systems, labor systems and regulations; making/receiving international payments in multiple currencies; leveraging fundamental global economic principles, such as comparative advantage and increasing returns to scale.

MGT 870 Technology, Innovation, and Entrepreneurship. This course offers a comprehensive overview of technological entrepreneurship by examining the link between entrepreneurship, creativity, invention and innovation. It addresses both theory and practice. In order to see what it takes to be successful, it looks at several current high tech businesses that began as start-ups in the recent past and became successful.

MGT 990 Directed Readings and Research. This doctoral level research course is designed to help students strengthen their research skills by learning how to collect, organize, and analyze data. It covers both quantitative and qualitative data. Specific data collection methods include survey research, interviews, unobtrusive measures, document reviews, retrieval of published data, creation of indexes, and generation of data through experiments. (6 credit-hours)

MGT 991 Directed Readings and Research in Project Management. This doctoral level research course is designed to help students strengthen their research skills by learning how to collect, organize, and analyze data. It covers both quantitative and qualitative data. Specific data collection methods include survey research, interviews, unobtrusive measures, document reviews, retrieval of published data, creation of indexes, and generation of data through experiments. (6 credit-hours)

MGT 998 Special Topics in Research. This doctoral level research course is designed to help students craft their dissertation proposal. A product of the course is a dissertation proposal that can be defended in a proposal defense. The final product of the course is the proposal defense itself. (6 credit-hours)

MGT 999 Dissertation Research. This course is limited to students who have received approval of their dissertation proposal and have been promoted to the status of doctoral candidate. The product of this independent work is a dissertation that is original, thorough, well-reasoned, professionally presented, and defensible. (9 credit-hours)

Marketing

MKT 500 Marketing and Sales. This course focuses on the key functions of marketing: pricing, promotion, distribution channels, and product definition. Topics include: the market research function, an understanding of who customers are (both internal and external) and how to define their needs and wants, and sales strategies.

MKT 520 Health Services Marketing. This graduate level course provides coverage of health service marketing. Topics address generic marketing principles to cover health services product development and portfolio analysis and techniques, branding and identity management and tools, target marketing management and techniques, consumer behavior and product promotions techniques and tools, and environmental analysis and competitive assessment.

Psychology

PSY 510 Abnormal Psychology. This graduate level course covers the areas of abnormal psychology and upon successful completion the student will be able to state the criteria used by the American Psychiatric Association to determine whether a pattern of behavior can be considered a psychological disorder; Identify and define the three models of abnormality; Define the term diagnosis and discuss the use of the DSM-IV; and Distinguish between generalized anxiety disorder, panic disorder, phobic disorder, and obsessive-compulsive disorder.

PSY 520 Theories of Personality. This graduate level course will discuss Freud's theory of personality, including the structure of personality, psychosexual development, and the types of defense mechanisms; Compare and contrast the theories of neo-Freudians with classic Freudian theory; Describe the purpose and types of projective personality tests; Evaluate major criticisms of psychoanalysis; Identify and describe basic principles of learning and behavior and social learning theory; Discuss Mischel's cognitive social-learning theory and outline the five "person variables" that determine how we interact with our environment; Describe Maslow's theory of personality; and Discuss the trait approach to personality and list and describe the "Big Five" factors of personality.

Supply Chain Management

SCM 500 Supply Chain Management. This course provides a comprehensive foundation of Supply Chain Management (SCM), from its broad meaning and strategic implications to operational concepts and techniques. It discusses the importance of effective SCM to any company competing in today's environment as well as the cross functional roles SCM plays in business areas such as operations, sourcing, logistics, and their integration.

SCM 505 Transportation Management. Transportation plays an important role in our economy. This course examines the critical role transportation plays in effective and efficient supply chains. It covers key elements of transportation such as modes of transportation, regulations and policies, costs, transportation management, planning and execution, as well as issues and challenges in a global supply chain environment.

SCM 610 Strategic Sourcing*. This course places an emphasis on the impact of supply chain management on the competitive success and profitability of modern organizations. It discusses the importance of strategically evaluate and select suppliers following sound sourcing process. Students also learn about the various sourcing strategies to achieve a competitive advantage. **Prerequisite: SCM 500*.

Sociology

SOC 510 Race & Ethnic Relations. This graduate level course presents the theories and operational definitions of the study of race and ethnic relations. It defines the relationship between subordinate groups and the study of stratification. The course covers areas of prejudice and discrimination, religious groups, and major racial and ethnic groups in the United States.

SOC 520 Juvenile Delinquency. This graduate level course will study how delinquents and juveniles in need of supervision are handled within the juvenile justice system, the nature and extent of delinquent behavior, and child abuse and neglect.

Statistics

STAT 520 Statistics in Health Services. This graduate level course provides an overview of statistics used in health information. It covers statistical data used in acute care facilities, population-based morbidity and mortality measures, graphic display data, measurements, measures of central tendency and variability, normal distribution and statistical inference, hypothesis testing and statistical inference, and measures of association.

STAT 695 Advanced Research Methods. This graduate level course reviews the principal techniques employed in conducting social science research, including: research design, design of experiments, sampling methodology, survey research, interviews, measurement, scales and indexes, quasi-experimental design, qualitative analysis, and quantitative analysis. The course also examines the link between research theory and practice.

View of UMT Headquarters in Rosslyn, Arlington, VA neighborhood

Application Instructions

Undergraduate Application Instructions

REQUIREMENTS

The University of Management and Technology requires the following to complete the application process:

- ☐ A completed application form (Please complete online at https://www.umtweb.edu/OnlineApplication.aspx)
- ☐ A current resume
- ☐ A non-refundable application fee of $30.00 (Waived for UMT Military or First Responder Scholarship recipients and VA beneficiaries)
- ☐ A non-refundable credit transfer evaluation fee of $30.00 (Waived for UMT Military or First Responder Scholarship recipients and VA beneficiaries)
- ☐ At least one of following documents is required as evidence of completing high school or obtaining a GED:
  - High school diploma
    - No mailed photocopies
    - Emailed color scanned image or picture of the original diploma
  - Official high school transcript that shows the diploma awarded date
  - General Educational Development (GED) certificate
    - No mailed photocopies
    - Emailed color scanned image or picture of the original certificate
  - Official GED transcript that indicates student pass status
  - Certification of a passing score on a test that the student's state authorizes and recognizes as the equivalent of a high school diploma or test transcripts indicating that the final score is a passing score or that the student's state considers the test results to meet its high school equivalency requirements
  - Copy of the "secondary school leaving certificate" or other similar document for students who completed secondary education in a foreign country
  - Official military transcript - Community College of the Air Force or Joint Services (Does not apply to students using FSA)
  - Military DD Form 214 Certificate of Release or Discharge from Active Duty (Does not apply to students using FSA)
  - Official transcript from accredited college or university that indicates the student successfully completed a total of 60 or more semester or trimester credits, or 72 or more quarter credits in an associate's or bachelor's degree that are acceptable for full credit toward a bachelor's degree at UMT.
  - For a homeschooled student from a state where state law requires the student to obtain a secondary school completion credential for homeschool (other than a high school diploma or its recognized equivalent), a copy of that credential
  - For a homeschooled student from a state where state law does not require the student to obtain a secondary school completion credential for homeschool (other than a high school diploma or its recognized equivalent): a transcript or the equivalent, signed by the student's parent or guardian. Document must list the secondary school courses the student completed and include a statement that the student successfully completed, as defined by the state, a secondary school education in a homeschool setting
- ☐ Official transcripts from post-secondary institutions attended for transfer students
- ☐ Photo ID – US students: passport or driver's license; International students: passport or other government issued photo ID
- ☐ Three Recommendation and Reference Forms (Form can be downloaded online at https://www.umtweb.edu/pdfdocs/recommendation_reference.pdf) (Optional)
- ☐ One of following English test scores or records is required for the applicants whose English is not their native language.
  - A minimum total score of 57 on the paper delivered Test of English as a Foreign Language (TOEFL PBT), or 61 on the Internet Based Test (iBT). **UMT's Institution Code is 7853**. Or 6.0 on the International English Language Test (IELTS), 44 on the Pearson Test of English Academic Score Report, 95 on the Duolingo English Test, 53 on the 4-skill

Michigan English Test (MET), 650/LP on the Michigan Examination for the Certificate of Competency in English (ECCE), or 650/LP on the Michigan Examination for the Certificate of Proficiency in English (ECPE)
- A high school diploma completed at an accredited/recognized high school where the medium of instruction is English
- A minimum score on the College Board Accuplacer ESL Exam Series as follows: ESL Language Use: Score of 85, ESL Listening: Score of 80, ESL Reading: Score of 85, ESL Sentence Meaning: Score of 90, ESL Writeplacer: Score of 4, Comprehensive Score for all exams of 350
- A minimum grade of Pre-1 on the Eiken English Proficiency Exam
- A minimum B-2 English proficiency level identified within the Common European Framework of Reference standards and assessed through various ESOL examinations, including the University of Cambridge,
- A transcript indicating completion of at least 30 semester credit hours with an average grade of "C" or higher at an institution accredited by an agency recognized by the United States Secretary of Education and/or the Council for Higher Education Accreditation (CHEA), or accepted foreign equivalent that is listed in the International Handbook of Universities where the language of instruction was English

☐ Financial Certificate for International Applicants Requiring Form I-20 to study in the United States as a full-time student. (Form can be downloaded online at https://www.umtweb.edu/pdfdocs/financial_certificate.pdf)

Additional Requirements:

☐ Original transcripts that are not in English must be accompanied by a certified (notarized) English translation

☐ An interview may be required but is not necessary to apply

NOTIFICATION

Prospective students are evaluated for admission as soon as all required documents are received and notified as soon as the decision process is completed.

INQUIRIES

Office of Admissions
University of Management and Technology
1901 Fort Myer Drive, Suite 700
Arlington, VA 22209-1609
Phone: (703) 516-0035; Fax: (703) 516-0985
Email: admissions@umtweb.edu; Web: www.umtweb.edu

Graduate Application Instructions

The University of Management and Technology requires the following to complete the application process:

- ☐ A completed application form (Please complete online at https://www.umtweb.edu/OnlineApplication.aspx)
- ☐ A current resume
- ☐ A non-refundable application fee of $30.00 (Waived for UMT Military or First Responder Scholarship recipients and VA beneficiaries)
- ☐ A non-refundable credit transfer evaluation fee of $30.00 (Waived for UMT Military or First Responder Scholarship recipients and VA beneficiaries)
- ☐ For Master's Programs: Official transcripts from post-secondary institutions attended. Must include a transcript showing that a Bachelor's degree or international equivalent was awarded.
- ☐ For the DBA Program: Official transcripts from post-secondary institutions attended. Must include a transcript showing that a Master's degree was awarded, or a minimum of 30 graduate-level credits completed, or international equivalents.
- ☐ Photo ID – US students: passport or driver's license; International students: passport or other government issued photo ID
- ☐ Three Recommendation and Reference Forms (Form can be downloaded online at https://www.umtweb.edu/pdfdocs/recommendation_reference.pdf) (Optional)
- ☐ Official GMAT test scores (optional). **UMT's Institution Code is 5592**.
- ☐ Official GRE scores (optional). **UMT's Institutional Code is 5592**.
- ☐ One of following English test scores or records is required for the applicants whose English is not their native language:
  - Master's Programs: A minimum total score of 60 on the paper-delivered Test of English as a Foreign Language (TOEFL PBT), or 71 on the Internet Based Test (iBT). **UMT's Institution Code is 7853**. Or 6.5 on the International English Language Test (IELTS), 50 on the Pearson Test of English Academic Score Report, 100 on the Duolingo English Test, 55 on the 4-skill Michigan English Test (MET), 650/LP on the Michigan Examination for the Certificate of Competency in English (ECCE), or 650/LP on the Michigan Examination for the Certificate of Proficiency in English (ECPE)
  - DBA Program: A minimum score of 65 on the paper-delivered Test of English as a Foreign Language (TOEFL PBT), or 80 on the Internet Based Test (iBT). **UMT's Institution Code is 7853**. Or 6.5 on the International English Language Test (IELTS), 58 on the Pearson Test of English Academic Score Report, 105 on the Duolingo English Test, or 55 on the 4-skill Michigan English Test (MET), 650/LP on the Michigan Examination for the Certificate of Competency in English (ECCE), or 650/LP on the Michigan Examination for the Certificate of Proficiency in English (ECPE)
  - A minimum score on the College Board Accuplacer ESL Exam Series as follows: ESL Language Use: Score of 85, ESL Listening: Score of 80, ESL Reading: Score of 85, ESL Sentence Meaning: Score of 90, ESL Writeplacer: Score of 4, Comprehensive Score for all exams of 350
  - A minimum grade of Pre-1 on the Eiken English Proficiency Exam
  - A minimum B-2 English proficiency level identified within the Common European Framework of Reference (CEFR) standards and assessed through various ESOL examinations, including the University of Cambridge
  - A transcript indicating completion of at least 30 semester credit hours with an average grade of "B" or higher at an institution accredited by an agency recognized by the United States Secretary of Education and/or the Council for Higher Education Accreditation (CHEA), or accepted foreign equivalent that is listed in the International Handbook of Universities where the language of instruction was English
- ☐ Financial Certificate for International Applicants Requiring Form I-20 to study in the United States as a full-time student. (Form can be downloaded online at https://www.umtweb.edu/pdfdocs/financial_certificate.pdf)

Additional Requirements:

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Email: admissions@umtweb.edu; Web: www.umtweb.edu

Tuition, Fees & Refund Policy

Tuition • Fees • Tuition Refund Policy • Tuition Refund Examples

Tuition

Tuition per credit hour	$ 390
Tuition per credit hour for students receiving the UMT Scholarships	$ 250
Tuition per credit hour for International Students with F-1 visa	$ 780

Fees

Application Fee*	$ 30
Transfer Credit Evaluation Fee*	$ 30
Semester Registration Fee*	$ 30
Late Registration Fee* (applies on and after the first day of a semester)	$ 40
Re-admission Fee*	$ 30
Change-of-Program Fee*	$ 30
Change-of-Schedule Fee*	$ 30
Continuing Enrollment Fee*	$ 30
Returned Check Fee	$ 30
Lost or Overdue Book Replacement Fee	$ 30
Transcript Fee	$ 20
Graduation Processing Fee	$ 50
Commencement Fee	$ 95
Replacement Diploma Fee	$ 75
Inter-school Processing Fee	$ 50
International Student I-20 or DS-2019 Processing Fee	$ 250

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** Fee is waived for students receiving the UMT Military or First Responder Scholarship and VA beneficiaries.*

For additional DBA Fees: Please refer to the DBA section of the catalog.

Tuition Refund Policy

UMT reserves the right to terminate student enrollments if students do not meet the academic and financial standards.

A student may request Enrollment Agreement Cancellation or Course Withdrawal in any manner, but to ensure timely processing, the university strongly recommends email, fax, or mail. The refund is calculated based on the postmarked date that a student's request is mailed or the date that the electronic request is received by UMT.

Enrollment Agreement Cancellation: Students have seven calendar days after signing an enrollment agreement to cancel enrollment and receive a full refund of all monies paid to the university. A student requesting cancellation more than seven calendar days after signing an enrollment agreement, but prior to beginning a course in the program, is also entitled to a refund of all monies paid to the university minus any fees paid up to $75. Cancelling an enrollment agreement after starting one or more courses automatically causes a course withdrawal of all unfinished courses.

Course Withdrawal: UMT refunds the proportion of the tuition paid after beginning a course, according to the following schedule:

Percentage of Tuition Returned to the Student Minus the Application and/or Registration Fee AFTER	
1st week	80%
2nd week	70%
3rd week	60%
4th week	50%
5th week	40%
6th week	30%
7th week	20%
8th week	10%
9th week	0%

When a third party is paying the student's tuition, any refund is made to the third party, not to the student.

Refund Payment: Refund payment will be made within 30 days from the cancellation date.

For Students Using FSA: Please refer to the *UMT FSA Handbook* for leave of absence, withdrawal, return of title IV funds and post-withdrawal disbursement policies.

Tuition Refund Examples

A student withdraws from a course on day 5. The student is entitled to a 100% refund of the tuition paid. In this situation, the following calculation would apply:

$1170 (tuition for one three-credit course)
- 1170 (the refund amount, which is 100% of the course tuition)
$ 0 (student's responsibility to pay to the University)

A student withdraws from a course on day 38. The student is entitled to a 40% refund of the tuition paid. In this situation, the following calculation would apply:

$1170 (tuition for one three-credit course)
- 468 (the refund amount, which is 40% of the course tuition)
$ 702 (student's responsibility to pay to the University)